

Social Impact through Active Participation:
A Case of an Engaging
Cause Marketing Experience

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CERTIFICATION

I, Jacqueline Montgomery, declare that this thesis, submitted in fulfilment of the requirements for the award of Doctor of Philosophy, in the School of Business, Western Sydney University, is wholly my own work unless otherwise referenced or acknowledged. The document has not been submitted for qualifications at any other academic institution.

Jacqueline Montgomery

14 November 2020

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PUBLICATIONS, PRESENTATIONS AND AWARD, RESULTING FROM THIS DOCTORAL RESEARCH

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Krahmalov, J., Young, L., & Khan, A. (2016, December 06). *The Social Impact of Active Cause Marketing*. ANZMAC Conference, University of Canterbury, Christchurch New Zealand.

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2018 (change of surname from Krahmalov to Montgomery)

Montgomery, J. (2018). Vinnies CEO Sleepout: A Study of Participants & Impact. Report submitted to St. Vincent de Paul.

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ABSTRACT

Governments around the globe are failing to meaningfully address social crises, thereby placing additional pressure on non-profit organisations to meet increasing demands to care for those in need. One way by which non-profit organisations can galvanise more volunteer support and funding for their cause, is to enter into an alliance with a company or companies, and together create programs or initiatives to raise funds and awareness. Cause marketing is one such initiative, which also invites consumer involvement in varying degrees to help solve an issue or contribute to a cause. The past decade has seen the emergence of a more innovative form of cause marketing – one that requires a greater degree of consumer involvement, in particular their active participation in the initiative. Whilst there is a rich literature exploring commercial impacts of various cause marketing initiatives, there is very little research on the impacts to those consumers who actively participate in this more innovative form of cause marketing.

This thesis contributes to the gap in the literature by exploring the direct and indirect impacts of active participation in a cause marketing initiative – on the participants themselves and more broadly on others. Using an interpretivist perspective, the researcher has undertaken a novel approach to qualitative methodology and analysis, and has drawn upon the literature of diverse fields such as psychology, social psychology, sports, tourism, social marketing, health and the non-profit sector. The model developed for this study was inspired by earlier research on organised group activities that required active participation (Lawson, 2005; Lee et al., 2013), as well as Keyes' (2007) conceptualisation of well-being.

The case study chosen for this research was the cause marketing initiative: the Vinnies CEO Sleepout, which requires consumers' active participation. Since it began in 2006 in Sydney, Australia, it has raised over AUD 49 million to fund the homeless services that St Vincent de Paul provides. CEOs sleep 'rough' one cold night in winter, and raise funds and awareness for the cause. Semi-structured interviews were held with twenty-two high level executives who had participated

in the Vinnies CEO Sleepout, to explore the impacts of the initiative on the CEOs themselves, and the subsequent ripple effect on their close and distant networks.

Findings indicate that the impacts to the CEOs were considerable, particularly in the enhancement of human capital, mental health and social capital. ‘Compassion’ emerged as an unanticipated outcome. The ‘experience’ of the initiative was considered extremely important to the participants. Considerable positive change to CEOs’ social, eudaimonic and hedonic well-being was identified. Also noted were the examples provide by the CEOs of various changes (and potential impacts) to the well-being of their networks and the wider community.

The final version of the model may help organisations define the nature and scale of participation in social initiatives and evaluate the outcomes of participation. It may help marketers understand the possible impacts from such purpose-driven collaborations, and design initiatives that support the potential for personal and social growth. By bringing together multiple perspectives from a range of disciplines, this thesis provides a meaningful contribution to academic knowledge and methodology.

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CHAPTER 1 INTRODUCTION

1.1 Chapter Outline

This thesis explores a range of potential impacts from actively participating in a cause marketing initiative. In this chapter, the background to and need for the research is provided, discussing the greater context of social and environmental ills, and the pressing need for more innovative alliances between companies and non-profit organisations to help alleviate these issues. Cause marketing is considered on two levels: socially, as a potential means by which to actively involve a wider range of stakeholders in such value-creating alliances; and personally, where participation can result in positive impacts on an individual's well-being. In addition, the ways in which these two levels interact is considered. Research gaps are identified and subsequently followed by the research objective and research questions of the thesis, which seek to address the gaps. An overview of the research methodology and analysis is provided, along with the limitations of the study. The potential academic, social and managerial contributions are briefly discussed. The chapter closes with an outline of the structure of the thesis and a summary of the key components of Chapter 1. An outline of this chapter is presented in Figure 1.1.

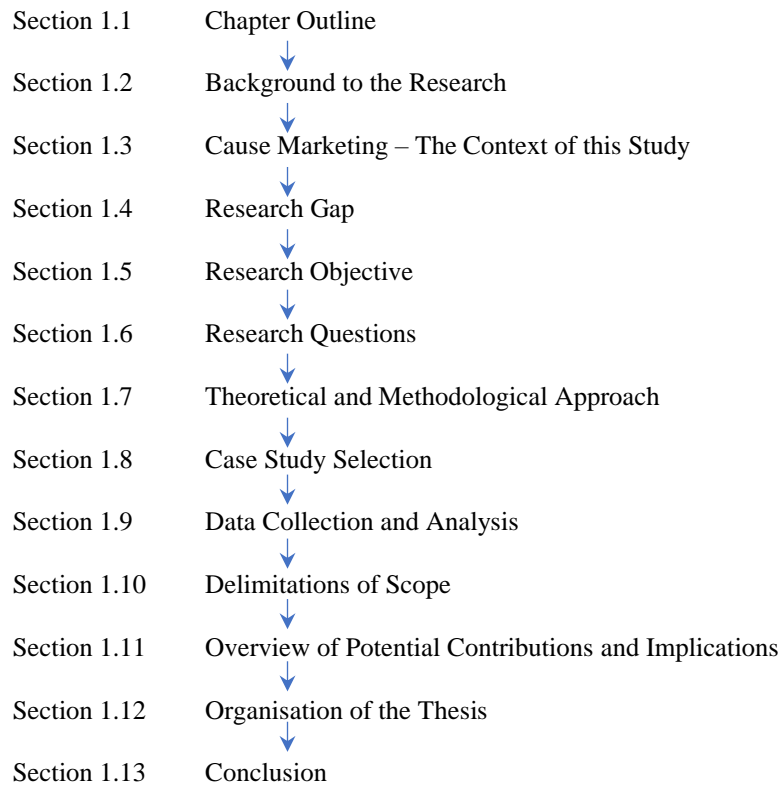


Figure 1.1 Outline of Chapter 1

1.2 Background to the Research

Cause marketing has the potential to play an important role in facilitating important social change. As a marketing approach, it would appear to have a greater capacity to achieve impact than social marketing, an approach used to primarily change public behaviours without involving any commercial benefit, for example government-focused public health and safety campaigns (Stead et al., 2007). However the scope of social marketing activity has been shown to be somewhat limited and mostly does not meaningfully address larger social issues and engender substantial societal change (Gordon et al., 2006; Wymer, 2011). As will be discussed, cause marketing involves collaborations between companies and non-profit organisations, and it is the large scale of these collaborations, and considerable financial backing of companies that allows for greater reach and impact, in facilitating social and environmental change.

What was once the remit of governing bodies – to address social and environmental issues, no longer appears to be a priority. Whilst governing bodies around the world may raise awareness on particular issues, for example, youth

violence – ‘STRYVE Striving To Reduce Youth Violence Everywhere’ (CDC, n.d.) and obesity – ‘Better Health’ (Public Health England, 2020), increasingly it is argued that they lack the capacity and/or motivation to meaningfully address and effect change with respect to many of the factors contributing to distress and hardship: inequality, poverty, unemployment and social isolation. This failure is recognised by high profile international organisations, including the World Economic Forum (WEF) and the United Nations (UN). The World Economic Forum identifies the failure of governments in dealing with both large-scale involuntary migration, and unemployment/ underemployment – critical factors causing profound global social instability (WEF, 2018). Broad social disruptions are exacerbating this, for example the inability of Economic Union (EU) member states to cope with the influx of asylum seekers. A recent report highlights the struggle to accommodate new arrivals and deal with the strain in turn placed on services for locals (European Observatory on Homelessness, 2016). Some governments are unwilling to address these social issues. The United Nations estimates 18.5 million United States (US) citizens currently live in extreme poverty, finding the current US government failing in its human rights obligations in fiscal policy, employment policy and social protection for the most vulnerable (United Nations Human Rights Council, 2018). The Australian Federal Government has slashed over \$1 billion in health and community services over the past five years, placing additional pressure on the traditional non-profit services that support the most vulnerable (ACOSS, 2018).

As a result of these trends, greater demands are being placed on non-profit organisations to solve some of our pressing societal and environmental problems. There is no indication that the need for non-profit organisations and the support they provide will decrease in the foreseeable future. Instead, it is argued that it is likely to substantially increase. The International Monetary Fund (IMF) has predicted that the fallout from the COVID-19 health crisis will result in increasing economic hardship, particularly individual-level poverty in low-income households; governmental ‘poverty’ as global debt is set to surpass World War II levels, and closer to home, an economic decline in Australia of 4.9% of Gross Domestic Product (GDP) is forecast (IMF, 2020). However the ability of the non-profit sector to assist is limited, as these organisations rely heavily on volunteer

labour (Pro Bono Australia, 2020). In Australia, the non-profit workforce (paid and volunteer) accounts for 11.5% of the total workforce, and 3% of this is volunteer labour (McLeod, 2016). Therefore effective use of these limited resources is critical (Kuntz, 2018).

A key concern of non-profit organisations is the need to galvanise greater community volunteer support for their causes. One way to achieve greater volunteer support, is for the non-profit organisation to enter into an alliance with a company and together create programs or initiatives, such as corporate volunteer programs, and corporate social responsibility or cause marketing initiatives. These programs invite company stakeholders (consumers and employees) to volunteer, contribute and improve societal and environmental issues. Portions of the private sector are keen to collaborate with non-profit organisations. Increasingly, companies are striving to achieve positive social and environmental outcomes which can impact upon societal well-being. For example, Johnson & Johnson (n.d.) states: “We are committed to using our capabilities, expertise, influence and partnerships to make the world a better, healthier place.”

Supporting a cause delivers a number of benefits to a company, beyond alleviating social and environmental issues. Corporate volunteer programs, corporate social responsibility and cause marketing initiatives can also aid in attracting and retaining staff, enhancing staff morale, improving corporate image and increasing consumer loyalty, as discussed below.

Corporate volunteer programs, where employees take time off work to volunteer together with a charitable or community organisation, have been shown to improve employees’ skills and motivation (Herzig, 2006). **Corporate social responsibility initiatives**, often taking the form of a campaign to promote a company’s ‘green’ practices, or provide financial or in-kind assistance, have been found to enhance corporate image (thus impacting consumer loyalty), and help recruit, motivate and retain staff (Sprinkle & Maines, 2010). **Cause marketing**, another approach taken by companies, is an alliance formed between a non-profit organisation and a company, which invites consumer involvement in varying degrees to help solve an issue or contribute to a cause (Kotler et al., 2013). In a number of market research studies exploring how consumers feel about

connecting with a brand to help solve an issue, respondents report wanting to be part of the ‘solution’ by partnering with companies, taking concrete actions to support brands with purpose, and feeling empowered to support social issues via companies (for example, Cone/Porter Novelli, 2018). Even taking into account some ‘social desirability bias’ in these surveys, whereby the respondents may be choosing responses that they believe present themselves in a more favourable light, it would appear that there is significant opportunity for companies to more deeply engage consumers in their cause marketing initiatives.

Proactive collaborations between companies, their stakeholders and non-profit organisations have the potential to help address the range of pressures facing society and the environment. For example, at the 2020 Halo Awards (the most prestigious annual social and cause marketing award ceremony in the USA), among the collaborations recognised were those that helped youth deal with grief, feed starving children, raise awareness of HIV, and reduce waste in landfills by 30%, all the while contributing to building stronger businesses (Engage for Good, n.d.).

1.3 Cause Marketing – The Context of this Study

Both practitioners and academic researchers tend to use the term ‘cause marketing’ as an umbrella term to cover a range of brand-cause initiatives, and the term is used in an inconsistent manner. The first mention of a cause marketing initiative in academic literature was in Varadarajan and Menon’s (1988) assessment of ‘profit-motivated giving’, which discussed the emergence of ‘cause-related marketing’. It described what is considered to be one of the first campaigns of this type: the 1983 American Express campaign which raised funds for the restoration of the Statue of Liberty. Over a period of three months, American Express donated one US cent every time a consumer used their AMEX charge card, and a dollar for each new card issued. This resulted in a 28% increase in card usage, a 45% increase in new card holders, and a USD1.7million contribution to the Statue of Liberty-Ellis Island Foundation (Varadarajan & Menon, 1988). This campaign successfully influenced consumer behaviour whilst returning a profit to American Express, and made a positive contribution to the cause.

Since then, various forms of cause marketing have emerged. After reviewing both practitioner and academic literature, three forms of cause marketing were identified as the most common:

- **Cause-related marketing**, whereby a company links monetary or in-kind donations to product sales or other consumer actions in support of a non-profit organisation (Varadarajan & Menon, 1988). Consumer involvement is limited to purchasing a product. *Example: Consumer purchases a Mount Franklin 6-pack of mineral water, and Mount Franklin donates 10c to the McGrath Foundation for breast cancer research and care.*
- **Corporate social marketing**, when a company implements a behavioural change campaign intended to improve public health, safety, the environment or community well-being, with no requirement for revenue exchange activity (Bloom et al., 1997). Consumer involvement tends to be low, and limited to increased awareness of an issue and potentially a change in personal behaviour. *Example: Huggies nappies campaign to educate parents on ways to reduce the risk of Sudden Infant Death Syndrome (SIDS).*
- **Cause sponsorship**, whereby a company will underwrite the fee for a cause/social event, and obtain the right to be associated with it (Meenaghan, 1983). Consumer involvement varies from basic awareness of the sponsorship to attendance and participation at the event. *Example: Visa's sponsorship of the Paralympic Games.*

The past decade has seen a shift in the importance of company involvement with causes or 'purpose'. High-growth companies that once tacked purpose to the periphery of their marketing strategy, are now incorporating it at its core, in order to "generate sustained profitable growth, stay relevant in a rapidly changing world, and deepen ties with their stakeholders" (Malnight et al., 2019, p. 70). This appears to be particularly important when target audiences are more youthful; according to CEO of Creative Agency 23red, Jane Asscher, as they are one of "... the first generations of consumers that are making purchasing decisions on how brands behave toward their customers, employees, supply chain and communities"

(WARC, 2020). A key challenge is being ‘distinctive’ as more brands are becoming purpose-led. Collaborations with partners that can imbue credibility and authentic connection with causes is becoming increasingly important in creating that distinction (WARC, 2020). In 2018, it was also noted that consumer ‘participation’ was an emerging theme in purpose-driven award-winning initiatives, and that the “intersection of purpose and participation is a powerful one, which to date, has been under-explored” (Arden, 2018). Purpose-driven collaborations, involving consumer participation, appear to result in improved consumer engagement, transformative social/environmental change, strong business results and sustainable brands (WARC, 2018). These and other sources argue that it is no longer sufficiently impactful for a company to simply donate in-kind support or create an initiative linked to product purchase, or sponsor an event. Instead, more active consumer participation is needed.

The previously mentioned review of practitioner and academic literature highlights a fourth form of cause marketing that has emerged over the past decade and that is becoming increasingly prominent. This requires consumers’ *active* participation. Here, participants are encouraged to make a personal sacrifice or significant physical contribution that will directly benefit an external community in need, and/or an environmental issue. This contrasts with the levels of consumer involvement noted in the three forms of cause marketing described earlier, which are much less demanding of the consumer. In some practitioner literature, this more recent form of cause marketing has been referred to as ‘experiential cause marketing’ or ‘cause-driven experiential marketing’. This is a merging of experiential marketing (typically a participatory event like a concert or festival, where the consumer has a kind of immersive experience), and cause marketing (Event Architecture, 2019; Singh, 2017).

An example of this kind of initiative is the Corona/Parley for the Oceans campaign. In 2017, Corona partnered with the non-profit organisation, Parley for the Oceans, to bring attention to marine plastic pollution. They invited consumers to become part of a global initiative and join a local beach clean-up event. Participants were educated on ocean conservation, and spent time clearing the beaches and foreshores of plastic debris. Over the course of two years, more than

537 clean-ups were held in over 23 countries, with the help of more than 25,000 consumers (Corona, 2019). Whilst the researcher was unable to find reports of the global benefit to the Corona brand, she was able to locate evidence of the impact to its Australian division in terms of increased brand affinity and purchase intent, including:

- 21% increase in brand enjoyment among Corona's target market;
- 0.6% increase in brand affinity among Corona's target audience; and a
- 23% increase in purchase intent among Corona's target audience (Lewington, 2019).

From the review of practitioner literature, it appears that this form of cause marketing has the potential to be impactful to all parties involved – the non-profit organisation (and the cause itself), the company, and the participating consumers. Another example is a recent initiative that highlights the benefits to all parties: the Stayfree Project Free Period, India. Feminine care brand Stayfree partnered with Mumbai-based anti-trafficking NGO, Prerana, in an initiative designed to empower women in the sex trade. Their research identified that contrary to most women, these marginalised sex workers look forward to menstruation, as they see those days as time 'off work'. The women were desirous of leaving the sex trade, but to do so they needed to develop other skills and were unsure as to how to do this. Stayfree and Prerana created workshops teaching skills that could generate additional sources of income, and 742 volunteers across India participated in the initiative, as teachers. Over 3,000 days of learning were conducted, and the skills acquired generated additional income of USD 30,500 for over 200 women. The initiative is ongoing, and now also has UNICEF support. It has received global recognition at the most prestigious international practitioner award shows (Cannes, D&AD, Futr, Spikes Asia). It has thus far resulted in a 40% increase in brand equity for Stayfree (Kanthy et al., 2019; Spikes Asia, 2018).

The context of this study is this form of participatory cause marketing. It is under-researched in the academic literature and there is no generally recognised definition; thus the following definition of this form of cause marketing has been

adapted from Kotler et al. (2013, p. 282) for the purpose of this thesis (changes are italicised):

A co-operative marketing activity between a ‘for-profit’ company/brand, and a ‘not-for-profit’ organisation which *encourages consumers to make a personal sacrifice or significant physical contribution that will directly benefit an external community in need, and/or an environmental issue.*

The next section outlines the gap in academic understanding of this form of cause marketing, and provides the rationale for the focus of this study.

1.4 Research Gap

Most of the academic literature to date on cause marketing has focused on understanding the commercial impacts and motivations driving participation. For example, studies have explored the effect on brand equity (Simmons & Becker-Olsen, 2006; Varadarajan & Menon, 1988; Wymer & Samu, 2009), the appropriateness of the type of cause chosen by a company (Inoue & Kent, 2014; Rifon, Choi et al., 2004), and consumer motivations, attitudes towards the brand, and intent to purchase (Irwin et al., 2003; Galan-Ladero et al., 2015; Taylor & Shanka, 2008; Roy & Graeff, 2003).

Literature investigating the individual or social impact of cause marketing, such as the benefits that flow to participants and society, is sparse. The limited extant research focuses more on benefits from *minimal* participation from consumers as distinct from initiatives whereby consumers *actively* participate through a *personal sacrifice or significant physical contribution*. Thus, this research draws on academic literature which considers active participation (as this may include aspects relevant to a cause marketing initiative), for example studies from the fields of sport, tourism, event sponsorship, psychology, volunteering, social marketing and health. Each of these areas contains aspects that are relevant to this topic, and may contribute to the development of the theoretical framework. For example, researchers have found strong correlations between participation in sport and positive individual social outcomes, as seen in the strong contribution of sport in the UK to active citizenship (Delaney & Keaney, 2005), the impact on rural

Australian social life from sports participation, interaction and engagement (Tonts, 2005), and the role of sport in the social and human development of disaffected and disadvantaged youth (Skinner et al., 2008; Thompson, 2012). Given that these studies explore impacts from active participation in an organised group activity, it is possible in at least a limited way to extrapolate findings and apply them to a cause marketing initiative (an organised group activity) that also requires active participation.

This study seeks to address the gap in the literature by exploring potential impacts on the participants from actively participating in a cause marketing initiative. It is argued that a well-designed cause marketing initiative has the potential to provide greater scale and scope of benefits than corporate volunteer programs or corporate social responsibility campaigns, and to involve more committed participants in helping to solve societal and environmental issues, as indicated in the earlier examples. A cause marketing context that has the potential to engender more extreme impact has been chosen as the context of this study, and in particular, a form of cause marketing that requires active consumer participation.

As the discussion above indicates, it would appear that this form of cause marketing is more likely to:

1. appeal to consumers who are increasingly seeking active participation in social and environmental change;
2. appeal to companies seeking to develop more innovative initiatives which both satisfy their consumers' social and environmental desires *and* contribute to society; and
3. contribute to non-profit organisations' increasing needs for greater volunteer support and funding.

It is anticipated that active participation in a cause marketing initiative will positively impact the participant, and contribute to enhancement of their well-being. This is the focus of this study – the immediate and continuing effects of participation on participants – not on the non-profit organisation or the company involved. The potential contribution to knowledge is the provision of a more

comprehensive understanding of the impact on participants resulting from active involvement in a cause marketing initiative.

1.5 Research Objective

The objective of this study is to explore the direct and indirect impacts of active participation in a cause marketing initiative, on the participants themselves and more broadly, on others.

1.6 Research Questions

The following research questions will guide this inquiry:

- What forms of personal and social impact are engendered by active participation in a cause marketing initiative?
- How does active participation affect the individual's well-being, and the well-being of their close networks, distant networks and the wider community?

1.7 Theoretical and Methodological Approach

To address the research questions, this study adopts a qualitative methodology. Figure 1.2 provides a visual depiction of the theoretical and methodological approach undertaken in this study (indicated by red circles). This approach was chosen as an exploratory, emergent approach was needed, given the limited research to date into active participation in a cause marketing initiative. The philosophical stance informing the methodology of this study is the **interpretivist** paradigm, which enables the researcher to interpret the thoughts and behaviours of the participants, and to “understand the complex world of lived experience from the point of view of those who live it” (Schwandt, 1998, p. 221). This was deemed appropriate as the goal was to gain rich personal insights, in context. Given the exploratory nature of the research, an **abductive** approach was employed in the development of the theoretical framework to guide the research, as initial ideas and theories resulting from the literature review evolved (as described in Timmermans & Tavory, 2012). A **mono-method qualitative**

approach was chosen. This is common to interpretivist research which often involves an in-depth investigation of a relatively small sample (Saunders et al., 2016). In this study, the researcher conducted semi-structured in-depth interviews. A **single-case study** design (as described by Yin, 2018) was selected, where a single context – in this case a single cause marketing initiative, was chosen to provide the opportunity to study the phenomenon holistically, and explore multiple perspectives on the same initiative. This methodology was designed to enable exploration of the continuing impacts to a sample of informants collected despite the **cross-sectional design** necessitated by time and financial constraints (Patton, 2015).

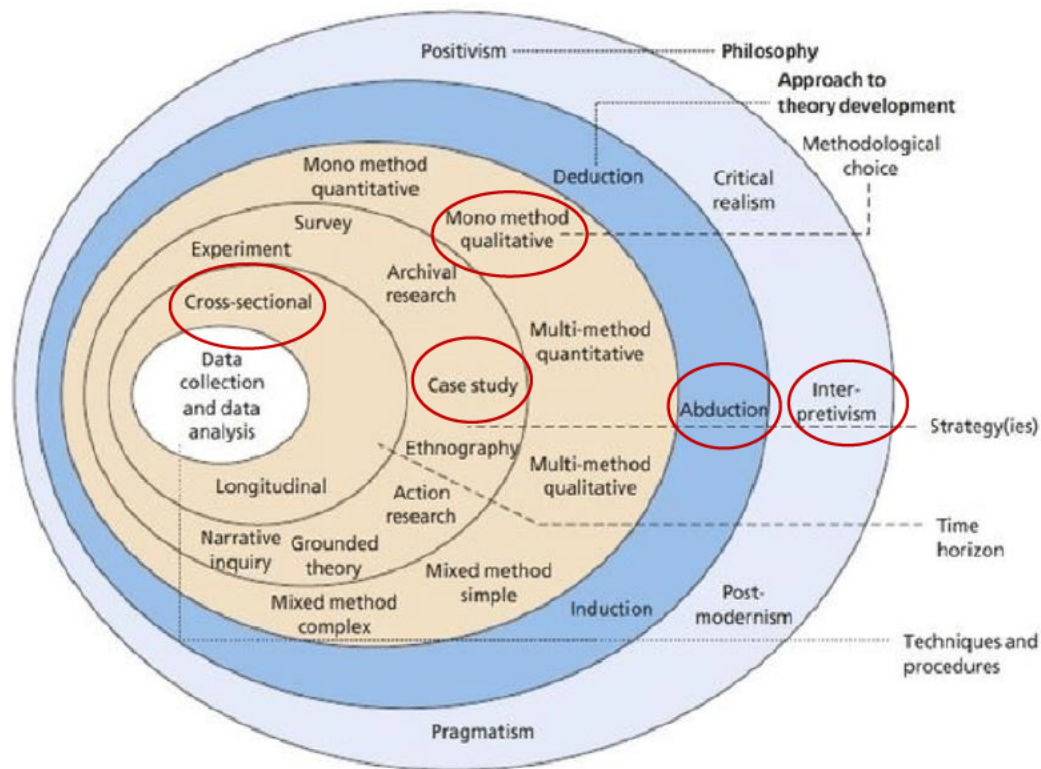


Figure 1.2 The ‘Research Onion’, adapted from Saunders et al. (2016, p. 124). The approach taken in this study is indicated by the red circles.

Framing this study are the theories of Identity, Social Identity and Self-Determination. These theories contribute to an understanding of the individual impacts from active participation in a cause marketing initiative, and how they may relate to engendering well-being. This is discussed in greater detail in Section 2.2.

1.8 Case Study Selection

The case study chosen for this research is the cause marketing initiative: the Vinnies CEO Sleepout, which requires active participation by consumers. In this instance, a (market) transaction occurs between The St Vincent de Paul Society (non-profit organisation) and the company leaders (mostly CEOs), who ‘pay’ to secure a place in the sleepout via a charitable donation. The company leader represents both the consumer, who is ‘buying’ the experience, and the company, which supports and promotes their CEO’s involvement in the initiative. In addition, some CEOs may use the Vinnies CEO Sleepout as a springboard to develop corporate social responsibility initiatives within their company, employee volunteer programs, pro-bono services, community engagement and development, and in-kind donations (a practice described in Truscott et al., 2009). The St Vincent de Paul Society, as the non-profit organisation, gains value through the additional resources flowing into their organisation, and the increased awareness of their involvement in working with the issue of homelessness. This awareness attracts additional donations and also boosts their credibility in advocating for government policy change. Note: ‘Vinnies’ is a brand name of The St Vincent de Paul Society in Australia, and is applied to various initiatives. It is also more commonly used by Australians when referring to this non-profit organisation.

1.9 Data Collection and Analysis

Once the case study was selected and the cooperation of St Vincent de Paul secured, initial desk research was conducted. This included a review of previous studies commissioned by St Vincent de Paul, participant surveys, and industry fundraising reports. Background interviews were conducted with the St Vincent de Paul Director of Fundraising, and the Founder of the Vinnies CEO Sleepout to gain an understanding of the background of the initiative and its evolution. Twenty-two participants were recruited and interviewed. The interviews were semi-structured, and utilised the Repertory Grid Technique (described in detail in Section 3.3.2.3) which helps generate rich data in a relatively short amount of

time – necessary given the short timeframes the CEO informants were prepared to make available.

Following data collection, multi-method abductive analysis was conducted. This involved the Repertory Grid Technique analysis, manual thematic analysis and Leximancer analysis on the corpus of interviews. It was anticipated that using multiple methods of analysis would maximise the robustness and legitimacy of the qualitative inquiry.

1.10 Delimitations of Scope

The scope of this research was limited to one case study, and the ongoing impacts to participating individuals (and their close and distant networks), *not* to the company or the non-profit organisation involved. The beneficiaries of the initiative, ‘those in need’, were not part of the study. Recruitment was limited to convenience and snowball sampling. As the informants were typically time-poor CEOs, only one interview was conducted with each informant.

Whilst this cause marketing initiative does take place around Australia, the research study is limited to participants of the Sydney CEO Sleepout, who were more geographically convenient to the researcher. Face-to-face interviewing allows for more personal connections, deemed optimal for facilitating reflection, and necessary for administration of the Repertory Grid Technique (discussed in Section 3.3.2.3).

1.11 Overview of Potential Contributions and Implications

1.11.1 Academic Contribution

It is anticipated that the findings of this study will address gaps in the academic literature. Sparse attention has been devoted to cause marketing initiatives that require active participation of consumers. There is minimal understanding of the impact such initiatives have on participants, and the overall impact to their well-being, and the well-being of their networks and the wider community. Insights from this research will allow speculation as to what social impacts can and do emerge from such active participation. Findings may be applied to the research of

impacts from other initiatives (that require an individual's active involvement), such as participatory cultural programs, urban renewal programs, and other volunteer initiatives. Findings may also add to the literature of well-being.

This thesis takes a novel approach to qualitative methodology and analysis. The Repertory Grid Technique is not generally used in qualitative research, and the multi-method approach to analysis (a combination of Repertory Grid Technique analysis, thematic analysis and Leximancer analysis) has not been applied previously. This approach may potentially make a strong methodological contribution.

1.11.2 Social Contribution and Implications

For governments and universities, both of which have recently devoted attention to social impact initiatives, this research has the potential to add to the body of knowledge and contribute to social policy and norms. For example, governments could provide financial incentives to companies that seek to pursue collaborations that achieve positive social impact. The following definition of social impact from the non-profit literature both explicitly recognises the individual-level impacts and adds the important element of 'improvements' to the equation:

Social value is created when resources, inputs, processes, or policies are combined to generate improvements in the lives of individuals or society as a whole (Emerson et al., 2000, p. 137).

Development of more innovative cause marketing initiatives based on the understanding of their value may provide additional opportunities for individuals to participate, in programs that have particular meaning for them. This in turn has the potential to further enhance well-being and to channel well-being to others in one's personal and professional networks and beyond.

1.11.3 Managerial Contribution and Implications

For companies, the ability to understand the impacts of this approach to cause marketing may inspire the development of a greater range of initiatives, enable more systematic comparison of impacts of other social marketing programs, and

contribute to the building of a stronger social profile. It may also enable the company to effectively communicate these benefits of particular programmes to stakeholders, which could be valuable in terms of their social and environmentally-responsible corporate image.

1.12 Organisation of the Thesis

This thesis is organised into five chapters, followed by a list of references and relevant appendices. **Chapter 1** has introduced the research problem, an overview of the study, and the potential contribution to knowledge. **Chapter 2** reviews the relevant academic literature and establishes a theoretical framework and conceptual model. **Chapter 3** describes the interpretivist case study methodology employed. An explanation of the method of data collection is included, as well as the approach to multi-method analysis. The quality control of data collection and analysis is emphasised. **Chapter 4** presents a discussion and analysis of the research data including consideration of how the multi-method analysis contributes additional insight. **Chapter 5** concludes the thesis, with a discussion of the implications of the study, and recommendations for future research.

1.13 Conclusion

This chapter has provided an overall synopsis and justification for undertaking this study. Following an outline of the background to the research, and a discussion of the context of the study – cause marketing, the research gaps were identified, and the research questions proposed. A summary of the theoretical and methodological approach to be undertaken was provided, along with the limitations of scope. Potential contributions to knowledge were presented. The structure of the thesis was outlined, including a brief description of the contents of each chapter.

Having established the parameters of this study, the next chapter delves into the relevant academic literature in order to establish a theoretical framework and conceptual model to guide the fieldwork that follows.

CHAPTER 2 LITERATURE REVIEW

2.1 Chapter Outline

The literature review begins with an exploration of the academic interpretations of the concept of well-being. As mentioned in Chapter 1, this study proposes that active participation in a cause marketing initiative has the potential to impact the individual's well-being and the well-being of others, and this section provides some clarity as to its possible nature(s) and role(s). The three theories guiding the conceptual framework are discussed: Identity Theory, Social Identity Theory and Self-Determination Theory, and their relevance to cause marketing and well-being are clarified. The conceptual model, underpinned by these three theories and further inspired by two academic studies from the discipline of sport, is introduced. Further detail and discussion is provided on the components within this model – the five potential impacts to participants, including their relationship to cause marketing, to well-being, and to each other. An outline of this chapter is presented in Figure 2.1.

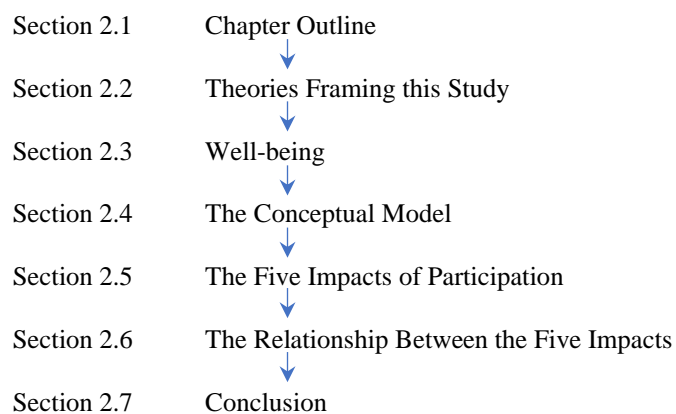


Figure 2.1 Outline of Chapter 2

2.2 Theories Framing this Study

Following on from the review of the literature of well-being, three theories were selected to guide this research. Theories were chosen that met the following criteria: they provided a cogent explanation of how and why well-being was facilitated, they were widely used throughout a range of relevant disciplines (important, given the range of disciplinary literature drawn upon), they were

broad in scope (important given the exploratory nature of the research), and they were sufficiently differentiated from each other. Whilst there were a number of theories that met some of these criteria, three theories were clearly most suitable: **Identity Theory**, **Social Identity Theory** and **Self-Determination Theory**. The assessment of theories was based on a review of volunteering, sports, psychology and social psychology literature, where these theories featured prominently and made contributions to the focal research theory and context. As will be discussed below, these theories are concerned with the development of self-concept and normative behaviour, and help provide an understanding of both the impacts upon the individual from active participation in a cause marketing initiative, and how self-concept and normative behaviour work to affect psychological, evaluative and/or social well-being.

Identity Theory holds that one's concept of self is based on the differing roles that we play, for example, mother, academic, coach, etc. Identity Theory is relevant as it is anticipated that growth and development in one's personal identity may occur through active engagement with a meaningful cause, that is, leading to a commitment to helping others, and effecting change. Such growth has been reported to lead to positive changes to personal well-being, as discussed below. **Social Identity Theory** proposes that an individual defines themselves through group membership. Social Identity Theory is pertinent because it is anticipated that through actively participating in the cause marketing initiative, the individual may become a member of an 'exclusive' group, develop and strengthen social ties, wear items connected to the cause, and feel that they can achieve more as part of the collective. These factors (and others) strengthen the individual's affiliation with the group. Studies report that a strong group affiliation can enhance one's personal learning, self-esteem, sense of belonging and purpose – all important to well-being, as outlined below. Finally, **Self-Determination Theory** proposes that the satisfaction of specific personal needs will result in the enhancement of an individual's well-being. Self-Determination Theory works with both identity theories in that it provides a framework through which one can foster human potential and sense of self, and thus enhance one's well-being. It may be possible to create the conditions for this in a cause marketing initiative,

whereby an individual will be motivated to pursue prosocial activities, enhancing their sense of self and overall well-being.

The following sections discuss the three theories, and how they were used to guide and inform the study.

2.2.1 Identity Theory

Identity Theory was first conceptualised by Stryker (1968) to address individual role-related behaviours. Identity theory proposes that the self consists of a collection of identities – each of which is based on occupying a particular role. Identities are linked to those roles we occupy, more specifically ‘role identities’ (e.g. mother, athlete, surgeon etc.). Academics have used Identity Theory to predict role-related behaviour (Nuttbrock & Freudiger, 1991) and impacts to well-being (Thoits, 1991).

Most studies incorporating Identity Theory have focused on two aspects: salience and behaviour, largely inspired by the work of Stryker (1980) and Burke (1980; 1991; Burke & Reitzes, 1981). The concept of ‘identity salience’ is important in Identity Theory as it refers to the strength of affiliation we have to a role, and the likelihood that a given identity will be invoked in a specific situation (Hogg et al., 1995). In other words, the role of ‘mother’ takes precedence at dinner time over the role of ‘PhD candidate’. The connection between identity and behaviour is also important, based on the premise that “individuals are motivated to formulate plans and achieve levels of performance or activity that reinforce, support, and confirm their identities.” (Burke & Reitzes, 1981, p. 84). This is seen as a two-way process, whereby the individual chooses behaviours to support the identity, others respond to those behaviours in a way that confirms (or denies) that identity, and the individual learns from the responses and commits to further action. The identity acts like a frame of reference, and others will judge and react on the basis of the perceived appropriateness/inappropriateness of the individual’s behaviours. For example, the politician’s public persona is strongly linked to the judgements of the media and public. If the politician’s behaviour is publicly condemned, they are likely to respond publicly to address concerns and/or change their behaviour.

One’s self-concept as an active contributor to community or social/environmental causes may be conducive to enhancing positive feelings of self-esteem and self-worth. Studies in volunteerism and blood donation confirm the relationship between a salient role identity – as a volunteer or a blood donor, and the subsequent positive impacts to well-being (Callero, 1985; Morrow-Howell et al., 2003). It is anticipated that individuals who regard prosocial behaviour as an important part of their identity, and actively participate in a relevant cause marketing initiative, may be similarly rewarded by positive impacts to well-being.

In a study exploring the connection between volunteer role enactment, identity salience and well-being, Thoits (2013) found strong support for her models depicted in Figure 2.2. (These models are shown here as they provided some inspiration for the conceptual framework of this study, presented in Section 2.4). Thoits found that the greater the commitment to role enactment (in that research, the role as volunteer for Mended Hearts, visiting cardiac patients and their families in hospital), the stronger the salience of identity as the volunteer, which in turn positively impacted the individual’s well-being. Improved well-being strengthens identity salience, which leads to further role enactment. This study takes Thoits’ research a step forward, and as outlined in Section 2.4, and will include other impacts in addition to identity.

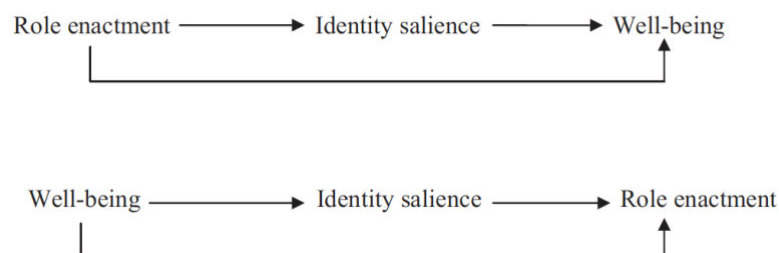


Figure 2.2 Theoretical models depicting impacts to/from volunteer identity salience (Thoits, 2013, p. 376)

Another concept related to role enactment behaviour is commitment. Stryker (1980) proposed that the salience of an identity would increase as the individual increased their level of commitment to a role. Stryker proposed two ways to increase one’s commitment to an identity: increase the actual number of persons within a given social network (‘extensiveness’), and increase the depth of the

relationships with those within that social network ('intensiveness'). Individuals who are highly committed to an identity will seek out opportunities to increase and deepen their network, and behave in ways consistent with that identity. It also plays a role in determining the level of effort an individual puts into fulfilling a role, and how well they will likely then perform in that role. For example, if an individual perceives that many important social relationships are predicated on their participation in a cause marketing initiative, then they would be more likely to continue their involvement. They may see themselves and each other as committed to the cause, but possessing different skills and resources. Their contribution to the initiative may vary, in terms of time or actions.

This has been evidenced in research exploring religious and sports-based identities whereby the salience of research participants' identities increased as their involvement in religious/sporting group activities increased (Davis & Kiang, 2016; Stryker & Serpe, 1982).

Less frequently studied, but also important is the concept of 'identity prominence' which concerns the relative importance of the individual's different identities, as organised via a hierarchy (McCall & Simmons, 1978). That is to say, the individual invests more emotion and feeling into one identity more than another, depending upon how much that identity satisfies the individual's wants and needs. In other words, the greater the emotional 'stake' one has in a particular identity, the higher that identity will be ranked in the hierarchy – or the more important it will be to the individual (Brenner et al., 2014; Stets et al., 2017)

2.2.2 Social Identity Theory

Despite their similarity of label, Social Identity Theory has a substantially different perspective to Identity Theory. Social Identity Theory was introduced by Tajfel (1974) to explain group membership, processes and intergroup relations. The central premise of Social Identity Theory is that individuals define their sense of self through group membership, that is, an "individual's knowledge that he belongs to certain social groups together with some emotional and value significance to him of this group membership." (Tajfel, 1974, p. 69). There are many benefits associated with group membership, including feeling a greater

sense of belonging, enhancing self-esteem, gaining meaning and purpose, and raising aspirations and transcending self, as will be discussed below.

When individuals feel a meaningful attachment to a particular group, and commit to participating in group activities, they are likely to experience a range of positive feelings within themselves and towards others in the group. Several studies in sports and sport fan behaviour confirm the relationship between social identity and well-being (Martin et al., 2017; Platow et al., 1999). It is anticipated that individuals who feel a strong commitment to a cause, and actively participate in a relevant cause marketing initiative, may similarly feel bonds with those in the group participating in the cause and its initiatives, and experience positive feelings including self-esteem and pride.

Individuals have a need to belong (Baumeister & Leary, 1995), and this may be satisfied by joining groups. Individuals define themselves by the various social groups that they feel connected to, for example, Australian, Protestant, Gay, Gamer, Liberals member, Wests Tigers fan. The prescribed attributes of the group define how a member should think, feel and behave. For example, if the individual identifies as a 'gamer', they may see themselves as part of an online community that is competitive and intense, plays for long periods of time, and uses colloquial gaming terms. The gamer's behaviour is defined by membership of this group. Social identities allow individuals to feel connected to others, and feel good about their choice of behaviour (Gong et al., 2019). Others who do not consider themselves as members of the gaming community, also expect the gamer to behave in a certain way. The gamer may compare themselves to newbie gamers or non-gamers, and categorise these other identities as either similar or different, and as such, part of their in-group (judged positively) or out-group (judged negatively). As part of the in-group, the individual sees themselves as similar to other like-minded individuals in the group, and their perspective becomes a group perspective – they tend to think, feel and act (and even dress, as the CEOs do in their Sleepout beanies) in a uniform manner. This is similar to behaviour exhibited by fans of sporting teams, who support each other, dress in a uniform manner, and behave in ways that demonstrate their 'love' of the team (Daniels et al., 2020).

Research exploring social movements has found that this cognitive, attitudinal and behavioural homogeneity can result in a greater commitment to the group, and can also serve as a basis for participation in social activism (for example, Simon et al., 1998). Often, individuals feel that they can achieve greater outcomes via a group, than they can by themselves. This can result in improved feelings of efficacy – the individual feeling more competent, effective and in control (Bandura, 1989). In studies exploring effects of induced feelings of efficacy, positive outcomes have included increases in *actual* individual efficacy, improved physical health, and increases in subjective well-being (as reviewed by Bandura, 1997). Membership of a group that is created to help others, can give one a sense of meaning and purpose. It raises aspirations to maximise one’s potential, particularly if the group aspires to achieve significant goals. Studies have shown that prosocial behaviour enhances the well-being of the helper (Weinstein & Ryan, 2010), and as a group, one is able to help on a much more significant scale than as a single individual. The groups we belong to are often an important source of pride and self-esteem.

Some academics argue that this is simply ‘counterfeit’ self-esteem, as one is simply basking in the glory of the group (Cialdini et al., 1976). Some argue that group identification may aggravate poor self-esteem (Stotland & Hillmer, 1962). Of course, not all group memberships contribute to positive health and well-being – for example, membership of a prison, a non-cohesive study group, or certain compulsory work committees may not. However, many do.

To date, group membership has been recognised to promote cognitive functioning and mental health in aging (Haslam et al., 2014), provide additional resilience during challenging periods in life (Drury et al., 2016), and enhance participation in events of symbolic significance (Tewari et al., 2012), all of which also confirmed positive impact to individual well-being.

Research in business literature has investigated social identification with certain types of groups (without linking it to well-being), including companies (Ashforth & Mael, 1989; Dutton et al., 1994; Fisher et al., 1997), sports teams (Gwinner & Swanson, 2003; Madrigal, 2001;), and a museum (Bhattacharya et al., 1995).

As identification with a group increases in importance to the individual, they will seek greater individual association with that group and engage in behaviours that support the group (Fisher & Wakefield, 1998; Mael & Ashforth, 2001).

Psychologist E.C. Tolman described the impact of a strong group affiliation as follows:

... insofar as one does thus identify, he tends to feel at one with each such group. *Its* fortunes are *his* fortunes; *its* goals become *his* goals; *its* successes and failures, *his* successes and failures, and *its* prestige becomes *his* prestige” (Tolman, 1943, p. 143, *his emphasis*, as cited in Mael & Ashforth, 2001).

This affiliation can empower the individual and enhance esteem, particularly if the group is successful and some of the success is recognised as attributable to that individual, or if others recognise the individual’s connection with that group (Bhattacharya, et al., 1995). Such an important group membership is considered ‘salient’ in Social Identity Theory. In contrast to Identity Theory, a salient social identity is more about the psychological significance of membership of that group, “one which is functioning psychologically to increase the influence of one’s membership in that group on perception and behavior” (Oakes, 1987, p. 118).

It is proposed that social identity will be strengthened through active participation in a cause marketing initiative, as individuals bond with a common purpose in a group that seeks to address an important cause. Affiliation with a group that serves others may also provide the individual with an outward focus, and an opportunity to enact prosocial behaviours. This is often the case when the aim of the group is to address a societal issue or cause, as participating in something that is ‘bigger than oneself’ usually requires a degree of personal sacrifice (Mael & Ashforth, 2001). It is anticipated that participation will also result in a range of benefits to the individual, such as a feeling of accomplishment, self-esteem, an enhanced sense of belonging, self-efficacy, and sense of purpose – all of which may impact the individual’s hedonic, eudaimonic and social well-being.

There are important differences between these two identity theories, as interpreted by academics. To enhance clarity, the following section compares the two theories.

Comparison: Identity Theory vs Social Identity Theory

One school of thought regards these two theories as somewhat similar but very distinctive – “two perspectives that occupy parallel but separate universes” (Hogg et al., 1995, p. 255), whereas other academics see significant commonalities and overlap (Stets & Burke, 2000). As discussed in the following paragraphs, there are strong arguments supporting both perspectives, that is, that these two theories overlap to a substantial degree, and that they each have unique components.

In regard to the substantial overlap of components, both theories see identity as a dynamic construct, and recognise reciprocal links between self and society. An individual can occupy multiple identities, and both role and social identities can operate simultaneously. Behaviour is an important facet to both – in Identity Theory expressed through ‘roles’, in Social Identity Theory displayed via ‘norms’ or ‘stereotypes’ (or ‘prototypes’).

In regards to key differences, it must first be noted that Identity Theory originates from a sociological perspective, and Social Identity Theory originates from a psychological perspective. Firstly, Social Identity Theory is about relationships between groups, and encompasses more than Identity Theory. That is, it goes a step further not only in making clear *why* a person behaves the way they do (which Identity Theory does) but it explains relationships with others in one’s group, outside one’s group, and also helps provide some understanding of behaviour between groups. In other words, Social Identity Theory helps us understand how a person’s identification with a group will affect their social behaviour. Identity theory addresses counter roles (e.g. mother-son) but this is not the same as the in- or out-groups of Social Identity Theory.

The theories interpret ‘groups’ differently. According to Stets & Burke (2000), Social Identity Theory regards the group as “a collective of similar persons all of whom identify with each other, see themselves and each other in similar ways, and hold similar views all in contrast to member of out-groups”, whereas Identity

Theory regards the group as “a set of interrelated individuals, each of whom performs unique but integrated activities, sees things from his or her own perspective and negotiates the terms of interaction” (Stets & Burke, 2000, p. 228).

Social context appears to be more important in Social Identity Theory, for example, an American Trump supporter may behave differently in the US, compared to how they would behave in Australia. In comparison, the role identity of a mother will not necessarily change the mother’s behaviour in different contexts – she will still be as caring and nurturing, regardless of context. Social context is important to a greater or lesser degree, depending on the theory.

The level of uniformity of perception and action provides another important distinction. In Identity Theory, meanings and expectations of a role vary across individuals (i.e. what it means to be a good mother in a collectivist culture, versus in an individualistic culture). This contrasts somewhat with group-based perception and action, where there is much greater uniformity and consistency.

2.2.3 Self-Determination Theory

The third theory, Self-Determination Theory, links the two identity theories to well-being. When an individual freely pursues activities that contribute to feeling more competent, autonomous and related – whether through a role (Identity Theory) or through a group (Social Identity Theory), Self-Determination Theory proposes that psychological well-being may ensue. Several studies in physical activity, civic engagement, and education confirm this link (Krause et al., 2019; Lloyd & Little, 2010; Wray-Lake et al., 2017). Thus it is proposed that individuals who actively participate in a cause marketing initiative which in some way contributes to their sense of competence, autonomy and relatedness, may experience a positive impact to their sense of eudaimonic well-being.

Self-Determination Theory is a macro-theory of motivation, personal development, and well-being proposed by Deci and Ryan (1985; Ryan & Deci, 2000). It makes an important distinction between being motivated by extrinsic factors, such as status, money, punishment avoidance, and consequences, and being motivated by intrinsic factors such as inherent enjoyment, pleasure and engagement. The theory is underpinned by three basic psychological needs which

underlie all human motivations, and are considered necessary and essential to healthy human functioning, and the basis for self-motivation and sense of self or identity (Ryan et al., 2009). According to Self-Determination Theory, motivation and an individual's well-being flourishes when one's actions and interactions satisfy one's need for competence, autonomy and relatedness.

Competence encompasses the need to feel a sense of mastery of what is important to the individual, that completed activities have been worthwhile, that one's efforts will be successful, or have the possibility of being successful. In other words, the individual feels confident and effective in realising desired outcomes in their own environment. Satisfaction of the need to feel competent results in the perception of mastery and control (Luyckx et al., 2009).

Autonomy gives the individual the ability to make choices and act independently with full control or freedom over their behaviour. The individual is driven and fully committed to a behaviour, as it is congruent with their personal interests and values (Deci & Ryan, 1985). Confidence tends to grow when individuals have the autonomy to initiate behaviours and express themselves, and add their own perspective and depth. Often highly autonomous individuals become advocates (or coaches/mentors who actively share learnings).

Relatedness refers to a sense of belonging and inclusion, the feeling that one matters to others, and is valued and respected by others. This is a two way process; reciprocity is important, in that individuals must contribute to the relationship (and have the opportunity to contribute) for it to thrive. It also refers to feeling genuine acceptance in a group that is important to the individual (Soenens & Vansteenkiste, 2011).

In the main, researchers argue that the 'self' is socially constructed (Bamberg et al., 2011; Burkitt, 2011). This encompasses the idea of the individual identity changing over time, depending upon interpersonal exchanges of different concepts. A socially constructed identity would be likely to flourish in conditions supportive of autonomy, competence and relatedness. When individuals feel competent, and feel a sense of volition and connection to others, they will be autonomously motivated, and positive consequences will follow. This occurs

when individuals are intrinsically motivated, as they willingly pursue activities in which they are genuinely curious, or which are inherently satisfying. However, many activities in day-to-day life do not provide such opportunities for pleasure or stimulation, and behaviours associated with those activities tend to be extrinsically rather than intrinsically motivated. That is, the individual views their behaviour as a means to an end. For example, the student may choose to study a degree as a means to secure a job (rather than as an opportunity to explore, discover and grow in knowledge). There may also be other forms of extrinsic motivation affecting the student, for example, to secure a particular degree to satisfy family members (Niemic & Ryan, 2009).

According to Ryan and Deci (2000), when an individual internalises this extrinsic motivation in such a way that they consciously understand and value a behaviour or goal, and it becomes personally important, the individual will behave in a similar way as if intrinsically motivated. They may be *initially* motivated by external rewards rather than inherent enjoyment, but the outcomes will be similar if the context is supportive of competence, autonomy, and relatedness (Ryan & Deci, 2000). In the case of the student studying a degree in order to secure a job, motivation may be developed through effective design of the student experience, for example a program with smaller components that track progress (enabling competence), providing multiple options for the student to solve a problem (facilitating autonomy), and creating a greater sense of community through social media groups (increasing relatedness). These conditions would be likely to stimulate intrinsic motivation in the student (Niemic & Ryan, 2009).

It is argued that well-being is enhanced when the individual's behaviours satisfy all three needs (Baard et al., 2004). A cause marketing initiative may well provide the conditions that satisfy all three needs – for competence, autonomy and relatedness, by appealing both to an intrinsically motivated individual *and* by nurturing the internalisation of extrinsic motivation.

2.3 Well-being

It is anticipated that an individual's well-being will be impacted as a direct result of their participation in a cause marketing initiative. Thus it is important to

conceptualise well-being such that its nature, causes and consequences can be meaningfully considered. There is a substantial body of literature that addresses well-being, across a range of discipline areas.

Well-being is widely discussed in government and academic discourse. However, there is not an agreed-upon conceptualisation or method of measurement of well-being in either. There are many different definitions that look at well-being through different lenses. Some consider it as a state for an individual, or as a state for a collection of individuals, or for society as a whole. There are definitions that consider it in terms of how to measure it as opposed to what it may be. There are definitions that define it in terms of what causes it, and definitions that describe its outcomes. The following paragraphs present an evaluation of the concept of well-being, by disciplinary area. Each of these disciplines appears to utilise a combination of approaches in defining well-being.

Most of the government definitions of well-being refer to aspects of societal well-being that are measurable, whether they are impacts to well-being (e.g. changes to income) or outcomes (e.g. health care measures), or both. The United Nations Development Programme (UNDP) uses the term ‘well-being’ as an all-encompassing concept pertaining to a society or nation’s economy, health care, education, employment, standard of living, and safety (UNDP, 2014). It has also been used more specifically by the Organisation for Economic Co-operation and Development (OECD) in reference to *objective* aspects of well-being, such as economic measures of income and wealth, jobs and earnings, and housing (OECD, 2013). The Australian Bureau of Statistics (ABS) describes ‘individual well-being’ as a state which is dependent upon good physical and mental health, and which may be impacted by changes in income, housing, education and social networks (ABS, 2001). Some governments have incorporated the notion of well-being into their political agendas, with Bhutan applying a ‘gross national happiness’ index to measure a range of aspects described as relating to well-being such as living standards, time use, health and community vitality (Centre for Bhutan Studies & GNH Research, 2016). In 2019, New Zealand introduced a ‘Wellbeing Budget’ with reference to over 60 indicators, requiring any new spending to support mental health, reduce child poverty, address indigenous

inequalities, advance digital innovation, or deliver improvements in sustainability (Mintrom, 2019).

In contrast, within the medical literature, the majority of the definitions focus on the state of the individual, and most incorporate specific conceptualisations relating to measuring an individual's health condition and treatment. Medical academics explore the trade-off between how long and how well an individual may live, and often incorporate the concept of well-being as a *component* of one's quality of life. The concept of Health Related Quality of Life (HRQoL) has been applied in medical literature since the 1960s, and has included reference to a number of aspects, including symptoms, functional status, role activities, social functioning, emotional status, cognition, sleep and rest, energy and vitality, health perceptions and general life satisfaction (Bergner, 1989). There is no uniform conceptualisation, and definitions express a range of causes, outcomes and measurements. Indeed, a review of 75 medical journal articles assessing how quality of life was being measured, found a lack of consistency in definition and measurement, with a total of 159 different instruments used (Gill & Feinstein, 1994).

In the social sciences, there is also divergence in the definition of well-being. In the business literature, academics in the field of economics tend to include objective, aggregate measures of standards of living, based primarily on income and financial dimensions (at an individual and/or societal level). This is understandable, given the academics' focus is on more on economic impact and tangible measures of objective data. The term 'financial well-being' has been coined in this field to variously describe well-being as function of individual characteristics and behaviours, such as financial literacy, financial income level and assets, and occasionally the satisfaction one feels with their financial status (Fergusson et al., 1981; Hayhoe et al., 2000; Taft et al., 2013). Macromarketing academics tend to use the term 'quality of life' to explore systems that impact the well-being of individuals, and incorporate both objective and subjective measures. Definitions focus more on the nature of well-being, and feature social indicators and economic indices measuring justice, sustainability, technology and institutional impacts as well as the individual 'happiness', cultural and religious

impacts (Layton, 2009). Other marketing academics focus on subjective measures, borrowing from the field of psychology, and use the individual-oriented conceptualisation of ‘subjective well-being’. This is in reference to the *subjective* aspects of well-being, that is, how individuals themselves feel about their life and experience (Diener, 1984). These definitions lean more towards the nature and process of well-being.

The psychology literature largely conceptualises well-being as more of a *personal evaluation* or a *personal state of mind*, operationalising it in terms of positive satisfaction and affect, rather than as the absence of negative conditions and feelings (as per the medical literature). Whilst again there is no singular agreed-upon definition, there is growing support and a body of evidence that bolsters the view that an individual’s life-satisfaction and overall well-being is best judged by the individual (Andrews & Withey, 2012; Diener & Lucas, 2008; Shin & Johnson, 1978). Similarly, “the area of subjective well-being ...is subjective. [It] resides within the experience of the individual” (Diener, 1984, p. 543).

The following definition of well-being was chosen for this study. The definition indicates the kind of methodology that would be appropriate. In this instance, the methodology required is one that allows the participant to reflect upon the impacts of participating in a cause marketing initiative – therefore they will be assessing and expressing their own personal experience, and their personal state of mind. Informants’ well-being will be assessed indirectly and the researcher will be drawing inferences from their discourse. For the purpose of this thesis, well-being is defined as:

... peoples’ positive evaluations of their lives, includes positive emotion, engagement, satisfaction, and meaning (Diener & Seligman, 2004, p. 1).

To more deeply understand the impacts to informants’ well-being, the researcher drew heavily on the work of Keyes (1998; 2002; 2006; 2007) who proposed an integrated model of well-being whereby an individual ‘flourishes’ (as opposed to ‘languishes’) when they feel that the three kinds of well-being (eudaimonic, hedonic and social) are all positively impacted (Keyes, 2007). To elaborate on this

approach, the three kinds of well-being and their respective treatments in the literature are first considered.

Within the psychology literature, two kinds of well-being have dominated discussion: eudaimonic well-being and hedonic well-being. A eudaimonic view of well-being, inspired by Aristotle in the 4th Century, represents well-being in terms of the cultivation of purpose, personal meaning, and realising one's full potential, "to achieve the best that is within us" (Ryff & Singer, 2008, p. 17). In simple terms, eudaimonic well-being relates more to a mental state of self-realisation, whereby one has the capacity to develop as a person, and seek out purposeful and meaningful experiences (a sense of self-determination). A hedonic view of well-being focuses on the experience of pleasure, positive affect, mood and high life satisfaction (Kahneman, 1999). Hedonic well-being relates more to living a pleasurable/pleasant life, and feeling good about one's situation in life.

A third view of well-being was introduced by Keyes, who conceptualised social well-being as "the appraisal of one's circumstance and functioning in society" (Keyes, 1998, p. 122). His conceptualisation of social well-being is more *interpersonal* than *intrapersonal* (as are eudaimonic and hedonic well-being) and incorporates the degree to which individuals feel that they function well in their social environment, in terms of integration, contribution, coherence, social actualisation and acceptance. Keyes then extended the work of previous scholars by conceptualising a model that integrated eudaimonic, hedonic *and* social well-being, and proposed that positive impacts to all three would result in an individual 'flourishing' (Keyes, 2007). Empirical studies using this integrated model of well-being have provided support for this conceptualisation (Gallagher et al., 2009; Keyes et al., 2008; Perugini et al., 2017). Table 2.1 lists some components of the three dimensions of well-being, based on an analysis of well-being literature within the disciplines of psychology and social psychology (as indicated in Table 2.1).

Three kinds of well-being and examples of components		
<p>Hedonic well-being</p> <p>“feels good”</p> <p>(Diener, 1984; Huta, 2015; Kahneman et al., 1999; Ryan & Deci, 2001; Sirgy, 2012)</p> <ul style="list-style-type: none"> • Happiness • Enjoyment • Pleasure • Comfort • Pride • Contentment or satisfaction with life 	<p>Eudaimonic well-being</p> <p>“good for you”</p> <p>(Huta, 2015; Ryan & Deci, 2001; Ryff, 1989; Ryff & Singer, 2008; Waterman et al., 2010)</p> <ul style="list-style-type: none"> • Autonomy • Competence • Accomplishment • Engagement • Personal growth • Self-acceptance, self-esteem, self-respect • Acting in accordance with deeply held values • Realisation of one’s true potential • Sense of purpose • Sense of meaning • Has, or can form, warm trusting relationships 	<p>Social well-being</p> <p>“good for/with others”</p> <p>(Cicognani et al., 2008; Keyes, 1998, 2007; Keyes & Shapiro, 2004; Son & Wilson, 2012)</p> <ul style="list-style-type: none"> • Holds positive attitudes towards others • Sense of belonging • Positive interactions and relations with social institutions/community • Care and concern for society • Feeling that one’s social contribution, or contribution to society is valued and worthwhile

Table 2.1 Components of hedonic, eudaimonic and social well-being

In summary, based on the literature noted in Table 2.1, positive **hedonic well-being** is characterised by the presence of positive feelings or emotions about life and a perceived satisfaction with life in general. Hedonic well-being is very much linked to emotion and affect, or in other words, the way that ‘self relates to self’.

Positive **eudaimonic well-being** is considered more of a evaluative state, where one feels a sense of control in life, experiences personal growth, has purpose and direction, as well as warm, trusting relationships. This psychological state could be considered in terms of the way ‘self relates to self when relating to the world’.

Social well-being epitomises positive societal functioning, that is, where an individual feels that they belong to and are accepted by their community, they

value those within their community and seek to contribute, and in return feel that their contribution is valued. This state of well-being is more about the way ‘self relates to the rest of the world’.

As mentioned, individuals with high levels of positive hedonic, eudaimonic and social well-being are considered to be flourishing in life (Keyes, 2007). It is anticipated that through active participation in a cause marketing initiative, the individual may ‘flourish’ to a greater degree than would otherwise be the case. That is, individuals feel a greater sense of contentment and pleasure in helping others (**hedonic well-being**), grow as an individual, develop networks and relationships, and cultivate a sense of purpose (**eudaimonic well-being**); and feel as if they are contributing to the greater good alongside others who are also committed to the cause (**social well-being**). A more comprehensive consideration of well-being will be discussed below, as well-being is a key outcome in the conceptual framework which will guide this study.

The next section describes the conceptual model developed for this study, which includes the concept of well-being and is underpinned by the three theories

2.4 The Conceptual Model

2.4.1 Background to the model

To develop the conceptual model for this research, the three theories were augmented by the work of Lawson (2005) and Lee et al. (2013). These studies contribute a deeper understanding because of their context: both studies focus on organised physical activities, and the benefits gained from active participation. The studies are congruous with this research for two key reasons. Firstly, they explored the individual and community impact from active participation in an organised group activity. Whilst both focused on organised sport and play activities, the Lee et al. (2013) study included an organised charity sport event. Parallels could be drawn here with an organised cause marketing initiative in that it also involves a charity, is organised, and requires active participation. Secondly, both studies included well-being as an important mechanism and outcome. In other words, active involvement may result in improved well-being, and improved

well-being may foster further active involvement. As discussed, it is anticipated that active participation in a cause marketing initiative will affect the well-being of both the participant and those in their close and distant networks.

Lawson (2005) proposed that sport, exercise and physical education programs play an important role in empowering participants, through the development of social networks, collective identities, health, human capital and well-being. He also described well-being as an outcome. Lee et al. (2013) extended this work by developing an instrument to quantitatively measure the individual and social impact of sport-based social programs, using and adapting Lawson's original variables ('social networks' was changed to 'social capital', 'health' was changed to 'health literacy'). Lee et al. (2013) argued that there was a need for future research to consider other measures, depending upon the type of initiative and the attributes of the various stakeholders.

The conceptual model shown in Figure 2.3 includes but also extends the work of both Lawson (2005) and Lee et al. (2013), focusing on the potential changes that active participation may engender, with particular reference to cause marketing initiatives. The same impacts used in their studies are included here: human capital, social capital and health. Their impact of 'collective identities' has been labelled 'identity' which is extended to encompass both changes to individual and social identity. Whilst the impact of 'prosociality' is not explicit in the original work of Lee et al. (2013), it is *implied* in their discussion of the positive outcomes of participation in organised sports activities, such as community development and participation, and so is included in the model for this study. Furthermore, literature exploring the formation of prosocial attitudes confirms that such attitudes may be stimulated through 'social practice' – structured opportunity and social resources (Janoski et al., 1998). Thus, it has considerable relevance to the context of cause marketing – a participant may develop prosocial attitudes and behaviours after participating in such a 'structured opportunity', and as indicated in the discussion above, it is argued that it is a potential impact to well-being.

2.4.2 The conceptual model in detail

Figure 2.3 presents the conceptual model that emerges from the literature review and guides this research. Embedded in the description of the model and what it contains, are the theories framing the investigation, namely Identity Theory and Social Identity Theory, which address the transformations that may emerge from certain activities, and Self-Determination Theory, which describes how these transformations contribute to well-being (as described in Section 2.2.3), and theories of well-being (as described in Section 2.3).

The model shows a process whereby an individual actively participating in a cause marketing initiative may experience various impacts – either new states or changes in existing states (depicted by arrow 1). This in turn can lead to enhanced well-being of that participant, which can then impact upon those in their close and distant networks (depicted by arrow 2). Enhancements to the three forms of well-being are anticipated – hedonic, eudaimonic and social well-being, as discussed in Section 2.3. To the researcher’s knowledge, there has been no study that has taken the broader approach of relating each of the five impacts to the three kinds of well-being.

The model also highlights the feedback processes at work, whereby changes to five areas of impact and enhanced well-being lead to increased propensity for participants in cause marketing initiatives and those in their networks to be actively involved in further cause marketing initiatives (depicted by arrows 3, 4 and 5 respectively). This may also occur because of interactions *between* impacts (arrow ‘a’) and interactions *between* the three kinds of well-being (arrow ‘b’). The linkage at arrow 6 suggests that there may be other ways by which the cause marketing initiative impacts well-being.

It is beyond the scope of this thesis to consider all the depicted relationships in depth – as discussed in Chapter 5, future research will address the extended model. This thesis focuses on what is at the core of this model, that is, on exploring the proposed relationships between active participation in a cause marketing initiative and the five impacts (arrow 1), and the subsequent outcomes

of improved well-being of the participant, and those in their close and distant networks (arrow 2).

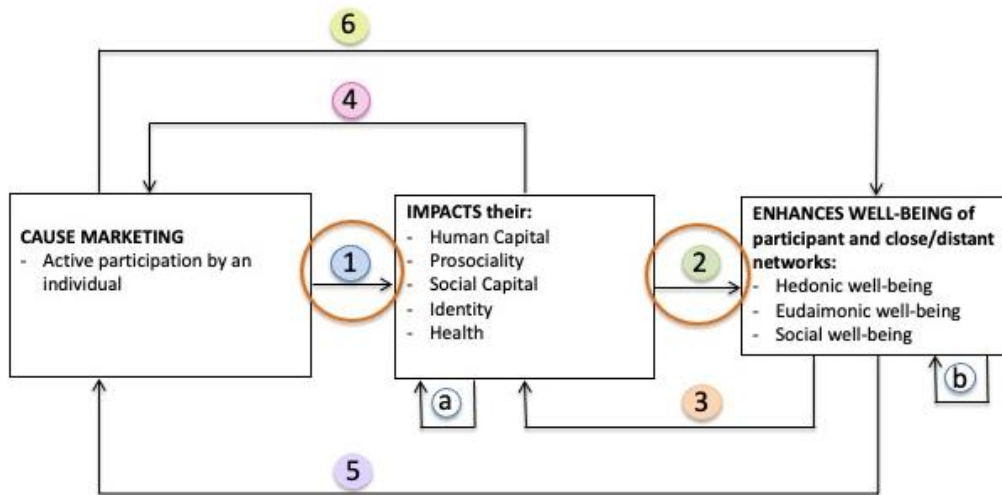


Figure 2.3 Conceptual model indicating potential effects of an individual’s active participation in a cause marketing initiative (highlighted arrows 1 and 2 to be the focus of this research)

The next section discusses the nature of each of the five impacts in the model: human capital, prosociality, social capital, identity and health, and how they are anticipated to contribute to the three forms of well-being discussed in Section 2.3. The impacts are presented in no particular order of importance.

2.5 The Five Impacts of Active Participation

The conceptual model proposes that active participation in a cause marketing initiative will result in changes to an individual’s human capital, prosociality, social capital, identity and health. Increases in these are expected to impact positively on well-being. The following sections discuss each of the five impacts in relation to cause marketing, and how they are anticipated to contribute to well-being.

2.5.1 Human Capital

The first impact of active participation indicated in Figure 2.3 is human capital. It is defined as:

The attributes of individuals in terms of knowledge, skills, competencies, and attitudes conducive to personal development and societal well-being (Lee et al., 2013, p. 26).

Human capital is regarded as a key factor in contributing to growth and prosperity – not only at an organisational or national level, but also at an individual and societal level (OECD, 2001). The World Bank recognises the importance of human capital in enabling individuals to “realize their potential as productive members of society” (The World Bank, n.d.), and has created the Human Capital Project as a collaborative global effort to enhance human capital.

Human capital is created by changes in individuals through learning situations and experience, enabling them to act in new ways (Coleman, 1988). It is embodied in new skills, knowledge, expertise and competencies that individuals gather through these formal or informal learning situations and experiences. By increasing these skills and attributes, individuals are improving their cognitive abilities and broadening opportunities to enrich their lives (Lanzi, 2007). Individuals who spend more time and effort in developing skills, improving their education, and gaining experience are more likely to secure better incomes, and contribute to the overall well-being of society in a number of ways, including the transference of transactional and transformational skills to others (Sen, 1997).

Whilst human capital may be developed through formal and informal education and training, it can also be gained through experience. Studies have shown that individuals are taking greater responsibility for developing their own human capital in this way through involving themselves in ‘experiences’ in the workplace (Gratton & Ghoshal, 2003). These experiences may include connecting with sponsors for new opportunities and stretching themselves on volunteer projects. This is somewhat akin to the process of experiential learning, whereby knowledge is an outcome from a transformative experience (Kolb, 1984). Other studies also confirm the relationship between enhanced human capital and well-being. For example, Ross and Van Willigen (2017) report positive associations between education and well-being resulting from greater opportunities and choices, greater income, increased sense of control over life, and better social psychological resources. Deci et al. (1989) confirm that workplaces providing opportunities for

skill development, leadership development and autonomy give rise to workers' well-being. Lanzi (2007) notes that enhancing individual human capital can lead to greater empowerment, freedom of choice, and more opportunities for economic and social engagement. Relating these human capital outcomes of knowledge, skills, competencies and attitudes to the forms of well-being outlined in Table 2.1, it would appear that increases in human capital may impact on **hedonic well-being** (increasing satisfaction, contentment), **eudaimonic well-being** (enhancing most components: particularly autonomy, competence, accomplishment, and personal growth) and **social well-being** (making a worthwhile social contribution). As noted earlier, to the researcher's knowledge, there has been no study conducted that explicitly links the elements of human capital to the three different types of well-being.

This study now considers whether active participation in a cause marketing initiative may provide an opportunity to enhance human capital.

2.5.1.1 Human Capital and Cause Marketing

Whilst the context of cause marketing has not been studied in relation to growth of human capital, researchers have explored active participation in a range of related contexts whereby participants have confirmed a growth in elements of human capital. Eley and Kirk (2002) reported improvements in elements of human capital such as leadership skills and teamwork from youth participating in a community sports training program. Parris and Peachey (2012) found that key to the ongoing success of the National Kidney Foundation Surf Festival was that volunteers were given the opportunity to 'grow' their skills and capabilities in their roles. These volunteers reported high levels of motivation due in part to the opportunity to learn and collaborate, take initiative, and perform multiple roles at the event. Individuals' skills and strengths were identified, and they were placed in roles where they could apply their skills and add value. First-timers were paired with seasoned volunteers, and received training. The organisers encourage volunteers to take on bigger tasks each year, with the event seeing many long-term volunteers highly engaged (Parris & Peachey, 2012).

Participation in organised sporting activity has also been shown to foster productive citizenship, skills, and self-confidence – additional elements of human

capital. Willis (2000) explored the positive outcomes from the Mahare Youth Sports Association (MYSA), a fledgling group founded in 1997 in one of Nairobi's most impoverished slums. It has grown to become the country's largest youth sport and development initiatives. Youth 'pay' soccer fees through slum clean-up projects, learn sports skills and about gender equality, and are educated in HIV/AIDS prevention, alcohol and drug abuse. The transformative influence of the program on participants is considerable: from international sporting prowess, to empowerment, "... anything worthwhile I've achieved, either as a player or person, is all due to MYSA" (as cited in Willis, 2000, p. 835), and future opportunity, "... MYSA opens up a whole new era of possibilities in life" (as cited in Willis, 2000, p. 836). (This cited individual became the first MSYA participant to graduate from the University of Nairobi.)

These studies demonstrate that active participation in volunteer programs and sporting initiatives may facilitate leadership skills, teamwork and relational abilities, knowledge exchange, inter-group skills and an appreciation of the value of collaboration. Parallels could be drawn here with an organised cause marketing initiative in that it is also an organised initiative that involves voluntary, active participation. Therefore, the following is proposed:

Proposition 1: Active participation in a cause marketing initiative may:

- a) enhance participants' human capital, which
- b) positively impacts their well-being.

2.5.2 Prosociality

The second impact of active participation indicated in Figure 2.3 is prosociality. Prosociality is a term that encompasses both prosocial attitudes and action. Both concepts are defined below.

Holding *prosocial attitudes* is defined as having:

A generally positive outlook on being active and responsible in the community, an acceptance of and sympathy for diverse opinions and interests, and a belief that one's own actions will be effective (Janoski et al., 1998, p. 507).

Taking *prosocial action* is defined as performing:

...voluntary action intended to aid or benefit another, such as sharing, helping, supporting, and protecting others (Holmgren et al., 1998, p. 169).

According to Ryan and Deci (2000), individuals are naturally inclined to be prosocial. There are two alternative views in the literature as to why this is the case. One is the *normativist* perspective, which emphasises the role of values and beliefs, altruistic motives, and fellowship with other volunteers. This is a sociological perspective, informed by the work of de Tocqueville (2003) and Durkheim (1973). This view invokes the idea that individuals are raised in a society where helping others is considered the right thing to do, and develop values and beliefs that reflect these views. They may develop these values and beliefs from their family, religion and community. They are likely to engage with opportunities to help others, and their perspective is further reinforced when surrounded by other volunteers whose views and practices are consistent with theirs (Christenson et al., 1988). The other perspective is the *social practice* perspective, which assumes that whilst most individuals care about others, few will actually volunteer unless they are presented with a structured opportunity and social resources (Janoski et al., 1998). This view argues that whilst individuals may not have been driven to volunteer by their values and beliefs, once they 'practice' prosocial behaviour, prosocial attitudes may develop. The motivation is less important than the practice, and it is the impact of the practice that may motivate them to return.

This distinction is not necessarily critical as this thesis is not exploring the motivation of participants to engage in the CEO Sleepout, rather, the outcomes from participating. It is assumed that there would be a variety of reasons and motivations for participating, and both *normativist* and *social practice* perspectives are relevant. Once the individual develops prosocial attitudes, it is this inclination that can lead to individuals enacting prosocial behaviours, such as helpful interventions, volunteering, sharing, donating, and contributing time and energy through civic service. Marketing literature has demonstrated the efficacy of attitudes as predictors of behaviour and vice versa (Fishbein & Ajzen, 1975), including those behaviours designed to help others (Briggs et al. 2010; Webb et

al. 2000). According to Westaby (2005), once a prosocial behaviour has been enacted, the individual may reason and justify the behaviour, which in turn strengthens their resolve and their attitudes toward that behaviour. Thus it can be said that a prosocial experience may affect one's reasoning and prosocial attitudes, which in turn may then result in the escalation of that prosocial behaviour with an ongoing cycle the possible result. This is indicated in Figure 2.3 by arrow (a), which suggests that the impacts may influence themselves and/or each other. This is discussed in greater detail in Section 2.6.

This set of interconnected attitudes and behaviours can result in well-being. Whilst society and its members are likely to benefit from an individual's prosocial behaviour, so does that individual. Several studies confirm the relationship between enhanced prosociality and individual well-being. For example, in a study of 2,681 adults aged 25 years+, volunteer work was confirmed to promote positive well-being (greater life satisfaction, happiness, self-esteem, sense of purpose), and individuals with greater well-being strengthened their commitment to prosocial behaviour and invested more time in volunteer service (Thoits & Hewitt, 2001). Dulin and Dominy (2008) found that individuals who have greater interest in helping others, are relatively more likely to rate themselves 'happier'. Overall, volunteers feel more positive about themselves, and about the value and deservingness of others (Bartholomew & Horowitz, 1991; Gillath et al., 2005). Research indicates that benefits from helping others include one's own improved mental and physical health, greater life satisfaction, larger social networks, and further expansion of altruistic behaviour (Armstrong et al., 1995; Jenkinson et al., 2013; Morrow-Howell et al., 2003) as mentioned in Section 2.3, and indicated by arrows 2 and 5 in the model (Figure 2.3).

Relating these outcomes of prosociality to all the forms of well-being outlined in Table 2.1, it appears that increases in prosociality may impact on **hedonic well-being** (increasing happiness, life satisfaction), as well as **eudaimonic well-being** (enhancing personal growth, self-esteem, self-respect, sense of purpose, forming trusting relationships) and **social well-being** (increasing positive interactions with community, holding positive attitudes towards others, care and concern for society).

This study now considers whether active participation in a cause marketing initiative may provide an opportunity to enhance prosociality.

2.5.2.1 Prosociality and Cause Marketing

Whilst the context of cause marketing has not been studied in relation to increased prosociality, there is considerable research exploring the impacts of similar contexts such as volunteering and social participation. Insights can be drawn from this research and applied to this thesis to consider the impact from stimulating or enhancing prosociality.

Several studies exploring the effects of youth volunteering found that the experience encouraged youth to become more prosocial, that is, they exhibited greater commitment to civic engagement and helping others. Participants reported an increase in these prosocial attitudes as well as personal efficacy and self-esteem, and indicated a greater probability of volunteering into adulthood (Astin et al., 1999; Knapp et al., 2010).

Davies (2011) examined the transformation of volunteers involved in SnowFest, a community-oriented tourism festival designed to reverse the decline in the rural township. Davies proposed that the most important legacy of the event was the development of residents' prosocial capacities. One individual commented: "community groups are the essence, the core... I want to work on a hangout for teens, to get attitudes to change, to get people to embrace change" (Davies, 2015, p. 441). Several participants, having had no previous event management experience, went on to lead separate community development initiatives.

In a study exploring the change in participants who actively participated in a 30-hour fast, Arnold et al. (2010) found that once involved, the participants' commitment escalated. Not only did participants report an increase in concern for others, but there were also strong indications that participation positively influenced their attitudes toward the cause, towards reducing excessive consumption, and increasing volunteerism. There was also a positive shift in measures of self-esteem and life satisfaction after participants had completed the initiative.

These studies have demonstrated that active participation in civic events and volunteer programs may help facilitate prosocial attitudes and behaviour. There is some similarity in these initiatives and an organised cause marketing initiative in that all require voluntary, (pro)active participation with the goal of serving or helping others. The potential impact to one's well-being from enhancing prosociality has already been established. Therefore, the following is proposed:

Proposition 2: Active participation in a cause marketing initiative may:

- a) enhance participants' prosociality, which
- b) positively impacts their well-being.

2.5.3 Social Capital

The third impact of active participation indicated in Figure 2.3 is social capital. It is defined as:

Social relationships and conditions including trustworthy and diverse networks, social proactivity and participation in community conducive to cooperation for mutual success in society" (Lee et al., 2013, p. 25).

The notion of social capital was first introduced by Bourdieu (1986) and has been widely researched in many disciplines – particularly economics, political science and sociology. According to Bourdieu, one's social capital is the aggregate of actual or potential resources of a network/s, and has value, dependant upon the *extent* of the network of connections an individual can effectively mobilise, and the *volume* of capital (economic, cultural, symbolic) that each person in that network possesses (Bourdieu, 1986). The primary worth of social capital is that it grants access to knowledge and information within one's own social networks (Esser, 2008; Lin, 2001) as well as extended networks (Granovetter, 1973). It is less tangible than other forms of capital, as it exists within *relations* between the actors or participants rather than in their characteristics. Using one's social capital in social networks can affect others' choices and build momentum as the collective 'ripple effect' and the patterns of connections with each other affects the group. This 'collective brain' leads to an ever-increasing rate of innovation, and the free exchange between people of goods, services and ideas leads to greater trust between strangers and greater prosperity (Ridley, 2010).

The concept of bridging social capital is particularly relevant to this research context, as it is this form of social capital that enables individuals to extend themselves through meeting and interacting with others in networks. As individuals are able to increase the extent of their current social network, and share their interests and ideas with other members of the community. As Belk (2013) asserts, this gives us "... a sense that we are part of something bigger than us alone" (Belk, 2013, p. 494).

A substantial body of research has confirmed the positive impact of social capital on well-being – mostly in relation to interpersonal trust and social relationships (Bechetti et al., 2008; Bruni & Stanca, 2008; Klein, 2013). In particular, studies in the field of psychology have confirmed the importance of the depth and extent of an individual's social relationships on their well-being (Deci & Ryan, 1991; Diener, et al., 1999; Kahneman et al., 1999). Being part of a social network can lead to a positive psychological state due to an individual's feelings of a sense of purpose, belongingness, security and self-worth (Cohen et al., 2000). Various forms of social capital (trust, networks and norms), have been found to be positively related to an individual's (heightened) self-esteem and life satisfaction (Ellison et al., 2007). An empirical analysis of the European Social Survey data of 56,752 respondents from 31 countries found social capital (mainly trust and participation in social networks) to be positively correlated to happiness, life satisfaction and well-being (Portela et al., 2013). An individual's perceived level of social support also helps to mitigate a stressful event, which prevents potential ensuing negative emotional and behavioural responses (Thoits, 1986).

It must be noted that the development of one's social capital is not inevitably beneficial. Research on hate groups, cults, drug cartels, terrorist organisations, corporate discrimination and teen peer pressure (Portes & Landolt, 1996; Rubio, 1997; Woolcock & Narayan, 2000) shows social capital impacts can be highly dysfunctional. The potential negative implications are considered in Section 5.4.

Relating the positive social capital outcomes of improved networks, enhanced trust, participation and new perspectives, to the forms of well-being outlined in Table 2.1, it appears that increases in social capital may impact on **hedonic well-being** (increasing happiness, life satisfaction), **eudaimonic well-being** (enhancing

personal growth, self-esteem, self-respect, sense of purpose, forming trusting relationships) and **social well-being** (enhancing sense of belonging, positive interactions with community).

This study now considers whether active participation in a cause marketing initiative may provide an opportunity to enhance social capital.

2.5.3.1 Social Capital and Cause Marketing

As with prosociality, a review of academic literature has not uncovered any sources specifically exploring social capital in relation to a cause marketing initiative, however, insights may again be drawn from the volunteering and sports literature. For example, in volunteering research, it has been found that participants start regarding other group members as ‘family’ (Fraser, Clayton et al., 2009). The task becomes more of a ‘social activity’. It was also reported that members of such a group become so familiar with each other that they are known to interact beyond the event platform – thus building their personal social network. In a study exploring employee volunteering, the authors found evidence of enhanced social capital in the form of more extensive and trusting relationships – which enabled new perspectives, and opened up opportunities for future collective endeavours (Muthuri et al., 2009).

Schulenkorf et al. (2011) explored the impact to participants’ social capital from engaging in an intercommunity sport event in ethnically divided Sri Lanka. Participants reported increased socialising within and between groups, feeling a greater sense of trust and reciprocity, and finding opportunities to develop new relationships. In essence, social capital was created through *bonding* with like-minded individuals in participants’ own groups, and *bridging* with participants from other communities. Similarly in a study examining the impact of participating in sporting events in rural Australian communities, Tonts (2005) found that active participation in sport contributed to both bonding and bridging social capital. Despite some identified issues of exclusion (due to costs, racism and gender), Tonts reported largely positive impacts in fostering social interaction: providing an opportunity for social engagement, bridging differences in age, class and status, and enhancing a sense of reciprocity and altruism amongst

volunteers, all of which, he concluded, contributed significantly to participant well-being.

These studies have demonstrated that active participation in volunteer and sports programs may help facilitate the growth of social capital, as evidenced by the building of networks, deepening of relationships, sharing of resources and support, and the opening up of opportunities – in essence, providing benefits to both the individual and the group. A cause marketing initiative shares some components of volunteer and sports programs, in that all require voluntary active participation, with a common shared goal. Therefore, the following is proposed:

Proposition 3: Active participation in a cause marketing initiative may:

- a) enhance participants' social capital, which
- b) positively impacts their well-being.

2.5.4 Identity

The fourth impact of active participation indicated in Figure 2.3 is identity. Identity has already been discussed at length in Section 2.2. It is anticipated that by actively participating in a cause marketing initiative, the individual will strengthen affiliation with the group, and this will impact their social identity. It is also anticipated that growth and development in one's personal prosocial role identity may occur through active engagement with a meaningful cause and lead to a greater commitment to helping others, and effecting change. Thus, two definitions are presented, the first in relation to social identity; the second in relation to role identity.

Social Identity is defined as:

[the]... individual's knowledge that he belongs to certain social groups together with some emotional and value significance to him of this group membership (Tajfel, 1974, p. 69).

Role Identity is defined as:

... the categorization of the self as an occupant of a role, and the incorporation, into the self, of the meanings and expectations associated with that role and its performance” (Stets & Burke, 2000, p. 225).

In terms of one’s **social identity**, social psychology literature argues that positive affiliation with valued groups and activities are central needs (Heider, 1958).

When an individual identifies with an organisation, for example as an employee or a member of Rotary, they feel a sense of connection to the organisation – its goals become their goals, its status, their status, and so forth. When the individual self-categorises as a member of that group, they learn the norms and behaviours of the group, and these norms and behaviours become internalised (Hogg & McGarty, 1990). According to Tajfel (1978), this self-categorisation impacts how individuals define their place in society, and gives meaning to their social environment. An individual seeking group affiliation through which to embrace social or environmental change has many options open to them, for example joining Greenpeace, becoming a member of the Greens Party, or marching in support of Greta Thunberg’s Changemakers movement. Their choice of group affiliation(s) depends on how much the individual believes that the group will satisfy their needs to express themselves, achieve and belong (Hogg, 2016).

Several researchers have confirmed the relationship between social identity and well-being. Sedikides and Strube (1997) found that individuals who strongly identify with a group are often motivated by a drive for self-enhancement, which can result in increased self-esteem. Individuals feel a sense of belonging, feel valued, and are empowered through a strong social identity (Krane et al., 2002). Luhtanen and Crocker (1992) found that when an individual places a high value on their social group, pride and bolstered feelings of self-worth may ensue, thus increasing self-esteem. This is also evident in the sports marketing literature, with respect to enthusiastic fans of sports teams who demonstrate a devotion to their team, and to each other (for example, Daniels et al., 2020).

Role identity shapes how an individual perceives themselves, and if salient, is likely to affect future commitment to that role. It is important in this context if the

perception of being prosocial or pro-environmental is key to one's self-concept. That is, if the value the individual places on performing that role and being perceived by others as a key player in that role, is significant. If that is the case, then one's role as an active participant in social/environmental change is very important, and they may fulfil this role in a number of ways, for example through civic engagement, via an employee volunteer program, or through cause marketing.

A significant number of studies have linked role identity to well-being, in particular in enhancing self-esteem and self-efficacy. Verification of one's identity has been shown to lead to increased self-esteem (Burke & Stets, 2009). This may be via self-evaluation or feedback from others. The literature of self-esteem reports that those with a stronger sense of self-esteem are more stable, more likely to be able to deal with challenging situations and better able to deflect negative criticism (Baumgardner et al., 1989; Campbell et al., 1991; Carter, 2014). Also, if the individual is able to perform the role well – they are equipped with the knowledge and skills to do so, their self-efficacy increases, as they feel more in control of their environment (Bandura, 1977; Gecas & Schwalbe, 1983). The salience of one's identity has been shown to impact an individual's sense of self-meaning, and level of psychological well-being (Callero, 1985; Thoits, 1991).

The preceding discussion highlights the need to develop a greater understanding of the interrelationships between the impacts, as per arrow (a) in Figure 2.3, and forms part of the analysis reported in Chapter 4.

It also highlights the likelihood of the enhanced social and role identities to affect the forms of well-being outlined in Table 2.1, specifically, enhanced identity may impact on **hedonic well-being** (pride, life satisfaction), **eudaimonic well-being** (accomplishment, engagement, personal growth, self-esteem, self-respect, sense of meaning) and **social well-being** (sense of belonging, feeling that one's contribution is valid and worthwhile).

This study now considers whether active participation in a cause marketing initiative may provide an opportunity to enhance one's identity.

2.5.4.1 Identity and Cause Marketing

Studies exploring the impact to participants' **social identity** in charity sports events provide more direct insights to the current study, as these events require participants' active participation, and are associated with a cause. Other studies which explore social impact from sports team participation provide some relevant insights (as these are organised events, requiring active participation). In terms of **role identity**, whilst no published research directly related to cause marketing initiatives was found, one can draw insights from volunteer and activism studies which share some important characteristics. Both pursuits involve planned and discretionary behaviours that occur in an organised context that benefits others.

Studies of charity sports events provide insights into the importance of **social identity** to active participants. Coghlan (2012) examined the experiences of participants in a cycling charity challenge event. Pride in group membership emerged as a key theme, as exemplified by this quote: "I love our little uniforms, a sea of 300 riders all wearing the colourful Cardiac Challenge jerseys. We get to wear them like a badge of honour. It identifies us as serious riders ... with a community spirit and shows our commitment to the hard work that went into training and fundraising before the ride" (Coghlan, 2012, p. 115). The study also reported themes of belonging, recognition, achievement and networking. Wood et al. (2010) found that social identity was important to some participants in the Multiple Sclerosis (MS) Bike Tour event. Social identity was measured using variables such as: "Many people think fundraising for MS/cycling is important to me", "People would be surprised if I stopped fundraising for MS/cycling" and "Many people think of me as being a fundraiser for MS/cyclist" and those who rated themselves highly on these scales were also shown to be the highest fundraisers, and repeat participants. This suggests a strong social identity tied to the initiative. Berger et al. (2007) explored social identity in relation to a five-day cycle ride from Israel's Golan Heights to Jerusalem to benefit the Alyn Paediatric Hospital in Jerusalem. In this study, social identity was reported to be strongly connected to ethnicity/religion and being part of a group who are challenging themselves for a cause.

Social Identity Theory has been widely used to explain sports team *fan* identification (Branscombe & Wann, 1991; Daniels et al., 2020; Fink et al., 2009; Phua, 2010), but less so to explain the social identity from the perspective of the player or active *participant* in the sport. It is the active participant who is of interest in this study, so greater insights are likely from those few studies which explore the role of social identity amongst athletes, or active participants. Bruner et al. (2014) studied participants in youth sports teams and found that the salience of their social identity as a member of the team correlated with prosocial behaviour towards other team members, as well as feelings of pride and belonging. A study of athletes competing in the Gay Games found that active participation in the event resulted in strengthened personal and social identity, benefiting the athletes' self-confidence, pride, sense of belonging, self-esteem and feelings of social support (Krane et al., 2002).

Role identity appears to be more prominent in volunteer contexts. As outlined in Section 2.2, Thoits (2013) found that the greater the commitment to role enactment (the role as volunteer for Mended Hearts, visiting cardiac patients and their families in hospital), the stronger the salience of identity as the volunteer. Individuals were found to derive satisfaction from thinking of themselves as a volunteer.

Studies exploring the salience of role identity in relation to blood donation found that individuals with high blood donor role identity salience were more likely to define themselves as a donor, develop social networks linked to blood donation, and donate blood more frequently. Salience was confirmed as an important predictor of behaviour, and through action, those role identities were further realised and validated (Callero, 1985; Charng et al., 1988).

Van Ingen and Wilson (2017) confirmed a strong association between age and volunteer role identity – for older volunteers (over 50 years), the volunteer role is an important part of their self-concept. Teske (1997) explored the motivations of volunteer activists, confirming the importance of the role of activist to self-concept, and the opportunity that the role provided to express values of significant importance. This was exemplified in the quote of one participant for whom volunteer activism meant: “being true to my own self ... following through on

something that is really important” (Teske, 1997, p. 121). This participant could not imagine volunteering as a pastime or to fulfil others’ expectations. Whilst this may not be the situation for all volunteers, for those individuals whose role identity is key to their self-concept, it is important.

These studies have demonstrated that active participation in charity sports events, sports programs, and volunteer opportunities may contribute to enhancing and maintaining an individual’s social and role identities. This may occur through increased emotional significance that is attached to the membership of a group, and the role and the relationships associated with the role becoming part of a person’s self-concept. These insights may be relevant to a cause marketing initiative, as the studies involve common elements of voluntary, active participation, and in some cases, charities and a common shared goal. The potential impact to one’s well-being from enhancing one’s identity has already been discussed. Therefore, the following is proposed:

Proposition 4: Active participation in a cause marketing initiative may:

- a) enhance participants’ social and role identities, which
- b) positively impacts their well-being.

2.5.5 Health

The fifth impact of active participation indicated in Figure 2.3 is health. Whilst ‘health’ in a general sense could refer to both physical and mental health, the focus in this study is on impact to *mental* health. Whilst active participation in a cause marketing initiative does involve some physical hardship or challenge, the outcomes are not likely to include an impact to the individual’s physical health – more so to their mental/emotional state and this is of greater relevance to the conceptual framework that is being explored. This is in line with studies of outdoor experiential activities whereby the individual is an active participant, but the impacts are largely psychological, not physical (Williams et al., 2002).

Mental health is defined as:

... a dynamic state of internal equilibrium which enables individuals to use their abilities in harmony with universal values of society. Basic cognitive and social skills; ability to recognize, express and modulate one's own emotions, as well as empathize with others; flexibility and ability to cope with adverse life events and function in social roles; and harmonious relationship between body and mind represent important components of mental health which contribute, to varying degrees, to the state of internal equilibrium" (Galderisi et al., 2015, p. 231).

Mental health has long been regarded in the psychiatric literature as simply the *absence* of mental illness or disorder (Keyes, 2005a). However, individuals free of mental disorders do not necessarily feel happy and healthy – one who is *not* suffering depression does not necessarily feel significant levels of happiness. The concept of mental health has evolved, primarily through the discipline of psychology, to include more positive components that contribute to individuals 'flourishing'. Such components include mindfulness, awareness, resilience, self-esteem and purpose, and the ability to cope with normal stresses, function effectively, and make a contribution to society (Allport, 1961; Seligman & Csikszentmihalyi, 2000; Shapiro et al., 2016; Maslow, 1999). Mental health is thus regarded as a state whereby the individual feels as if they are flourishing, *and* the individual is free from common mental disorders, such as depression and anxiety (Keyes, 2006).

In a number of studies exploring the mental health of US adults, most participants who were considered mentally healthy were not depressed or 'languishing' (state of emptiness), but nor were they considered to be 'flourishing' (Keyes, 2002; 2004; 2005a; 2005b). For example, in a study of 3032 US citizens aged 25-74, fewer than *one quarter* of the participants were found to be 'flourishing' (Keyes, 2002). Individuals who are not flourishing report more days off work, reduced amounts of work, greater prevalence of poor physical health, and poor psychosocial functioning. In contrast, individuals diagnosed as mentally healthy reported high levels of resilience, close relationships with family and friends, greater happiness and satisfaction in life, and a stronger sense of purpose and self-

determination (Keyes, 2002; Westerhof & Keyes, 2010). Clearly a state of ‘flourishing’ is of benefit both to the individual and to society.

It is worth noting the *similarities* between some of the factors which contribute to positive mental health, as described above, and factors contributing to some of the other impacts, for example social capital (both: close relationships). This supports the earlier assertion of the probable interrelationships between the impacts, as indicated by arrow (a), in the model at Figure 2.3.

Relating these outcomes of positive mental health to the forms of well-being outlined in Table 2.1, it appears that increases in mental health may impact on **hedonic well-being** (increasing happiness, life satisfaction), **eudaimonic well-being** (enhancing personal growth, self-esteem, self-respect, sense of purpose, forming trusting relationships) and **social well-being** (enhancing sense of belonging, positive interactions with community).

This study now considers whether active participation in a cause marketing initiative may provide an opportunity to enhance mental health.

2.5.5.1 Mental Health and Cause Marketing

Studies exploring the impact to participants’ mental health from participating in charity sports events, organised physical activities and volunteering provide insights to the current study. As mentioned previously, these initiatives require participants’ active participation, and most are associated with a cause – similar to aspects of a cause marketing initiative.

Research on charity walks/runs, swim-a-thons and bike-a-thons indicate that participants benefit from positive mental health outcomes. For example, participants who attended the Susan G. Komen Foundation’s Race for the Cure event reported feeling uplifted, feeling a greater sense of purpose, and feeling empowered (Scott & Solomon, 2003). Likewise, in a study exploring participant outcomes at a charity surf event, the National Kidney Surf Festival, participants expressed feelings of self-fulfilment and connection to the cause, as they had all embraced a ‘common mission’ (Parris & Peachey, 2012). This may be in part due to the perception of participating in a ‘meaningful’ activity.

Studies exploring the relationship between mental health and individual participation in meaningful, active leisure activities (playing a game, sport etc.), confirm that participation in such group activities provide benefits such as shared experiences, purpose, self-esteem and life satisfaction – which contribute to individual well-being (Lemon et al., 1972; Reitzes, 1995; Waters et al., 2002)

As discussed previously, there are many examples in the volunteering literature where active participation has resulted in an enhanced sense of purpose, self-efficacy and self-esteem – all important to positive mental health and well-being. A longitudinal US study held between 1957 and 2004 (final n=4000) explored the positive effects of volunteering related to well-being and self-reported mental health, finding strong evidence for a causal effect, particularly in relation to ‘feeling good’ (hedonic well-being), ‘feeling better about oneself’ (eudaimonic well-being) and ‘feeling valued for the contribution’ (social well-being) (Piliavin & Seigl, 2007). Other studies have shown that volunteering predicts enhanced mental health in relation to life satisfaction (Kahana et al, 2013), happiness, self-esteem and self-control (Thoits & Hewitt, 2001), and overall flourishing (Santini et al., 2019). Interestingly, volunteers have been shown to be equally happy, regardless of socioeconomic status (Borgonovi, 2008). Also, the impacts have been found to be bi-directional, that is volunteering enhances mental health, and those with more positive mental health are more likely to volunteer (Thoits & Hewitt, 2001; Meier & Stutzer, 2008). Again, this supports the earlier assertion of the probable interrelationships between impacts, as indicated by arrow (a), in the model at Figure 2.3.

These insights may be relevant to a cause marketing initiative, as the studies described involve common elements of voluntary, active participation, and in some cases, charities and a common shared goal. The potential impact to one’s well-being from enhancing one’s mental health has already been established. Therefore, the following is proposed:

- Proposition 5:** Active participation in a cause marketing initiative may:
- a) enhance participants’ mental health, which
 - b) positively impacts their well-being.

2.6 The Relationship Between the Five Impacts

The above five impacts – human capital, prosociality, social capital, identity and mental health have been proposed as potential outcomes from active participation in a cause marketing initiative, and indications have been presented as to how they may impact hedonic, eudaimonic and social well-being. There may be other factors that impact on these outcomes that are outside the parameters of this study. They may collectively or individually be experienced to a greater or lesser degree depending on the context of the cause marketing initiative and the nature of participation.

Whilst the relationships between them are not depicted in Figure 2.3, the preceding discussion makes it clear that the five impacts are not independent of each other. There is some conceptual overlap, and in some cases, one impact may affect another. For example, human capital and social capital tend to be complementary, in that literate and informed individuals are usually more likely to develop networks and ties that lead to greater support/success (Lanzi, 2007). Also, high levels of social capital may be expected to improve one's chances of developing skills, abilities and education (Coleman, 1988). Social capital in a crude sense is the 'enabler'; in essence, an individual's live networks are built on trust and shared values, and it plays an important role in the extent to which an individual can grow their skills and knowledge, and essentially expand their human capital. Social support impacts individuals' mental health and corresponding well-being as an individual's social network may influence the uptake of prosocial behaviours, which in turn, exert a salutary influence on one's mental health (Krane et al., 2002). Positive mental health contributes to the salience of one's identity, and it has also been shown to contribute to one's prosociality, and vice-versa (Thoits & Hewitt, 2001). Prosocial behaviour has been shown to be mediated by social capital (Theurer & Wister, 2010). In addition, impacts can be generative – for example, a boost in mental health may contribute to ongoing improvements in mental health.

There is very little research into the relationships between the impacts. The studies that inspired the five impacts and the conceptual model – Lawson (2005) and Lee et al. (2013), did not study the interrelationship between the impacts,

however as indicated, other studies mentioned in this literature review do recognise the varying influence of one or more of these impacts on another, and on well-being.

The well-being generated from the five impacts may be bi-directional, (as per arrow 3 in Figure 2.3), for example if positive mental health contributes to well-being and vice-versa, and enhanced well-being results in one volunteering more (Thoits & Hewitt, 2001), and so forth. The relationships between the impacts and well-being may change over time.

In summary, the researcher notes that the relationships between the impacts are mostly not articulated in Figure 2.3. This is in part for the sake of clarity. The focus remains on articulating the model in relation to the research questions. In addition, as indicated, these interrelationships are not clearly understood and may be almost entirely context specific. It is likely that there would be a variety of different kinds of relationships between the impacts, which may necessitate a completely separate model, just for this component. Also the relationships could be quite idiosyncratic, and differ according to the individual. Nevertheless, relationships between the impacts will be partially addressed in the Chapter 4, Sections 4.3.8, and 4.4.

2.7 Conclusion

This chapter discusses the literatures of well-being – in particular the triumvirate model proposed by Keyes (2007), and the theories underpinning this study: Identity Theory, Social Identity Theory and Self-Determination Theory. Inspired by the research of others, a conceptual model has been developed which advances the work of Lawson (2005) and Lee et al. (2013), and proposes that active participation in a cause marketing initiative will positively impact the individual's human capital, prosociality, social capital, identity and mental health. The arguments to justify each of the impacts have been presented, further articulating the model set out in Figure 2.3. It is anticipated that positive changes to these impacts may result in enhancement to hedonic, eudaimonic and/or social well-being.

The next chapter discusses the methodology used in order to apply the theoretical framework and understanding of the literature to the context of the cause marketing initiative: the Vinnies CEO Sleepout.

CHAPTER 3 METHODOLOGY

3.1 Introduction

Chapter 2 presented a review of the literature of well-being, the theories of Identity, Social Identity and Self-Determination, and explored the literature and connection to well-being of five potential impacts: human capital, prosociality, social capital, identity and mental health. A conceptual model was developed as a result. Chapter 3 describes the methodology of this study, providing the rationale for the choice of single-stage data capture followed by the description and justification of the multi-method analysis, in order to test the conceptual model.

To determine the research design and methodology, the researcher considered the theoretical framework (discussed in Chapter 2), and the research questions (presented in Chapter 1):

- What forms of personal and social impact are engendered by active participation in a cause marketing initiative?
- How does active participation affect the individual's well-being, and the well-being of their close networks, distant networks and the wider community?

This chapter begins by outlining the research approach and design, and provides the rationale for case study selection. The description of the data collection process follows, including justification for choices made, and steps taken to enhance rigour. The multi-method approach to analysis is discussed, and commitment to ethical practice included. An outline of this chapter is presented in Figure 3.1.

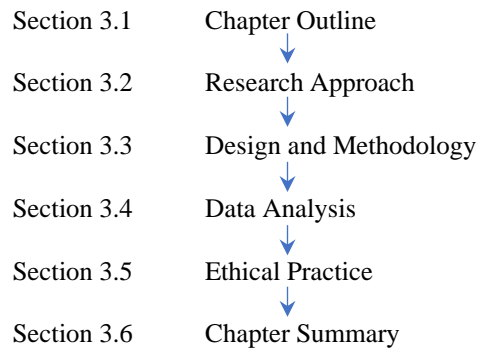


Figure 3.1 Outline of Chapter 3

3.2 Research Approach

The approach taken for this study is constructivist, informed by the interpretivist paradigm, and utilising qualitative case study methodology. According to Crotty (1998), a robust research design begins with clarity in and articulation of four key areas: **epistemology, theoretical perspective, methodology and methods** – each of which is related to the other. The design of the study must be robust and capable of answering the research questions. However, as indicated below, defining each of these components and the design choices made depends in part on the researcher’s belief system, and the purpose of the research. Each of these four key areas, and their relevance to this study, is discussed below.

Epistemology is “a way of understanding and explaining how we know what we know” (Crotty, 1998, p. 9). The epistemological stance taken for this study is **constructivism**, which seeks to “capture diverse understandings and multiple realities about people’s definitions and experiences of the situation” (Patton, 2015, p. 122). Meaning/truth is constructed, potentially in different ways by different individuals. This epistemological stance is appropriate, given that the researcher is seeking to understand the personal impact to individuals (from their active participation in the same cause marketing initiative). The meanings they construct and express are anticipated to be a mix of objective and subjective truth.

The philosophical stance that informs the methodology of this study is the **interpretivist** paradigm. This **theoretical perspective** advocates interpreting the social roles of others through the researcher’s own set of meanings. The researcher is part of what is being researched. That is, knowledge is constructed

jointly between the researcher and the informant, as the researcher attempts to interpret the thoughts and behaviours of the informant. It is a socially constructed activity, as opposed to a reality that could be objectively captured. The goal of the interpretivist is to “understand the complex world of lived experience from the point of view of those who live it” (Schwandt, 1998, p. 221). That is, to understand “the world of human experience” (Cohen & Manion, 1994, p. 36), a reality that is viewed as being socially constructed (Mertens, 2005). The interpretivist paradigm was appropriate for this study as the topic and research questions sought to gain rich personal insights, in context, and this is reflected in the instruments used for information capture as discussed below. This study is considered ‘exploratory’ as it examines an area of which little is known. There are many views on what is considered exploratory research: from an approach to define a concept or identify potential relationships between important concepts (Lewis-Beck et al., 2011), to research that searches for patterns, ideas or hypotheses – rather than testing or confirming (Vogt, 2005), to simply discovery oriented research (Hair et al., 2003). Exploratory research often utilises qualitative methodology.

Interpretivist researchers commonly prefer qualitative methodology as it enables exploration of the unknown – particularly in relation to culture, phenomena, structural processes and historical changes (Grbich, 2013). In comparison, quantitative research favours a more deductive, hypothesis-testing approach, better suited to studies where the data can be counted, measured or categorised. Thus a **qualitative case study methodology** was determined to be the most appropriate approach in order to explore what is unknown. According to Yin (2018), case study methodology enables the researcher to investigate “... a contemporary phenomenon (the “case”) in depth and within its real-world context, especially when the boundaries between phenomenon and context may not be clearly evident.” (Yin, 2018, p. 15). Case study methodology within qualitative research has been criticised in the past as being less than rigorous, and not systematic, transparent or generalisable (e.g. Miles, 1979). Several qualitative scholars in response have championed alternate approaches to case study methodology, including upholding the perspective that is more relevant to the researcher, and utilising criteria that matches the qualitative researcher’s

paradigm, rather than the positivist paradigm (Guba & Lincoln, 1994; Lincoln & Guba, 1985; Welch, 2018; Yin, 1984). This study is guided by approaches suggested by Klein and Myers (1999) and Cepeda and Martin (2005) – both of which provide approaches relevant to the interpretivist researcher.

For this study, the rationale for choosing a ‘single-case’ study design was that it may be revelatory in nature (Yin, 2018), that is, it may provide an opportunity to study a phenomenon holistically, and in-depth, that had not previously been explored. In addition, it was anticipated that studying a group of individuals who had actively participated in the same cause marketing initiative would provide the opportunity to explore multiple perspectives on the same initiative.

The **qualitative methods** employed in this study included semi-structured in-depth interviews, observation, and field notes held within a reflective journal (which incorporated impressions and considerations following each interview). The reflective journal is an important tool in the interpretative paradigm. Data collection is described and justified in detail in Section 3.3.2. The methods of analysis adopted for this study include Repertory Grid Technique analysis, thematic analysis, and Leximancer analysis. These methods are described and justified in detail in Section 3.4.

3.3 Design and Methodology

3.3.1 Case Study Selection

The case study chosen for this research was selected for the following reasons: it is a cause marketing initiative, it requires active participation, the type of event is innovative (the first of its kind) and has had significant impact, and it has not yet been the subject of an academic study.

3.3.1.1 Case Study Parameters

In line with the research questions, the single unit of analysis in this study is *the active participants*, as opposed to other parties involved in the initiative, such as volunteers, event organisers, sponsors and so forth. In determining the boundaries of the case, the researcher considered the following factors to be important:

- **Location:** participants should be accessible for face-to-face interviews, and thus located in Sydney. In-person interviews were preferred as a means by which to potentially build better rapport and elicit greater insight. The ability to use eye contact, gestures, and other means of showing interest are more limited in telephone/online interviews, hence the preference for in-person interviews so as to maximise rapport and potential outcomes.
- **Recency of participation:** participants should be interviewed as close as possible to the last time they participated in the initiative, to improve the recollection of their experience. However, the researcher acknowledges that whilst this would be ideal, the feasibility would depend on the availability/willingness of participants to be interviewed.
- **Period of data collection:** to be conducted in the year following the researcher's Confirmation of Candidature, to ensure timely completion of this research study.

The initiative chosen to be the context of the case study was the **Vinnies CEO Sleepout**, a cause marketing initiative run by St Vincent de Paul, Australia.

3.3.1.2 The Case Study – Vinnies CEO Sleepout

As discussed in Chapter 1, traditionally a cause marketing initiative involves an interaction between three parties: a company, a non-profit organisation, and consumers. The overarching goal is to make a positive contribution to society, for example, to raise funds for cancer research, to increase awareness of health hazards, or to save endangered species. The goal or 'cause' of the Vinnies CEO Sleepout is to raise funds and generate awareness for the homeless services provided by The St Vincent de Paul Society, Australia (cited hereafter as St Vincent de Paul). St Vincent de Paul is a lay Catholic organisation founded in Australia in 1854, which assists over 1.8 million disadvantaged Australians annually via a range of support services and initiatives (St Vincent de Paul Society, n.d.). This is marketing in the traditional sense, in that a (market) transaction occurs between St Vincent de Paul and the company leaders (mostly CEOs), who 'pay' to secure a place in the sleepout via a charitable donation. In

this instance, the company leader represents both the consumer, who is ‘buying’ the experience, and the company, which supports and promotes their CEO’s involvement in the initiative. St Vincent de Paul, as the non-profit organisation, gains value through the additional resources flowing into their organisation, and the increased awareness of the causes they support.

The CEOs’ participation in this event is very active. The first step of the initiative requires the CEO to register for the event. They receive a pack with suggestions as to how to promote their involvement, and tips on how to fundraise the entry fee of AUD 5,000. The event is held in the middle of winter. CEOs bring their own sleeping bag, and upon arrival, are given a sheet of cardboard and a voucher for a cup of soup and a bread roll. An experiential activity follows, designed to increase the participants’ engagement with the issue of homelessness. This can take the form of role-plays, virtual reality experiences and/or group discussions. The participants hear speakers talk about their spiral into homelessness, and their re-emergence. A report on the funding of St Vincent de Paul’s critical services follows, then participants are encouraged to share their experiences with each other (and on social media), claim their soup and roll, and bed down for the night. In the morning, an optional breakfast is available (bacon and egg rolls, with coffee/tea) from 5:30am. The participants leave the initiative of their own accord.

Having raised over AUD 49 million since its inception in 2006, the CEO Sleepout is a key source of funding for this cause, and is clearly effective in achieving its main purpose of raising funds and generating awareness of the homeless services provided by St Vincent de Paul. However, little is known about the initiative’s broader impact – on participating CEOs, their organisations, and society.

3.3.2 Data Collection

3.3.2.1 Background Research

Desk research was conducted prior to the main study. This involved reviewing previous studies commissioned by St Vincent de Paul, as well as participant surveys, industry and fundraising reports, and academic journal articles.

Background interviews were conducted in October-November 2016 with the St Vincent de Paul Director of Fundraising, and the Founder of the Vinnies CEO

Sleepout to gain an understanding of the background of the initiative and its evolution. To add the element of participant observation, the researcher volunteered at the Vinnies CEO Sleepout in Sydney on 22 June 2017 (Refer Appendix 5 for photos).

3.3.2.2 Recruitment of Participants

The main study of CEO participants commenced with an email sent by St Vincent de Paul to the database of past participants requesting their voluntary participation in an interview, at a time and location convenient to them. The details of the CEOs who responded were emailed directly to the researcher, who then arranged an appointment. The researcher met and interviewed 12 informants in this way. Subsequent referrals from interviewed CEOs led to a further 6 interviews. In addition, CEOs met by the researcher at the CEO Sleepout on 22 June 2017 led to 3 interviews, and a referral from a University colleague resulted in 1 final interview. The researcher acknowledges that the 12 informants who responded to the email from St Vincent de Paul (and some of those who were referred by these individuals) would likely be more positively disposed toward the initiative. Their involvement and experience would likely be greater than the ‘average’ Sleepout participant.

The number of interviews was not pre-determined. The sample size was determined when saturation was achieved, that is, after 20 interviews, it appeared that no new insights were emerging. Two more interviews were conducted to confirm this assessment, and as they produced no new insights, recruitment ceased. This is in line with Patton’s (2015) determination of qualitative interview saturation, whereby depth of qualitative analysis is an appropriate trade-off for a greater quantity of data. Small sample sizes are considered entirely appropriate in qualitative studies (Vasileiou et al., 2018; Boddy, 2016; Hair et al., 2003).

In total, 22 interviews were conducted between Feb 2017-August 2017 with CEOs/Executives who had participated in the Vinnies CEO Sleepout. The number of Sleepouts that the CEOs/Executives had attended ranged from 1 to 11, with 4 being the average number of Sleepouts attended. Of the 22 informants, 17 had participated in the 2016 Sleepout (which featured a role-play as the experiential

activity), one had not participated for several years, and 4 participated for the first time in 2017 (which featured virtual reality as the experiential activity).

Informants came from both the public and private sector (2 and 20 respectively). Private sector participants represented a range of industries, and led small to large-sized businesses. The gender split of participants was 4 (18%) female, 18 (82%) male. This is close to the actual ratio of female: male CEOs in Australia, currently at 17.1% female (Australian Government, 2018). All were residents of Sydney, where the interviews were held. The interviews were conducted face-to-face, at a location chosen by the informant (their office, a nearby café, or in a meeting room at Western Sydney University Parramatta City Campus). The interviews ranged in length from 40 minutes to 2 hours 15 minutes, and all were audio recorded. The average interview time was 53 minutes.

3.3.2.3 Semi-structured Interviews

Patton (2015) defines twelve contrasting interview approaches which may be utilised by the qualitative researcher depending upon the purpose and focus of the study. The approach chosen for this study was *Interpretive Interactionism*, which seeks to clarify the impact of life experience, where the focus is on life-changing events. This was chosen in part because it was anticipated that active participation in the Vinnies CEO Sleepout may have altered the way that the participants viewed themselves, other participants, the homeless, and their own networks. By taking this approach, the researcher was able to focus on the “radical experiences that radically alter and shape the meanings people give to themselves and their life experiences” (Denzin, 2001, p. 34).

Developing rapport, mutual respect and trust between interviewer and informant can significantly affect the quality of the data, as it deepens the opportunity to generate insight (Patton, 2015). Strategies to enhance rapport, respect and trust were built into the interview protocol as corporate leaders are time-poor and by and large, do not suffer fools gladly. It was important to create a strong first impression, and instil confidence in the informant of the skill and expertise of the interviewer.

Effective interviewing techniques were part of this approach: “skilled interviewing is about asking questions well so that interviewees want to share their story” (Patton, 2015, p. 427). The researcher began each interview by making direct eye contact, introducing herself, shaking hands, and thanking the informant for allocating time to this important study. She then explained the purpose of the interview, and the potential contribution that the informant would be making to the longevity of the event. In addition, the age/maturity, experience and confident manner of the researcher may have facilitated the development of respect and trust with the informants. According to Hesse-Biber and Leavy (2006), building rapport through eye contact, appropriate gesturing (nodding), being an active listener showing genuine interest, and picking up on ‘markers’ (a passing reference to an important event/state, e.g. “... a lot was happening at the time”), can help foster productive interviews and this is perhaps more possible when the informant and interviewer are of similar age and maturity.

In the introductory phase of the interview, the informants were assured that their responses would be confidential, and that their names would be removed from interview data. The researcher asked each informant to read the Participant Information Sheet and sign the Participation Consent Form (as approved by Western Sydney University Human Research Ethics Committee – refer to Appendix 2), and also for permission to audio record the interview.

The main part of the semi-structured interview is considered well-suited in exploring rich, detailed lived experience, as it is a more flexible and conversational approach (Yin, 2018). The interviews began with a series of questions to establish how the informants had heard about the initiative, how they had become involved, their motivation for participating, how many times they had participated, their intent to participate in future, and any involvement in other prosocial activities or organisations.

The next part of the interview utilised the Repertory Grid Technique (RGT). The RGT is a semi-structured qualitative technique which helps generate rich data. This technique was chosen as it allows the informant to articulate what is important to them in their own words, with minimal interviewer bias. It allows for a richer individual construction of the subjective experience to surface, in a

relatively short amount of time. Such an extremely time-efficient technique is appropriate when interviewing time-poor executives. Whilst executives "... prefer to articulate their views, explaining why they think what they think" (Aberbach & Rockman, 2002, p. 674), time can obviously be an issue. The RGT allows respondents to freely express their views in a time-efficient manner, and may assist in the accessing of deeper reflections. It enables the researcher to access an individual's idiosyncratic construction of their own environment, and uncover insights from the different ways in which individuals experience the world. It was anticipated that the RGT, combined with the reflections of informants, would provide enhanced quality data on the outcomes from participation and the impact to well-being.

The technique is underpinned by conceptual foundations in Personal Construct Theory (Kelly, 1955). The theory contends that an individual attempts to make sense of their world through a process that is active and constructive, and key to reaching this understanding is that individual's application of contrast and similarity. That is, "we construe situations by seeking to differentiate them from others and see them as similar to others; it is only through such a process that we give meaning to events" (Eden & Jones, 1984, p. 779). RGT explores a person's construct system and subjective meanings through conversation (Fransella & Bannister, 1977) and its primary usefulness in research is that it identifies what is important to the individual, which the researcher may not have considered. The technique enables the researcher to unpack the essence of an event experienced by different individuals, and to "preserve and make visible as much of the richness and diversity of (participants') subjective meanings as possible" (Marsden & Littler, 2000, p. 830).

The Repertory Grid Technique is not devoid of critics. Attempts to adapt or incorporate the RGT by *positivist* consumer research scholars have not been entirely successful or insightful, with scholars criticising the method for generating "utterly valueless" and "irrelevant" data (Marsden & Littler, 2000). This may be because:

The positivist perspective emphasises the objectivity of science and the consumer as a rational decision maker. The interpretivist perspective, in

contrast, stresses the subjective meaning of the consumer's individual experience, and the idea that any behaviour is subject to multiple interpretations rather than to one single explanation. (Solomon et al., 2013, p. 35)

Given that the method derives from the interpretivist paradigm, its value should be seen in the way in which it enables the research to produce value in interpretation and meaning, versus factual evidence. It is also a method that is particularly useful in exploring topics or issues that are not well defined (Rogers & Ryals, 2007).

The key features of the Repertory Grid Technique utilised in this study are:

- **Elements** – themes, characteristics, items or processes being explored. The elements may be supplied by the researcher (as was the case in this study, and appropriate when the researcher wants to focus on specific areas). Or, they may be elicited during the interview (appropriate if the researcher is not cognisant of issues/themes associated with the topic). Refer to Appendix 3 for the list of elements used in this study.
- **Constructs** – dimensions of comparison. In comparing three elements, the informant is asked to provide two words/phrases which tend to be the flipside of each other. They are not necessarily polar or semantic opposites. The following sections provides examples of constructs.
- **Value Statement** – a statement that expresses the informant's core beliefs/values. The following section provides examples of value statements.

The Repertory Grid Technique Procedure

The study employed the following repertory grid technique procedure within the semi-structured interviews. The process is described in detail below. Figure 3.2 presents a visual depiction of the process.

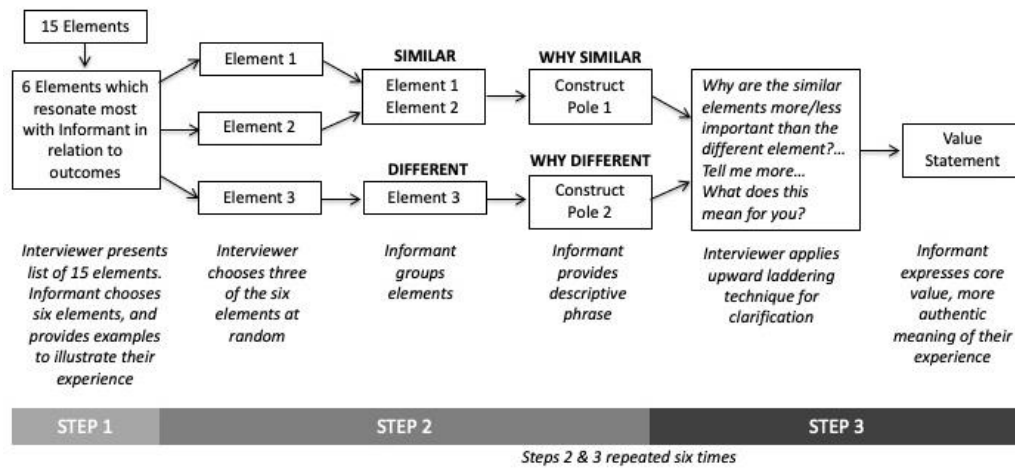


Figure 3.2 The Repertory Grid Technique procedure used in this study

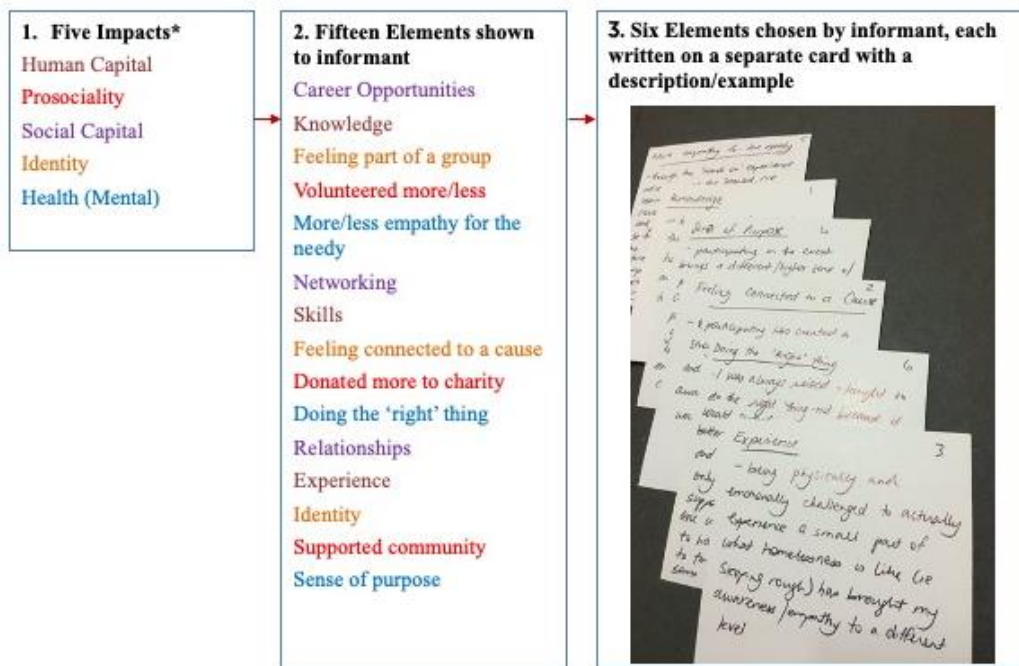
STEP 1- Element Selection

The purpose of this stage of the interview is to stimulate discussion, and stimulate recall of the informants' experience. The informants were presented with an A4 sheet of paper which listed 15 potential personal and professional 'elements'. The elements were keywords derived from definitions of the five impacts: human capital, prosociality, social capital, identity and health (mental). These impacts are a key part of the conceptual framework as outlined in Section 2.4.

The elements were designed to help participants recall a broad range of concepts related to their experience of actively participating in a cause marketing initiative. Examples of elements included '*sense of purpose*', '*feeling part of a group*' and '*knowledge*'. Informants were asked to choose any six elements (from the fifteen) which resonated the most to them personally, in relation to outcomes from their experience with the Vinnies CEO Sleepout.

To allow for a richer individual construction of the subjective experience to surface, informants were asked to provide examples illustrating each of their chosen elements. Informants were provided with six blank cards (10cm x 10cm), and encouraged to use a separate card to write down each element, and the example of that element, in any preferred order. Figure 3.3 provides a visual depiction of Step 1, showing the researcher's starting point of the original five impacts, then fifteen elements – three elements derived from each of the five impacts, shown in random order to the informants, then six cards on which an

informant wrote each element chosen and a description/example of the meaning of that element to them.



*Adapted from Lawson (2005) and Lee et al. (2013)

Figure 3.3 Visual depiction of Phase 1, Repertory Grid Technique

Once they had completed six cards, the researcher then invited the informant to talk about what they had written on each card.

STEP 2 - Construct Elicitation

The aim of Steps 2 and 3 of the RGT process is to reach a deeper understanding of what is truly important to the informant. In Step 2, the interviewer shuffled the informant's six element cards, and randomly chose three. The cards were not presented in any particular order. This part of the procedure is designed to elicit personal constructs from the informant using their elements. Using the triadic approach, the informant was asked to think back to each of the specified experiences, and compare how two of the elements on the cards were similar, and different from the third. For example, the interviewer may have randomly chosen three of the informant's element cards: *'more empathy for the needy'*, *'knowledge'* and *'sense of purpose'*. The interviewer asked, "In what way are two of these three similar to each other, and different from the third, in terms of your

experience of the Sleepout?”. Informants were encouraged to mention any important aspects of their experiences, such as feelings, interactions, or impressions. After the informant decided which two were similar, and which was different, they were asked to express the *similarity* in a word or phrase, and the *difference* in a word or phrase – and asked to try not to use the same description twice. The ‘similar’ and ‘different’ phrases are referred to in RGT as ‘construct poles’ (informant-generated differentiators). For example, the informant may state that ‘*more empathy for the needy*’ and ‘*knowledge*’ were similar, and different from ‘*sense of purpose*’, and that the first two reflected ‘Social Awareness’ (Construct Pole 1), and the latter reflected ‘Personal Awareness’ (Construct Pole 2).

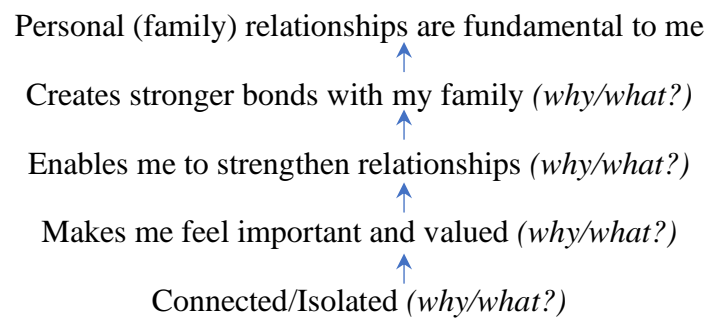
These construct poles are not necessarily polar or semantic opposites. In some cases they appear to be, but in others, they simply reflect the informant’s view of the world. What is important here is that the interviewer is not imposing constructs on the informant, as a researcher may do with Likert scales (asking informants to agree or disagree with declarative statements), or Stapel scales (asking informants to rate entities along an ordered continuum). Such imposed constructs may not be relevant to the informant’s experience. Thus the RGT provides greater scope for a truer expression of the informant’s unique experience.

STEP 3 – Laddering to a Value Statement

A laddering technique was then used to probe more deeply, and to encourage informants to provide further details related to the construct poles. Initial responses in an interview may sometimes be superficial, and laddering can draw out an individual’s core beliefs and values which underpin the initial responses. It can provide more precise meaning – for example, with a construct pole of ‘Caring’, caring may mean ‘interested’ to one person, and ‘emotionally committed’ to another. Informants may use different terms when referring to the same outcome, or vice-versa – the same terms when referring to different outcomes. Laddering is a process whereby the interviewer and informant work together to explore and reveal the informant’s truth (Cochran, 1980). In other words, “to get beneath the interviewee’s view of what the answers ‘should’ be, to

a clearer understanding of how they use their past experience to make judgements” (Rogers & Ryals, 2007, p. 5).

Laddering involves further questioning, asking ‘why (is this important)’ and ‘what (does this mean for you)’ in order to elicit deeper, more important insights. For example, the informant may initially state the construct poles: ‘Connected’ and ‘Isolated’, and by applying an upward laddering technique, the responses might proceed as:



During the interview, when it appeared that further questioning would be superfluous, that is, when a core belief or value was reached, the researcher proceeded to the next pair of constructs poles. The informant’s final statement was recorded as a ‘value statement’. Steps 2 and 3 were repeated six times with each informant, aiming to reach at the end of each interview six construct poles and six value statements. This number of six repetitions was determined by the researcher, following evaluation of the process in the first two interviews, and confirmation of the process by the PhD Supervisors. The informants were not providing any further insights after six attempts, and the time allocated for each interview was limited. At the conclusion of each interview, the researcher provided her contact details, in case any other relevant memories surfaced for the informant post-interview.

NOTE: The RGT often involves an additional stage of rating the construct poles in a matrix. This stage was not undertaken, as the objective in this study was to elicit constructs and explore descriptive and value-based subjective meaning.

3.3.2.4 Final Stages: Reflection, Follow-up, Transcription

After leaving each informant, the researcher sat in a quiet place to record observations and impressions in a notebook. This process of reflection allows the researcher to consider their personal assumptions, belief systems and subjectivities that may be impacting the study, as well as develop a clearer understanding of their participatory role as interviewer and interpreter of the data (Etherington, 2004; Ortlipp, 2008). It can also aid in enhancing transparency of the research process, by keeping a recorded trail of the researcher's reflections and interpretations (Hiles & Čermák, 2012).

The researcher emailed each informant the day following the interview, thanking them for their time, and asking them to email any further comments and/or recollections – to which two informants did. The interview recordings were subsequently professionally transcribed and provided back to the researcher as Microsoft Word files. The researcher checked the accuracy of the transcriptions by listening to the recorded interviews and verifying the spoken word against the transcripts. Further notes, reflections and interpretations of the interviews were added to the reflective journal at this time, and referred to during the analysis phase.

3.3.3 Enhancing Rigour in Case Study Research

In this study, the researcher applied the principles of Klein and Myers (1999), which provide robust criteria for assessing validity and reliability of interpretive research. The researcher was further inspired by the Cepeda and Martin's (2005) conceptual paper which recognises the value of interpretivist research and suggests a set of criteria to enhance quality and rigour in qualitative case study research: 'internal validity', 'construct validity', 'external validity' and 'reliability'. As the following sections demonstrate, the research design was informed by these criteria in order to conduct rigorous qualitative research.

Criteria 1: Internal Validity

In this interpretivist study, providing *internal validity* relates to identifying cause and effect relationships, and clarifying why the case illustrates the phenomenon in

question. The conceptual framework has at its heart articulation of the impacts of participation in the event. This informed the design of information capture and analysis. The choice of the Vinnies CEO Sleepout as the focal case also facilitates internal validity as it is a clear example demonstrating active participation in a cause marketing initiative, in that it requires active involvement by participants (as opposed to passive donations or sponsorship). It also has the potential to generate well-being, as conceptualised in the model (Figure 2.3). The effects of changes to the participants are likely to be observable in part because they are likely to be substantial. That is, many participants involve their organisations, networks, family and friends, and communicate the impact of their participation in some way to these groups. In addition, the outcomes in this particular kind of context have not previously been explored.

Criteria 2: Construct Validity

Secondly, to provide *construct validity*, Cepeda and Martin (2005) encourage the researcher to utilise multiple sources of evidence, indicate a chain of evidence, and have the draft report reviewed by key informants. In this study, the ‘multiple sources of evidence’ included reports supplied by St Vincent de Paul, printed and online communications from St Vincent de Paul to donors, industry and fundraising reports, and academic journal articles. In addition, interviews were conducted with staff of St Vincent de Paul, the founder of the event, and participating CEOs. To aid in data triangulation, the researcher kept a reflective journal, which included comparing observations of interviews with transcripts. The interviews were digitally recorded to allow ongoing review. More detail on the data collection is provided in Section 3.3.2. The ‘chain of evidence’, a systematic record of the processes and sequence by which evidence was obtained, is articulated in detail in Section 3.3.2. The evidence was collected in sequential phases by the researcher, and kept securely on a hard drive, and in a locked office at Western Sydney University. The draft report of the outcomes of the CEO interviews was emailed to St Vincent de Paul, and all informants who expressed an interest in the research outcomes. Comments were received back from three informants.

Criteria 3: External Validity

Thirdly, the requirement to provide *external validity*, means that the researcher must discuss whether the case study's findings may be generalisable in an analytical (rather than a statistical) sense. Generalisations of this study are plausible, in terms of applying the theory and concepts discussed in this paper to other cause marketing initiatives, in different settings and amongst other populations. This is discussed throughout Chapter 2, in terms of the applicability of the research in differing contexts, and in detail in Chapter 5. One of the original goals of this research was to create a model that could be applied to other cause marketing initiatives in which the participants were actively involved (as opposed to initiatives where participants make 'passive' contributions in the form of donations or sponsorship). It would likely be more generalisable to case studies that involve caring for people (the Vinnies CEO Sleepout is an initiative whereby the participants are encouraged to *care* about the homeless). The approach taken by the researcher is generalisable in an analytical sense to other initiatives, as subsequently discussed in Chapter 5.

Criteria 4: Reliability

The final criteria proposed by Cepeda and Martin (2005) to enhance quality and rigour in qualitative case study research is *reliability*. This is addressed through having clear, specific research questions, and a detailed plan or protocol in place.

The research questions in this study were designed to explore both the experiences of the participants and the outcomes; hence the focus of the study is to address 'what' and 'how' questions, in order to understand the nature and complexity of active participation in a cause marketing initiative:

- *What* forms of personal and social impact are engendered by active participation in a cause marketing initiative?*
- *How* does active participation affect the individual's well-being, and the well-being of their close networks, distant networks and the wider community?

*The first research question was amended twelve months into the study to include the word 'active', i.e. referring more specifically to the kind of involvement of participants.

The research questions were checked by both PhD Supervisors for clarity.

Secondly, a formal case study protocol is said to increase the likelihood that the research may be reproduced or adapted in another context. Yin (2018) asserts that a case study protocol serves as both a 'manual' to guide the research, and can also be used to monitor progress and evaluate outcomes. Much of the protocol is embedded into the research design description and justification, as presented in this chapter.

3.4 Data Analysis

3.4.1 Approach to Analysis

Abductive reasoning was applied in the analysis and interpretation of the data. Abduction refers to “a creative inferential process aimed at producing new hypotheses and theories based on surprising research evidence” (Timmermans & Tavory, 2012, p. 167). Compared to induction (moving from data to theory, finding new cases to demonstrate existing theories) or deduction (moving from theory to data, testing an existing theory and coming up with new observations), abduction in effect, combines both, as the researcher moves back and forth between the theory and data iteratively systematically combining insights (Dubois & Gadde, 2002; 2014). This is illustrated by the design and implementation of this research. At the commencement of this study, the researcher anticipated that a more deductive approach would be appropriate, due to her interest in understanding the outcomes from active participation in a cause marketing initiative, and having developed a conceptual model by which to consider the data. However, there were substantial unexpected outcomes that surfaced from the interview data which mandated a revision of the protocol. These insights required further exploration of theory, and a revision to the original conceptual model. This was done iteratively. Abductive reasoning “... proceeds by the continuous interplay between concepts and data. Surprises can occur at the beginning, middle, or end of a research process.” (van Maanen et al., 2007, p. 1149).

Multi-method analysis was also conducted using an abductive approach. It was anticipated that triangulation via multiple methods of analysis would increase the robustness and legitimacy of the qualitative inquiry. That is, it would enable the researcher to “... describe and explain phenomena as accurately and completely as possible so that their descriptions and explanations correspond as closely as possible to the way the world is and actually operates” (Patton, 2002, p. 546). The different methods of analysis were chosen to serve as alternative lenses through which to critique the data. It was *not* anticipated that each method of analysis would produce the same findings. Indeed, it was anticipated that each method would result in findings that could potentially reveal something interesting about the process, highlight different nuances of the data, and/or provide complementary and contradictory outcomes. The combination and contrast of findings would also add further insight.

Each method has its advantages, and also its limitations – in part mitigated by having multiple methods. Each method provides different perspectives on the data, and leads to different conclusions. The following section outlines the description and rationale of each method of analysis undertaken. The findings will be presented in Chapter 4. Figure 3.4 illustrates the iterative approach undertaken. First, the data from the application of the Repertory Grid Technique was analysed, and related back to the conceptual model (Figure 2.3). Second, thematic analysis was undertaken on the corpus of interviews, and findings were related back to the conceptual model. Third, Leximancer, a software analysis tool, was used to explore the efficacy of the manual thematic analysis (a detailed description of Leximancer follows in Section 3.4.2.3). Findings were compared to the findings of the thematic analysis, and also related back to the conceptual model. The abductive phase is primarily the validation and comparison of data produced by the thematic analysis and Leximancer analysis.

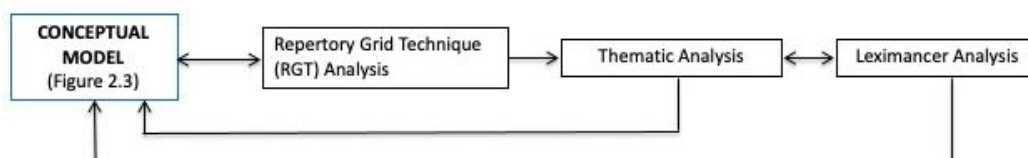


Figure 3.4 The abductive approach to analysis, as applied in this study

3.4.2 Methods of Analysis

In this study, three forms of analysis were undertaken, as outlined below.

- **Method 1:** analysis of the data produced during the Repertory Grid Technique portion of the interviews, where the informants identified outcomes from the CEO Sleepout that were personally important to them and explored the relationship between these outcomes;
- **Method 2:** analysis of the entire corpus of the data via manual thematic analysis – including the RGT component, the preamble of the interview, and the concluding comments; and
- **Method 3:** analysis of the entire corpus of the data using Leximancer, to explore the efficacy of the thematic analysis.

The following sections describe each of the three forms of analysis undertaken.

3.4.2.1 Method 1: Repertory Grid Technique (RGT) Analysis

In this study, the RGT was applied in 21 of the 22 interviews conducted. One informant (Informant F1) provided such rich and comprehensive data in the first part of the interview, that there was not enough time to incorporate the RGT in the second part of the interview.

Using RGT as a surfacing technique, the researcher was able to extract considerable meaningful data from the informants. The first part of the analysis focused on **the elements selected** by the informants (Step 1). This involved a frequency count of the informants' choices of the elements (from the list of fifteen shown to them). In other words, how many times a particular element was chosen. The researcher then consolidated the findings, correlating the informants' element choices to the five impacts from this study's conceptual framework (Figure 2.3): human capital, prosociality, social capital, identity and health (mental). The researcher was interested to see which of these five impacts the informants considered as important personal outcomes from their participation in the CEO Sleepout.

The second part of the analysis focused on **the constructs and value statements** expressed in the interview (Steps 2 & 3). The value statements were then examined by the researcher for recurring themes – themes that captured something important. In the RGT, these themes are called Construct Categories. Guided by the steps of Goffin and Koners (2011) the researcher grouped the value statements into categories, based on a connection through meaning (common language and themes). Once the value statements were categorised, both PhD Supervisors reviewed the table for consistency and accuracy. Table 3.1 illustrates the way in which the researcher approached the process of categorisation, by identifying words or expressions in the informants’ value statements that expressed similar meaning.

CONSTRUCT CATEGORY	CONSTRUCT POLES	Example Informant Value Statement
Insight into the cause	Understanding/Personal	<i>Greater <u>understanding</u> of the cause (Informant M4)</i>
	Education/Insight	<i>Gave me a <u>personal insight</u> of the experience of homelessness (Informant M9)</i>
	Individual Emotion/ Communal Emotion	<i>Greater <u>personal knowledge and understanding</u> of the problem (Informant M13)</i>
Shared values with other CEOs	Benefits of participation/ Goal of raising money	<i><u>High performing groups perform best when there's an absolute <u>shared</u> sense of purpose (Informant M14)</u></i>
	Team/Purpose	<i>Can do something when you get people together with <u>similar understanding/ability</u> (Informant M11)</i>
	Collective/Individual	<i>Doing the right thing, <u>being socially responsible together</u> (Informant M13)</i>

Table 3.1 Examples of value statements corresponding to two construct categories

By grouping together value statements that possessed common language and themes, the (125) value statements were reduced to a more manageable seven construct categories. The category labels and their descriptions were based on the close reading, and re-reading of the informants’ value statements, and agreed upon by the researcher and PhD Supervisors. This review of categories and

descriptions by multiple researchers minimises researcher bias (which may occur if only one researcher is grouping value statements from different informants into categories). The construct category labels were in some cases drawn from informants' words, and in others, created by the researcher.

3.4.2.2 Method 2: Thematic Analysis

Next, the researcher conducted an in-depth thematic analysis of all 22 interviews. Thematic analysis is “a method for identifying, analysing and reporting patterns (themes) within data” (Braun & Clarke, 2006, p. 79). It is a flexible method, not connected to any particular theoretical or epistemological stance. Thematic analysis was undertaken with a view to exploring the interviews in their entirety, and also to add to the findings of the RGT portion of the interview. There is some disagreement in the literature as to whether thematic analysis is simply a process used by many qualitative methods (Boyatzis, 1998; Holloway & Todres, 2003; Ryan & Bernard 2000), or a method in its own right (Braun & Clarke, 2006; Neuendorf, 2019; Nowell et al., 2017). After reviewing the literature of thematic analysis, the researcher discussed the various interpretations of thematic analysis with her PhD Supervisors, and discussed how it could be applied in a rigorous manner to produce trustworthy, complex and insightful findings.

The perceived disadvantages of thematic analysis – that it may be less rigorous and can lead to inconsistency in the development of themes, would be overcome by applying the criteria of Lincoln and Guba (1985) to the six-phase process of thematic analysis defined by Braun and Clarke (2006). This approach was first proposed in a study by Nowell et al. (2017) designed to guide researchers toward producing a more rigorous, relevant and trustworthy thematic analysis. Table 3.2 presents the six phases of thematic analysis, and the means by which the researcher of this study sought to increase rigour and trustworthiness during each of the six phases – as inspired by Lincoln and Guba (1985). The researcher then proceeded to conduct the thematic analysis, in line with the procedure outlined by Braun and Clarke (2006; see also Braun, Clark & Ranc, 2015; Braun, Clarke & Terry, 2015; and Clarke & Braun, 2013).

Whilst the process outlined by Braun and Clarke (2006) specifies six phases, it is important to note that thematic analysis is not a linear process, but rather an iterative (and abductive) process, where the researcher reflects on outcomes and moves back and forth between the six phases.

	PHASE OF THEMATIC ANALYSIS	Means of increasing rigour and trustworthiness, as inspired by Lincoln and Guba (1985)
PHASE 1	Familiarising Yourself with the Data	Deep and repeated engagement with the data; Triangulating different data sources; Recoding thoughts on theory and potential themes; Methodological record keeping – field notes, transcripts, ideas and insights; Systematic and secure storage of data.
PHASE 2	Generating Initial Codes	Debriefing and discussion with colleagues; Application of a coding framework; Audit trail of code generation and revision; Documentation of meetings with colleagues.
PHASE 3	Searching for Themes	Debriefing and discussion with colleagues; Audit trail of theme iteration.
PHASE 4	Reviewing Themes	Debriefing and discussion with colleagues; Return to data set, to ensure themes reflect informants' voice.
PHASE 5	Defining and Naming Themes	Debriefing and discussion with colleagues; Consensus on theme names and descriptions.
PHASE 6	Producing the Report	Debriefing and discussion with colleagues; Report includes exemplar quotes accompanied by a unique identifier; Findings are discussed with reference to original theoretical literature, and other literature; Report includes clear description of process of analysis and audit trail.

Table 3.2 The six phases of thematic analysis, and the approaches taken in this study to enhance rigour and trustworthiness in the analysis (as inspired by Lincoln and Guba, 1985)

The first phase, *Familiarising Yourself with the Data*, requires a deep immersion into the data. In this study, this involved reading both the field notes captured after each interview and the entire corpus of interview transcripts, reflecting and documenting theoretical and reflective thoughts. The researcher re-read the interview transcripts and notes to review impressions, and to search for additional meanings and patterns. As the informants were asked to choose six elements from a list of fifteen to initiate discussion of their Sleepout experience, it was anticipated that much of the data would reflect these fifteen elements. However, the researcher was careful to remain open to additional insights in the data, particularly as informants had been asked to clarify meaning (via laddering), and asked if there was anything else they wanted to contribute at the end of each interview. Once the researcher had read the data corpus twice, each individual interview was given a unique identifier. The data was then filed methodically on a secure server, in preparation for the second phase of analysis.

Phase two of the analysis involves *Generating Initial Codes*. This is the most time consuming phase of thematic analysis, as it requires the researcher to analyse each segment of text in the data, and attach codes to segments of text that capture interesting and important concepts. Rather than conducting computer-assisted analysis (e.g. via NVivo), the researcher preferred manual analysis, to maximise immersion in the data. The use of software is not a requisite for qualitative analysis and will not make a project more valid or rigorous (Patton, 2015).

The researcher referred to an initial list of codes, based on the elements presented to informants during the interviews. This list, generated deductively, was informed by the conceptual framework of this study (Figure 2.3). However this list was not conclusive; the researcher added codes as she revisited and reflected upon the data, including codes that represented concepts which deviated from the conceptual model. Notes were written in the margins of the transcripts, recording impressions and insights. Every data segment was coded; some segments were coded and then ‘uncoded’ as the researcher revisited each transcript. The codes were discussed with both PhD Supervisors at fortnightly meetings over a period of eight weeks, to ensure both rigour of process and to discuss impressions

emerging from the analysis. Notes were taken by the researcher at these meeting and revisions were made to codes.

In phase three of the analysis, *Searching for Themes*, the coded data is sorted and collated into broader patterns of meaning, or ‘themes’. A theme “captures something important about the data in relation to the research question, and represents some level of patterned response or meaning within the data set” (Braun & Clarke, 2006, p. 82). As with codes, themes tend to be developed either inductively (data-driven, and themes may appear to be unrelated to questions asked of informants) or deductively (theory-driven, and themes clearly relate to research questions). In this study, themes were largely developed deductively. The researcher initially used the five impacts from the conceptual framework: human capital, prosociality, social capital, identity and health (mental), to help organise and group the codes. Given that the informants were prompted with keywords from these five impacts during the interview, it would be logical that their responses would relate to the impacts. A tabular format was used to organise the codes and themes, and the iterations of the table were discussed with both PhD Supervisors at fortnightly meetings. The codes that were not directly related to the five impacts were grouped into two additional themes. One of these two themes was considered an important (and unexpected) outcome of participation in the Sleepout. The other two themes were considered interesting, but not relevant to the research questions of this study. It was considered important to retain this theme as it contributed to the context (King, 2004), and this theme is discussed in Chapter 5 in terms of potential opportunity for post-doctoral research.

Phase four, *Reviewing Themes*, involves a close examination of the set of themes determined in phase three. In this phase, the researcher is seeking to ensure that each theme is distinctive, and captures something important and compelling about the data in relation to the research questions. The researcher also considers whether the themes represent the full data set. After discussions at the fortnightly meetings, it became evident that some codes overlapped with other codes, and they were merged. A final review of the themes against the original data set was conducted. It was agreed that the resulting six themes encapsulated the richness of the data, reflected the informants’ voice, and addressed the research questions.

During the fifth phase, *Defining and Naming Themes*, the researcher is required to name and analyse each theme, and write the story that the particular theme tells, including how it fits into the overall findings, in relation to the research questions. In this study, five of the six themes were named after the five dimensions from the conceptual framework: human capital, prosociality, social capital, identity and health (mental). The sixth theme expressed an additional aspect of the participant experience, and was named accordingly. In order to ‘tell the story’ of the data, as encapsulated by the themes, it was important to then reorganise the themes so that they were in an order that best reflects the data. Finally, the names of themes, the description of each theme and the order presented, were scrutinised and discussed at the fortnightly meeting with the PhD Supervisors to ensure quality and consistency of analysis. See Section 4, Table 4.6 for the final list of 6 themes and 22 codes.

Finally, in the sixth phase, *Producing the Report*, the researcher articulates the meaning and implications of each theme, and discusses the findings relating to both the individual themes and the relationship *between* themes to tell the story of the data. This ‘report’ is featured in Section 4.3. To enhance analytic credibility, the researcher also incorporated direct quotes (each with unique identifiers) to illustrate important concepts. In addition, the researcher was guided by the reporting guidelines proposed in Tong et al. (2007): the ‘Consolidated Criteria for Reporting Qualitative Studies’ (COREQ), which relates to quotations presented, consistency of data and findings, and clarity of major and minor themes. Both short and lengthy quotations were included to illustrate relevant themes, each quotation was accompanied by a unique identifier, and themes and codes were presented clearly in a tabular format. The findings were discussed with reference to the original theoretical literature, and other literature that supported or contradicted the findings, and the PhD Supervisors reviewed the report to ensure that the overall analysis was logical, coherent and compelling.

3.4.2.3 Method 3: Leximancer Analysis

After the thematic analysis, the researcher used Leximancer V4.5, a software analysis tool, to explore the efficacy of the thematic analysis classification and themes/codes that had emerged through manual analysis. Leximancer enables the

researcher to focus on specific research questions and conduct sense-making of vast amounts of text (Young et al., 2015). Leximancer extracts semantic and relational information using statistics-based algorithms; semantic meaning is derived from the frequency of words and phrases, and relational meaning from the co-occurrence of concepts. It has been used in academic research to assist in extracting meaning from volumes of data, to guide further analysis, or as a confirmatory tool when the researcher is seeking to support or refute findings from another form of analysis. Researchers have utilised Leximancer in a range of fields, including business (Dann, 2010; Evers et al., 2016; Poser et al., 2012; Young et al., 2015), science (Hewett et al., 2009; Nunez-Mir et al., 2016), and media (Gurney, 2014; MacKinnon, 2015). In this study, it was used to examine informants' discourse, ascertain key words and concepts that resonated with informants, to identify themes linking back to the theoretical framework, and to compare findings with those that emerged from the thematic analysis. This is arguably a rigorous, highly reliable approach, using unbiased indicators (Smith & Humphreys, 2006).

Leximancer structures the data according to proximity. Words that are used in the same and adjacent sentences are presumed to be related, as are words that are not proximate but are related to similar sets of words. Proximate words are combined into 'concepts' which are collections of words in two sentence blocks – more related to each other than to other collections of words. The output displays semantic and relational meaning in tables, setting out the frequency and relative importance of concepts. Leximancer also provides an illustrative visual output, through patterns of black dots (concepts), coloured spheres (themes) and connecting lines (relationships between concepts).

The process of analysis follows recommended protocols (Leximancer, 2018), with a focus on producing output to enable comparison with the thematic analysis. To that end, after the researcher first 'cleaned' the data, she then proceeded to interpret the overall structure of the data, and interrogated the data further by creating 'user-defined concepts' which interpret the degree to which the key themes resulting from this thematic analysis are reflected in this semantic form of analysis. The prominence of these themes was then explored. In Section 4.4, the

analysis process is presented in greater detail along with the discussion of the resulting output and interpretations.

3.5 Ethical Practice

An application was submitted to the Western Sydney University Human Research Ethics Committee to conduct this study, and approval was granted with recommendations relating to the collection and storage of interview data, and the means by which to gain participants' consent – all of which were followed. Refer to Appendix 1 for the formal Ethics Approval document.

After gaining approval, data collection commenced. All informants were assured of confidentiality and anonymity. At each interview, the informant was presented with a 'Participant Information Sheet' outlining the parameters of the study and was asked to sign the 'Participant Consent Form', which they did. Refer to Appendix 2 for both documents.

All quotations included in this thesis remain anonymous, and all unreported comments have been kept confidential.

3.6 Chapter Summary

This chapter has discussed the qualitative case study methodology chosen for this research, which involved background research followed by single-stage data capture, then multi-method analysis. This study was granted Western Sydney University Ethics Committee approval to proceed. Using an interpretivist approach, the researcher conducted 22 semi-structured interviews of individuals who had actively participated in a cause marketing initiative. The cause marketing initiative chosen was the Vinnies CEO Sleepout, as evaluation of this context would enable exploration of the conceptual model and the associated research questions. The researcher conducted the face-to-face interviews to gain deep insight into the impact from actively participating in this particular initiative. The interview data was supported by desk research, observation and field notes.

Once transcribed, the interview data was interpreted via three forms of analysis. Chapter 4 presents the findings from this multi-method analysis, and discusses the significance of these findings.

CHAPTER 4 FINDINGS & DISCUSSION

4.1 Chapter Outline

This chapter presents the findings from the multi-method analysis of the data collected, and discusses the relevance of the findings in relation to the conceptual model, and the research questions. The findings and discussion are combined in this chapter, as a way by which to present the findings in the context of what is known in the literature.

Each method of analysis served a different purpose. As outlined in Section 3.3.2.3, the Repertory Grid Technique was used to identify the most important impacts of the CEO Sleepout, as directly experienced by the CEOs themselves. Section 4.2 presents and discusses the findings of the RGT phase of the interviews: the choice of impacts, the relationship between the impacts, and the relevance of these impacts to the conceptual model. Next, Section 4.3 presents and discusses the thematic analysis of the interview corpus in its entirety, including the RGT phase. The purpose of the thematic analysis was to identify themes within the entire data set which were important or interesting, and interpret their relevance to the conceptual model and the research questions. Section 4.4 presents and discusses findings of the Leximancer analysis, which was used to explore the efficacy of the thematic analysis. A comparison of the findings of each form of analysis follows. An outline of this chapter is presented in Figure 4.1.

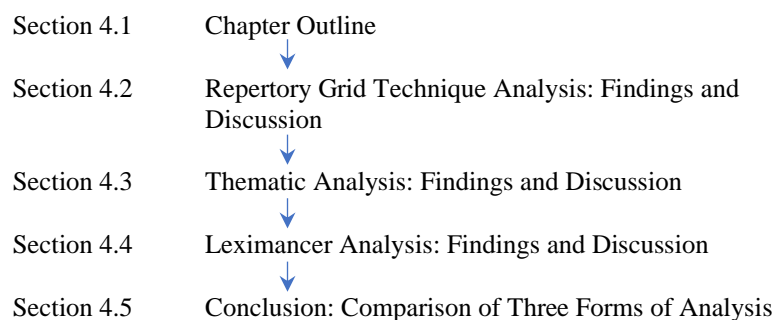


Figure 4.1 Outline of Chapter 4

4.2 Repertory Grid Technique Analysis: Findings and Discussion

4.2.1 RGT: Overview

The first stage of the analysis focused on the data from the Repertory Grid Technique phase of the interviews. The RGT was used to identify the most important impacts of the CEO Sleepout, as directly experienced by the CEOs themselves. The findings are presented and discussed as follows:

- 1) Firstly, the informants' choice of elements, and the relevance of those elements to the five impacts in the conceptual framework (Figure 2.3);
- 2) Secondly, the informants' constructs and value statements, and the relevance of those to the five impacts in the conceptual framework;
- 3) Thirdly, a comparison of the two approaches.

4.2.2 RGT Findings: Element Selection

Table 4.1 presents a frequency count of the informants' choices of the elements (from the list of fifteen shown to them – refer to Appendix 3). Whilst the elements were presented to each informant in a randomised order, the table shows them grouped together under the impact from which they were derived. For example, the elements of *knowledge*, *skills* and *experience* were derived from the definition of human capital, and are grouped together in the table under the heading 'human capital'. The terms human capital, prosociality, social capital and health were not included in the list of fifteen elements, as they were considered terms that either may not be understood by the informants or may be interpreted in different ways. The researcher was guided by Easterby-Smith (1980) who suggested that elements should be clearly representative of the events to be investigated.

Informant	HUMAN CAPITAL			PROSOCIALITY			SOCIAL CAPITAL			IDENTITY			HEALTH (MENTAL)		
	Knowledge	Skills	Experience	Volunteered more/less	Donated more to charity	Supported community	Career opportunities	Networking	Relationships	Feeling part of a group	Feeling connected to a cause	Identity	Doing the 'right' thing	More/less empathy for needy	Sense of purpose
M1	x		x					x		x		x			x
M2			x						x		x		x	x	x
M3						x		x	x		x			x	x
M4	x		x							x	x		x	x	
M5	x		x	x				x			x				x
M6	x			x							x		x	x	x
M7			x			x			x		x			x	x
M8				x	x		x		x				x		x
M9	x		x			x		x				x	x		
M10	x		x			x					x			x	x
M11	x				x			x		x			x	x	
M12	x		x					x				x		x	x
M13	x	x				x					x		x	x	
M14						x		x		x	x		x		x
M15	x		x					x			x		x	x	
M16	x		x	x					x		x		x		
M17	x	x	x							x				x	x
M18	x		x	x							x			x	x
F1*															
F2	x		x					x		x	x			x	x
F3	x		x								x		x	x	x
F4	x		x					x	x					x	x
	16	2	15	5	2	6	1	10	6	6	14	3	11	15	14
/21	76%	10%	71%	24%	10%	29%	5%	48%	29%	29%	67%	14%	52%	71%	67%

* Did not complete RGT stage of interview

Table 4.1 Informants' choices of elements, grouped under the relevant impacts

From 21 interviews, a total of 126 elements were chosen (6 elements per informant). The five most frequently chosen elements (i.e. considered by the informants as the most important personal/professional outcomes of the CEO Sleepout, as directly experienced by themselves) were:

- *knowledge* (chosen by 76% of informants),
- *experience* and *more/less empathy for the needy* (both chosen by 71% of informants),
- *feeling connected to a cause* and *sense of purpose* (both chosen by 67% of informants).

This indicates that the single most important outcome for informants from participating in the CEO Sleepout relates to increasing human capital, i.e. *knowledge*, and to a slightly lesser extent, *experience*. The element *more/less empathy for the needy*, which relates to mental health, was chosen the same

number of times as *experience*. It may be that what the CEOs felt they'd gained, in terms of *knowledge* and *experience*, was valued more than what they'd felt (*empathy*). This may explain why these elements were chosen more frequently.

Conversely, the five least frequently chosen elements were:

- *volunteered more/less* (chosen by 24% of informants),
- *identity* (chosen by 14% of informants),
- *skills* and *donated more to charity* (both chosen by 10% of informants),
- *career opportunities* (chosen by 5% of informants).

On face value, it may be that as CEOs tend to be time-poor, they are not able to *volunteer more often*, or that their participation in the CEO Sleepout has simply not inspired them to *volunteer more* or *donate more to charity*. Not all informants would feel that philanthropic activity has changed their *identity* – as they may feel it is may simply another activity expected of them at that level. The least important outcome for informants from participating in the CEO Sleepout related to maximising *career opportunities*. This may be due to a desire by informants not to be seen to be using the event to advance themselves or their careers (as noted in Section 5.4).

A summary of all the outcomes, grouped according to the impact from which they were derived, is presented in Table 4.2. This table shows that all impacts were represented with elements representing health (mental) and human capital chosen most often (40 and 33 times respectively), identity elements chosen less frequently (23 times), and social capital and prosociality elements chosen least (17 and 13 times respectively).

The 5 Impacts	TOTAL	% of TOTAL
Human Capital	33	26%
Prosociality	13	10%
Social Capital	17	13%
Identity	23	18%

Health (Mental)	40	32%
	126	100%

Table 4.2 Element choices relating to the five impacts from the conceptual model (Figure 2.3)

Whilst this table provides an indication of the elements that were important to CEOs, it does not show the *relative importance* that each CEO placed on their choices, that is, whether some elements were more important to them than others. Secondly, the informants were choosing elements that represented idiosyncratic experiences. This is important to note, as an element word – for example *experience*, may have meant one thing to one person, and a completely different thing to another. To address these issues, the second and third phases of the RGT sought to gain deeper insight into the underlying rationale for choices and their meaning to each informant. The findings and discussion of these phases is presented in the next section.

4.2.3 RGT Findings: Constructs and Value Statements

The next part of the RGT method sought to explore the idiosyncratic meaning of the elements chosen by each informant. In this process, some of the reasoning behind the choices made was also uncovered. The purpose of this stage was to reach a deeper understanding of what was truly important to the informant. To explain further, the following is an example of how constructs and value statements (as described in Section 3.3.2.3) were used to reach that deeper understanding for one informant:

The CEO was presented with three of their cards and asked to evaluate their similarity/difference: Card 1: *more/less empathy for the needy*, Card 2: *knowledge*, and Card 3: *sense of purpose*. They decided that *more/less empathy for the needy* and *knowledge* were similar, and different from *sense of purpose*. When asked why the first two were similar, the CEO stated that *more/less empathy for the needy* and *knowledge* were more to do with Social Awareness (construct pole 1), and *sense of purpose* was more to do with Personal Awareness (construct pole 2). (As described

Section 3.3.2, in the RGT, construct poles are informant-generated differentiators.) After further interrogation (with the researcher applying the laddering technique described in Section 3.3.2.3), the value statement provided by this informant was: *Driving you towards greater social awareness, taking that knowledge and making it real.* This value statement represents a truer or clearer expression of the informant’s idiosyncratic experience of the Sleepout.

Figure 4.2 provides a visual depiction of this process.

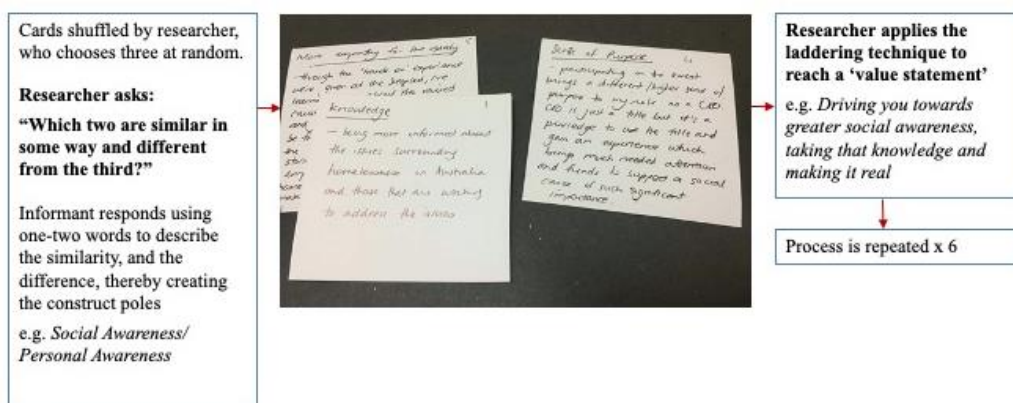


Figure 4.2 The process used to determine construct poles and reach the value statement

From 21 interviews, a total of 125 usable pairs of construct poles and value statements were produced. See Appendix 4 for the complete list of construct poles and value statements. The 125 value statements were reviewed and grouped into categories, based on similarity of meaning and common language. This process of reduction is the same process as followed in Phases 3-5 of the thematic analysis: searching for themes, reviewing themes, and defining and naming themes – see Table 3.2. Within the RGT, the output is not called a ‘theme’, rather a ‘construct category’ (e.g. see Dick & Jankowicz, 2001; Hankinson, 2004). The 125 value statements were reduced to a more manageable seven construct categories. Table 4.3 presents the seven construct categories and their descriptions and also indicates the number of corresponding value statements for each category; in other words, the frequency of occurrence. It indicates that the most important outcome for informants from participating in the CEO Sleepout relates to

increasing human capital, i.e. gaining *insight into the cause*, and the least important outcome again relates to developing social capital, i.e. enhancing *personal relationships*.

Construct category	Definition of category	No. of corresponding value statements	%
Insight into the cause	<i>Gaining important knowledge and insight to inform action.</i>	34	27%
Shared values with other CEOs	<i>Feeling part of a group that supports the cause and wants to effect positive change.</i>	19	15%
Sense of purpose	<i>Greater purpose in life and/or business to achieve social good.</i>	19	15%
Prosocial	<i>Increase in prosocial attitudes and behaviours, following the Sleepout.</i>	17	14%
The right thing to do	<i>Feeling that their active participation is 'the right thing to do'.</i>	16	13%
Greater empathy	<i>Feeling greater empathy for the homeless.</i>	12	10%
Personal relationships	<i>More connected to family, friends, and/or other participants.</i>	8	6%
Total		125	100%

Table 4.3 Seven construct categories and descriptions, derived from 125 value statements

4.2.3.1 Construct Categories discussed

The following section discusses the salience of each of the seven construct categories that emerged from the analysis.

4.2.3.1.1 Category 1: Insight into the cause

By far the most frequently elicited value statements were those associated with a greater understanding or **insight into the cause** itself (27%). In fact, 18 of the 21 informants expressed this one or more times as an important outcome from participating. Research confirms the importance of CEOs possessing comprehensive knowledge in being able to achieve objectives consistent with

maximising shareholder wealth (e.g. Daily & Johnson, 1997). Likewise, in this context, it appears to be important to CEOs that they possess a comprehensive understanding of the issue of homelessness, in order to be able to make decisions and potentially do something about it. According to Drucker (2011), the effective executive asks themselves: "... what knowledge and skills do I have to acquire to make the contribution I should be making?" (Drucker, 2011, p. 65).

This need to feel competent is an important aspect of Self-Determination Theory, as outlined in Section 2.2.3. Gaining knowledge and insight into an issue, such as homelessness, provides the participant with a sense of competence and the confidence to be able to initiate behaviours founded on fact and understanding. This is reflected in research which indicates that awareness and knowledge are key predictors of charitable giving behaviours (Lee & Chang, 2007).

Value statements elicited through the laddering process (as described in Section 3.3.2.3) are indicative of the importance and relevance of knowledge and insight:

"CEO Sleepout helped me to better understand how big the problem is."

M7

"Gave me a personal insight of the experience of homelessness." M9

"Increased knowledge and skills to deal with/help the homeless situation."

M13

The complete list of value statements included in this category may be found in Appendix 4.

4.2.3.1.2 Category 2: Shared values with other CEOs

The second category, **shared values with other CEOs**, was reflected in 15% of the elicited value statements. It was expressed as an important outcome by 13 of the 21 informants, one or more times. Sharing values with a particular group makes one feel more strongly connected to that group, and increases the significance of group membership to that individual. This is supported by Social Identity Theory, as outlined in Section 2.2.2. The importance of sharing values is also reflected in studies involving group affiliation, for example in religion

(Greenfield & Marks, 2007), sports fandom (Daniels et al., 2020), and activism (Fraser et al., 2009). The more one identifies with a group, the greater the likelihood of engaging in collective action (Lalonde & Cameron, 1994).

Informants spoke about feeling very connected to this ‘power’ group of like-minded individuals, who were present at the event. There was a clear appreciation of having something in common, that is, the shared desire and ability to effect positive change. Value statements elicited through the laddering process are indicative of the importance of shared values with CEOs at the event:

“Shared values with other CEOs, giving back together.” F2

“Can do something when you get people together with similar understanding/ability.” M11

“In a group who do the Sleepout, kind of part of my identity.” M1

The complete list of value statements included in this category may be found in Appendix 4.

4.2.3.1.3 Category 3: Sense of purpose

The third category, **sense of purpose**, was also reflected in 15% of the elicited value statements. It was expressed as an important outcome by 13 of the 21 informants, one or more times. A sense of purpose is characterised by “goals, intentions, and a sense of direction, all of which contribute to the feeling that life is meaningful” (Ryff, 1989, p. 1071). A call to a new challenge could derive from the realisation that something is missing in life, on a psychological level. Whilst this was not expressed directly by any of the informants, it may have been a driver that was present, but not sufficiently probed by the interviewer.

A sense of purpose in this context may be more likely to refer to acquiring additional purpose; most leaders tend to be driven and self-motivated, and participation in this initiative appears to have provided for many, a clearer vision of the opportunity to contribute to a particular cause. Having a clear sense of purpose enables the individual to set relevant goals and use their resources – for example, time, effort, and money, more efficiently (Hobfoll, 2002). Leaders are

more likely to have the power and the means to influence a larger number of people, and potentially infuse that purpose into the company's actions and decisions. Many expressed how they were doing more for the cause, either personally and/or professionally.

Value statements elicited through the laddering process are indicative of how the initiative has enhanced a sense of purpose in the informants:

“I've always had direction in my life. The event has increased a sense of purpose.” M12

“Clearly this is something I can do, one of my purposes.” M1

“I've set up my whole business with a sense of purpose.” M17

The complete list of value statements included in this category may be found in Appendix 4.

4.2.3.1.4 Category 4: Prosocial

The fourth category, **prosocial**, was also reflected in 14% of the elicited value statements. It was expressed as an important outcome by 11 of the 21 informants, one or more times. This term expresses how informants felt and behaved in a more benevolent way towards those needing help in the community, following their participation in the Sleepout. Some wanted to become more involved with Vinnies – as ambassadors for the cause, volunteering in their homeless facilities or providing pro-bono services, or volunteering with them in other areas. For some participants, their experience of the Sleepout inspired them to volunteer with organisations other than Vinnies, for example through Rotary, or by donating blood with the Red Cross.

This may be explained by studies in the volunteering literature. For example, according to Janoski et al. (1998), confidence in one's ability to effect prosocial change influences one's commitment to volunteer, and volunteering in turn has an impact on one's pre-existing prosocial values. In essence, this is the *social practice* perspective, discussed in Section 2.5.2 which proposes that when individuals are presented with a structured opportunity to volunteer, and 'practice'

prosocial behaviour, prosocial aptitudes may develop. It is impossible to determine from this study whether the informants who reported increased prosocial attitudes and behaviours post-sleepout were motivated to undertake these behaviours because of ‘practice’ or because of their intrinsic prosocial values and beliefs.

Value statements elicited through the laddering process are indicative of how the initiative has enhanced prosocial attitudes and behaviours in the informants:

“Volunteering more and taking action.” M16

“Looking for ways to help outside the event.” M18

“Using our skills to support others.” M17

The complete list of value statements included in this category may be found in Appendix 4.

4.2.3.1.5 Category 5: The right thing to do

The fifth category, **the right thing to do**, was reflected in 13% of the elicited value statements. It was expressed as an important outcome by 12 of the 21 informants, one or more times. The value statements in this category expressed the sense that being actively involved in the CEO Sleepout felt right, that it was the ‘right thing to do’. What makes something the ‘right thing to do’ will depend on one’s moral prism(s), according to Shapiro (1999), who outlines seven moral prisms: **existentialist** – holding a premium on freedom; **deontological** – focused on moral duties and principles; **utilitarian** – aiming to minimise suffering; **virtue ethics** – thinking how the most virtuous being would act; **communitarian** – actions are based on community norms, and the community knowing what you are doing; **ethic of caring** – an action taken to nurture a caring relationship between self and others; or the **egoist** prism – ensuring the course of action most effectively meets one’s short-term/long-term goals. Shapiro proposes that we tend to favour one perspective over another. It would be unrealistic to expect that the study would enable the researcher to comprehend the prisms from which each

CEO was operating, however there were a few indications of the moral prisms, as discussed below.

The first would be the **deontological** prism, a sense of responsibility that as a business or community leader, one has a duty to help. On several occasions, the informants referred to their role as leader, and the privilege and/or responsibility to help others that this role confers. The second would be the **egoism** prism, a more self-centred motivation to help others, in keeping with self-interest. The age of the CEO may also be a contributing factor. The average age of a CEO is 59 years (Korn Ferry, 2017). The researcher did not ask the informants' ages in this study, but observation would suggest the ages ranged from late 20s to early 60s, with most in the 50-59 year bracket. According to Carl Jung, and as we approach the "afternoon of human life" (45-50 years), we "awaken" to social responsibility and to social consciousness (Jung, 1975). We question our legacy and then seek ways to make a difference, and then benefit personally from making a difference. The third prism would be the **virtue ethics** prism. Whilst the researcher did not specifically ask CEOs about the role of religion in supporting their imperative to do the right thing, three participants described how their religious faith had inspired benevolence. Considerable research has explored the role of religion in inspiring charitable/helping behaviour (e.g. Wilson & Janoski, 1995; Wuthnow, 1991).

Value statements elicited through the laddering process are indicative of how the informants feel that their active participation in the initiative is 'the right thing to do':

"I'm at the age, and I'm in the stage. It's the right thing to do." M6

"My responsibility to the cause, doing the right thing." M4

"Makes me feel like I'm doing the right thing." M13

The complete list of value statements included in this category may be found in Appendix 4.

4.2.3.1.6 Category 6: Greater empathy

The sixth category, **greater empathy**, was reflected in 10% of the elicited value statements. It was expressed as an important outcome by 8 of the 21 informants, one or more times. Informants' experience at the Sleepout led to them feeling more empathy for the homeless. Nussbaum (2017) conceptualises empathy as the ability to imagine and feel the situation of the other, whilst remaining separate. That is, we share the positive or negative feelings of the other, whilst not confusing the feelings as our own – feeling *for* the other, not *with* the other.

According to Keyes (2014), specific experiences can trigger changes in an individual's propensity for empathy. The informants referred to different experiences of the Sleepout which triggered their feelings of empathy, including listening to the stories of speakers who had been homeless, and participating in the experiential component of the initiative. This experiential component is a very important part of the initiative. As mentioned in Section 1.3, if compelling and evocative, the immersive experience component of a cause marketing initiative can have greater memory impact and can transform an individual. Such experiences at the Sleepout have included CEOs role playing, engaging in virtual reality, and sleeping 'rough' themselves. When speaking about empathy, informants frequently mentioned one or more of these experiences.

Value statements elicited through the laddering process illustrate the informants' increase in empathy:

“Experience of the event creates empathy.” F2

“After listening to the speakers I felt more connected to the disadvantaged.” M3

“Greater empathy for the needy as a result.” F3

The complete list of value statements included in this category may be found in Appendix 4.

4.2.3.1.7 Category 7: Personal relationships

The seventh category, **personal relationships**, was represented in 6% of the elicited value statements. It was expressed as an important outcome by 6 of the 21 informants, one or more times. Some informants referred to bonds developed with participants at the initiative, and others to the impact on personal relationships with family and friends.

In regard to relationships developed with fellow participants, research has shown that participants can regard other volunteers as ‘family’ (Fraser et al., 2009). It was also reported in this study that members of a volunteer group become so familiar with each other that they interacted beyond the event platform. Informants referred to other CEOs with whom they connected outside the initiative: personally, professionally or in relation to prosocial activity. Interestingly, the camaraderie experienced by participants in a study by Morrow-Howell et al. (1999) was rated as one of the most important outcomes of their volunteer experience. However, whilst ‘personal relationships’ was considered an important outcome for some informants from the Sleepout, it was the least prominent outcome in this part of the analysis.

How one’s significant others support and appraise an individual’s voluntary involvement in a cause can also affect relationships. CEOs will often ask friends and family to donate to the CEO Sleepout, to support their participation. Many donors will give because they want to support the person for whom that cause is important. This contributes to strengthening relationships in a sense that all feel that they are working together towards a shared goal. When others evaluate our volunteer behaviour, and view it favourably, we feel validated, and this may contribute to enhancing relationships.

Value statements elicited through the laddering process illustrate the impact on informants’ relationships:

“Closer relationships with my family, close friends.” M16

“We were interested in each other’s careers as well.” M3

“Strengthened my relationships within my own family.” M2

The complete list of value statements included in this category may be found in Appendix 4.

4.2.4 Relationship between the Seven Construct Categories and the Five Impacts

The above section discussed the seven construct categories that emerged during the RGT process – in relation to theories framing this study and existing literature. The next step in the analysis is to examine the relationships between the seven construct categories and the model, in order to validate the model (Figure 2.3). The researcher first reviewed the definitions of the five impacts of the model (human capital, prosociality, social capital, identity and mental health). The definitions of the seven construct categories were then compared to the definitions of the five impacts, for common language and meaning. Based on the researcher’s interpretation of similarities (which were subsequently interpreted similarly by both PhD Supervisors), it appears that there is support for the model, as outcomes expressed in the RGT phase of the interview reflect impacts presented in the model. Table 4.4 shows the interpretation of the similarities.

Construct Categories		The 5 Impacts	% of TOTAL
Insight into the cause	27%	Human Capital	27%
Prosocial	14%	Prosociality	14%
Personal relationships	6%	Social Capital	6%
Shared values with other CEOs	15%	Identity	15%
Sense of purpose	15%	Health (Mental)	38%
The right thing to do	13%		
Greater empathy	10%		
	100%		100%

Table 4.4 Interpretation of similarities between the seven construct categories and five impacts from the conceptual model (Figure 2.3)

4.2.5 Comparison of findings: RGT Phase 1 and RGT Phase 2

Interestingly, a comparison of Table 4.2 (RGT element choice in relation to the five impacts) with Table 4.4 (RGT construct categories in relation to the five impacts) highlights the value of deeper interrogation of the informants. As described in Section 4.2.3, deeper interrogation via the laddering process elicited more insightful value statements from the informants. When the findings are compared side by side (Table 4.5 below), one can see that Analysis 2 validates Analysis 1, but with additional nuance.

The 5 Impacts	ANALYSIS 1 Element choices	ANALYSIS 2 Value statements, construct categories
Human Capital	26%	27%
Prosociality	10%	14%
Social Capital	13%	6%
Identity	18%	15%
Health (Mental)	32%	38%
	100%	100%

Table 4.5 Comparison of findings from analysing the two stages of the RGT process

The findings from deeper interrogation (Analysis 2) have provided some insights that did not emerge in the first part of the RGT process. Whilst the importance of outcomes relating to human capital appear relatively consistent (26% and 27% respectively), deeper interrogation has revealed variations in the other impacts. This is largely due to the interviewer drawing out the real meaning represented by the informant's choice of element. For example, where one informant had chosen the element 'networking' (one of the social capital elements), subsequent interrogation revealed that the important outcome for this informant was not in growing their network, but in feeling part of a group with similar goals, aspirations and values (more about identity, less about social capital). Table 4.5

highlights that interrogation has revealed a greater prominence of outcomes relating to mental health and prosociality, and fewer relating to social capital and identity.

4.2.6 The Value of using the RGT

By using the RGT as a surfacing technique, it was found that participants were able to articulate cognitive and emotive views relating to their experience of the CEO Sleepout, and describe how their active participation had positively affected their life and the lives of others.

Some interviews generated emotions and hitherto unfortold stories of struggle which might not have been revealed using a typical in-depth and projective interview approach. In ten of the interviews, the researcher found that the selection of some elements stimulated narration of incidents and personal events which have had a powerful impact on the lives of these business leaders. These narratives were further analysed in the thematic analysis phase. The tool has helped gain an insight into executives' philanthropic behaviour, and has helped deliver unexpected insights into the motivation driving their active participation. For example, three of the four female CEOs interviewed expressed the desire to be a role model to their children, and to impress upon them the importance of community service. These incidents and insights are discussed in Section 4.3. It is through the use of the RGT that the researcher was able to elicit insights that may not have emerged using a regular interview approach.

Compared to unstructured qualitative methods (for example, open interviews), the semi-structured RGT proved to be a comprehensive and expeditious method of data collection. Whilst it may be argued that quantitative methods (e.g. attitude scales, questionnaires) are more efficient and objective, they lack the ability to elicit insights – problematic when knowledge about a topic (such as the context of this study) is limited.

Some respondents expressed great interest in the RGT. This was more an outcome of the research process (rather than an outcome of the Sleepout). It may have been that it was novel and that it was somewhat challenging:

“You must get some interesting answers. This is so much better than just asking a load of questions. So there's obviously a technical reason behind all of this?” M1

“What's this called? Be very interesting to see how - what you - how that all works, because it's kind of-- It's like interviewing somebody.” M17

“Cool game. I've got my bucks' day today. So this is quite stimulating, compared with what's going to happen for the rest of the day.” M16

4.2.7 The Limitations of the RGT

One could argue that the presentation of the 15 elements at the outset of the interview suggests some imposition of meaning – an inevitable trade-off. As already discussed, this was a deliberate action, as the themes were adapted from previous research on the impact of active participation in organised sports activities and volunteering (Lawson, 2005; Lee et al., 2013).

4.3 Thematic Analysis: Findings and Discussion

The second method of analysis undertaken was thematic Analysis. Unlike the RGT analysis, which focused only on phase two of the interview (the RGT process), thematic analysis was applied to the entire corpus of interviews. This included phase one – where the informant was asked about their background, the frequency of their participation in the CEO Sleepout, and any other kinds of prosocial activity they had been involved with, phase two – the Repertory Grid Technique, and phase three – when the informant was asked for their thoughts on how the initiative could be improved.

4.3.1 Thematic Analysis: overview

The process of analysis is described in detail in Section 3.4.2.2. In brief, the initial list of codes was based on the elements presented to the informants, and was expanded to include concepts that deviated from the impacts in the conceptual model. Following the coding of the data, the researcher constructed themes. The researcher initially used the five impacts from the conceptual framework as themes: human capital, prosociality, social capital, identity and health (mental), to

help organise and group the codes. Given that the list of elements in the RGT process contained keywords derived from the five impacts, it was not unexpected that these responses fitted well into the codes, based on the impacts. Additional codes not directly related to these RGT-generated themes were needed. The codes that were not (directly) related to the five impacts were grouped into two additional themes. One of these two themes was relevant, indeed an important (and unexpected) outcome of participation in the Sleepout: Compassion. As will be discussed in Section 4.3.7, compassion is a broader based concept which combines knowledge, empathy and action. The other theme was not related to the research questions of this study, but is discussed in Chapter 5. Table 4.6 presents the summary of this analysis: 6 (relevant) themes and 22 codes. They are ordered from the strongest and most frequently emerging theme (human capital), to the least prominent (compassion). Within each theme, the codes are also ordered from the most prominent to the least prominent (in terms of frequency of occurrence). The following sections discuss the meaning and implications of each theme and subsequent impact to well-being.

Theme	Codes
Human Capital	Gaining knowledge: intellectual stimulation Gaining experience: of sleeping rough, the challenges of homelessness Sharing knowledge/experience (and being in a position to ...)
Health (Mental)	Other-awareness: greater empathy/care for others Sense of purpose/pride in own achievements Self-awareness: how the experience has made me a better person Other-awareness: changed perspective towards others Self-awareness: relating issue to self/family – “that could be me” Personal fulfilment/makes me feel good/feel good about volunteering
Social Capital	Increasing CEO’s network: building network of like-minded individuals Impact on CEO’s network: staff, colleagues Impact to Vinnies from networks collaborating Impact on CEO’s network: family, friends
Prosociality	Increase in prosociality of their organisation Increase in personal prosociality with other charitable organisations Increase in personal prosociality with Vinnies Increase in CEO’s family prosociality
Identity	Identifying with other CEOs: my peers, my community CEO Identity is a responsibility/privilege – in a position to do more, effect change Identifying as a role model for family and community Parallels drawn with famous ‘philanthropists’/leaders
Compassion	Knowledge + empathy + action

Table 4.6 Thematic analysis themes and codes

4.3.2 Theme 1: Human Capital

4.3.2.1 Human Capital: Overview

Human capital was the most prominent theme. It was anticipated in Section 2.5.1 that active participation in the CEO Sleepout would enhance participants’ human

capital and thereby their well-being (Propositions 1a and 1b respectively). As defined previously, human capital is:

The attributes of individuals in terms of knowledge, skills, competencies, and attitudes conducive to personal development and societal well-being (Lee et al., 2013, p. 26).

One of the most substantive findings was the reported growth in aspects of human capital. This was expressed as a growth in knowledge and experience (by CEOs) and the subsequent sharing of both. Whilst most of the extant literature in volunteer programs and sporting initiatives discussed in Section 2.5.1 report some increases in leadership skills and knowledge exchange, the findings from this study indicate a much more significant impact to participants' human capital. This strongly supports Proposition 1a.

In addition, the informants' discourse reflects satisfaction of the needs for competence and autonomy, and to a slightly lesser extent, relatedness: key components necessary for self-determination. The CEOs sought to master the facts, and express their learnings to those in their close and distant networks. In Section 2.5.1, it was proposed that participants' human capital would be positively impacted through active participation in a cause marketing initiative (Proposition 1a), which in turn would increase well-being (Proposition 1b). These findings support this and suggest particularly strong positive influence upon eudaimonic and social well-being.

4.3.2.2 Human Capital: In Detail

The theme of human capital was comprised of three codes, each of which expressed a different aspect of human capital impact. Table 4.7 presents these codes, and the following sections discuss each in turn, and present illustrative quotes.

Theme	Codes (in order of frequency of occurrence)
Human Capital	Gaining knowledge: intellectual stimulation Gaining experience: of sleeping rough, the challenges of homelessness Sharing knowledge/experience (and being in a position to ...)

Table 4.7 Theme: Human capital, and codes identified (taken from Table 4.6)

Gaining knowledge: intellectual stimulation

Every informant valued ‘knowledge’ as a critical outcome of their experience in the initiative. Typically results-oriented, in day-to-day life CEOs seek to grasp an issue before working to solve it, relying on a ‘personal knowledge infrastructure’ (acquiring knowledge through networks, colleagues and external sources) to understand, foresee and manage (Nicolini et al., 2015). Without knowledge, executives feel somewhat incapacitated, as indicated by the following:

“Without actually understanding a) the extent of the problem, and b) how it can be sorted out ... how can you contribute?” M11

“I think fundamentally it's very hard to fix a problem if you don't know what it is.” M18

CEOs acquired their knowledge of homelessness from a range of sources at the Sleepout, such as posters on display, presentations from St Vincent de Paul executives, stories told by formerly homeless people, and often the ‘experiential’ component of the evening. The experiential component is different every year, and it serves to further enhance CEOs’ grasp of the depth and nuance of the issue. As mentioned previously, in the past this has included role-plays, virtual reality sessions and group discussions. Greater knowledge was appreciated by CEOs, and for this informant, was reinforced in the group discussions:

“When you have more knowledge about a particular issue, problem then I think you feel more connected to it. You tend to go deeper and have a deeper, more durable connection with it.” M10

CEOs reported quite a range of learnings, including the ‘definition’ of homeless, stigmas faced by the homeless, the number of homeless in Australia, causes of homelessness, who can become homeless and how quickly it can happen, challenges faced by the homeless in trying to come out of the spiral, what the government is (and isn’t) doing to address the problem, how St Vincent de Paul addresses the issue, and the impact from fundraising from successive Sleepouts.

They described these learnings as ‘fascinating’, ‘really useful’, ‘quite confronting’, ‘shocking’, ‘extraordinary’, ‘quite sad’, ‘lightbulb moment’, and the ‘most significant part of the night’. Many also expressed how having this knowledge enabled them ‘to represent it and argue for it, and have a point of view on it’ and ‘when you have the insight, then you participate, and you network and you engage’.

One public sector executive described how she was unaware of the services St Vincent de Paul provided in her electorate, and how she now refers people to those services if they’re in need of support. The presentations from St Vincent de Paul executives contain the facts, the figures and specifically describe how St Vincent de Paul services support the homeless, and the actions they are taking in lobbying the government for change. This part of the evening appeared to further enhance the credibility of Vinnies, with some CEOs expressing a greater feeling of trust in St Vincent de Paul, and appreciation after learning that their personal fundraising efforts had been worthwhile (the money would be put to good use). Many CEOs expressed appreciation for the extent of the St Vincent de Paul services:

“...what a fabulous organisation Vinnies is. And what a really great job they do in very difficult circumstances. So I've got the highest regard for Vinnies and the calibre of people they have, and what they do.” M17

Some CEOs reported how keen they were to learn from each other, as to how to maximise future fundraising efforts:

“...you saw a lot of the people who've done it quite a few times, and the way they raise money. And the way they've gone about sort of raising

awareness. And so I've probably sensed not a missed opportunity, but I thought, 'when I do it again, I'll get a bit more organised'." M4

Gaining experience: of sleeping rough, the challenges of homelessness

Every informant described impacts resulting from their *experience* of the Sleepout (this discourse was just slightly less frequent than that of the above 'intellectual stimulation' code). What the Sleepout appears to do particularly well is that it makes homelessness more real to the participants, and apparently, more meaningful. CEOs spoke of how much they enjoyed the experiential side of the Sleepout, one likening it to an 'immersion'. Some seemed to revel in the extreme nature of the experience, wanting to connect with the *physical* intensity of being homeless on a deeper level:

"I like sitting in the rain. I feel I'm connected with this cause more. It was tough. And that's how actually the people do it. People don't have Luna Park and then the shade and warm blanket or whatever, cardboard. So that was the real situation, and it touched me." M8

"It was pouring and freezing. But you actually get to experience a bit of what homeless is. I really enjoyed it. I liked going through that." M10

"The rougher they are [the Sleepouts], the better." M16

Others described the shock of the physical discomfort – of sleeping on concrete, having just a cup of soup for dinner, the cold of a Sydney mid-winter night, not feeling safe in an unfamiliar environment, waking up to peel wet cardboard off one's face, and being unable to sleep through the noise (loud snoring of other, mostly middle-aged male participants. One CEO reflected that if you were homeless, the noise would likely be dogs, passers-by or traffic).

For others, the *psychological* nature of the experiential component seemed to resonate more strongly; from the animated descriptions of these episodes during interviews it would suggest that they had truly made a long-lasting impact. As one CEO remarked, 'if you want to move people to take action, you need to find ways to really connect with them emotionally'. These experiences helped them to

understand that homelessness was not just about sleeping outside, it was about everything else that accompanies the challenges of being homeless.

St Vincent de Paul try to give CEOs a different taste each year of what it is like to be homeless. For example, one year the CEOs were asked to role-play being homeless and seeking help. For most of the informants (17 of the 22 informants), the last Sleepout in which they had participated featured the role-play as the experiential activity. Each CEO was given a persona, and tasked with dealing with representatives from government agencies and independent bodies at the Sleepout to resolve the situation. One described his persona as a woman fleeing from domestic violence and trying to secure some money or a few nights' accommodation. He concluded with an admission of how the experience had given him much greater insight into the immense challenges facing the woman:

“And all of the agencies were saying, ‘... well if you don't have an address that you're going to, we can't give you money.’ There is just no system for you to get like a small amount of money to help you through that kind of situation. One of them was, ‘okay, well, you need to have ID for us to be able to give you money.’ I don't have my ID 'cause I had to flee. So I don't have any of my stuff. ‘Okay, well go to Service New South Wales, and they'll talk to you about getting a new ID. That's \$90.’ Oh, can I get it some other way? ‘No, you need to pay.’ But I don't have money because... It's just so frustrating. So in that scenario, you basically go back to the domestic violence situation, or Vinnies.” M1

Several CEOs recalled this role-play, and expressed frustration at not being able to resolve their personas' problems, and the realisation of how quickly the problems could escalate. Being used to solving problems in the workplace, it became clear very quickly that they would be unable to do so if they were 'homeless':

“Assuming the role quite seriously, and getting incredibly frustrated. Turning me down. And I was worried about where was I going to sleep tonight. Got quite - heated about the whole thing.” M5

“Gave me the shits... You just want someone to say, ‘Mate, no worries at all.’ Throw you in a bed for a week. ‘This is what we’re going to do. We’re going to get you some skills. We’ll get your CV done up, and we’ll try and get it out there, and get you to some job ads.’ You look after yourself, and make you get your head right for a couple of weeks.” M16

The role-play also drew into relief the important role played by St Vincent de Paul, in supporting the homeless and helping them address their personal situations. This could be interpreted as another means by which St Vincent de Paul seeks to enhance their credibility in this space, and assuage any participant scepticism or cognitive dissonance:

“... the frustration, of going from pillar to post....when you go to one agency thinking that they are going to be able to solve your problem, take care of your needs. And at the end of it, you feel frustrated. Is there nobody who can actually help me? And that’s when you get to Vinnies, and Vinnies are able to coordinate. So I think, I think the frustration of going from pillar to post was probably a very, very sort of meaningful and revealing experience.” M10

One CEO admitted that it wasn’t until he’d done this role-play that the challenges of homelessness actually kicked in. Despite how frustrating the CEOs found the role-play challenge, there was agreement from all who had participated as to how effective it was in deepening their understanding: ‘... that was unbelievable. And I said, ‘how good was that?’’, ‘so frustrating – that was awesome’.

The psychological component of the experience appears to make a significant impression: ‘I was exhausted mentally’, and is long-lasting:

“The sense of experience is one thing that remains. ‘Cause you’ve not just heard it, you actually sort of live it. And that’s where it takes it to a different level in your brain. And I think sort of enables more of a chance of a full reaction.” M18

In another year, the CEOs were given Monopoly money, enough to buy *either* a roll or a soup or a cup of tea. They also had to give up something they had brought with them on the night. One CEO recalled:

“I gave up my sleeping bag. Which in hindsight was probably the most difficult thing. I felt so cold that night. The point was about making sacrifices and making difficult choices, and how people have to make these every day of their life. 'Cause, with what they have, they might only be able to afford a bread roll and not a soup. To walk in somebody's shoes, you need to take off your own shoes. I felt like I took off my shoes, and actually walked in the shoes of the homeless person.” M10

As they were going home one year, the CEOs were asked to leave their sleeping bag and pillow behind. The act of giving something very personal that they'd just slept in to a stranger who needed it much more than they did, appeared to strike a chord:

“When you get back to your car, you feel you've lost something as you have nothing to put in the back – it's often these little small things that stick with you.” M16

The CEOs clearly appreciated playing an active role in what became a very personal experience, 'gaining more knowledge by being involved', and their discourse reflects a stronger connection to the issue through a deep physical and psychological understanding. It was also acknowledged as very different to other fundraising events, both from the personal perspective: 'you're making yourself more vulnerable', to the physical challenge of sleeping out in the middle of winter (contrasted with the ease of writing a cheque).

It must be noted that whilst the CEOs interviewed articulated the immense impact of the experience, they clearly recognised that participating in the Sleepout was a simulation:

“There's no way that you're replicating the real-life situation. But you are simulating it in some small way.” M5

“I don't pretend that sleeping out for one night is a lived experience of sleeping rough. But it certainly does give you an insight into things that I had never considered.” F4

“... yes you're in a sleeping bag, and yes you're under a piece of cardboard. But yes, you're in a controlled environment... not subject to the other elements that happen when people are on the streets.” M9

Sharing knowledge/experience (and being in a position to ...)

Whilst mentioned less frequently than gaining knowledge or gaining experience, the *sharing* of new knowledge and the experience of the sleepout was expressed as an important outcome by a majority of CEOs. Post Sleepout, CEOs expressed how they felt much more informed and motivated to raise funds and awareness of homelessness. They spoke of sharing the knowledge and experience with staff, clients, students, players (CEO of a sports club), family, and their social circle. This was done verbally, via social media, via email, and via newsletters:

“Making sure everyone knows some of the key facts. Just to get that awareness out there. Taking the stigma away...and then talk about what people can do.” M16

“Tell the story, share the facts. And unashamedly, don't apologise. I want your money.” M14

CEOs tend to have a very wide sphere of influence, and are in a position where they are able to command attention and have discussions that can help bring about a greater understanding of the problem. By enhancing other peoples' understanding of the issue, they can help drive change – be that through increasing their donations year on year, or persuading others through the stories they tell, post-event, to become personally involved in working with St Vincent de Paul.

“What I've enjoyed about the last sort of 3 or 4 years has been that every time I go to the event, I learn something different. It breaks down another misconception that I personally probably share. And then I'm able to talk

about it with people ... I mean - you can't start to tackle an issue more broadly, unless people know what the issue is you're trying to tackle.” F3

One CEO described how she was able to have a very constructive debate with a taxi driver on her way home from the Sleepout. She admitted that had she *not* done the Sleepout, she wouldn't have been able to have those statistics at hand, or tell him about the varied circumstances that lead people to homelessness. In essence, she was able to try to get him to understand or see a different point of view in relation to the broader issue. Another CEO felt that people were more open to finding out more, once they had discovered that she had done the Sleepout: 'Oh really, you did that? What was it like?'

Another interesting finding was that the informant CEOs were less likely to share other philanthropic or charitable work as widely, for example, 'I'm not going to say I've donated to UNICEF and tell everybody about that'. However they promoted their participation in the CEO Sleepout widely. Such 'conspicuous virtue signalling' (CVS) – when an individual mentions a charity on social media, can serve to enhance one's public profile and self-esteem by association with a charitable brand/activity (Hollenbeck & Kaikati, 2012), and can also serve as a way in which to impress others (Wallace et al., 2020). The researcher did not interrogate CEOs further on this finding, but from the discourse would interpret that social media posting of their Sleepout activity could have been prompted by CVS, as well as it being a means by which to maximise fundraising efforts.

4.3.2.3 Human Capital: Impact on well-being

In Section 2.5.1, it was proposed that participants' human capital would be positively impacted through active participation in the CEO Sleepout, and it was anticipated that findings would suggest strong positive impacts to primarily eudaimonic and social well-being, that is, that the participant would benefit from personal growth (eudaimonic well-being), and would feel that their contribution was valued and worthwhile (social well-being).

The greatest impact appears to be to **eudaimonic well-being**, most significantly in relation to developing competence (deep knowledge of the issue) and autonomy (being able to confidently share their knowledge and experience widely). To a

much lesser degree, some appeared to have gained self-esteem from posting their involvement in the initiative on social media.

Informants' **social well-being** would appear to have been positively impacted through the sharing of their knowledge and experience via their networks, and the subsequent feeling that their contribution was valued and worthwhile.

Hedonic well-being may have been impacted to a small degree by those who seemed to revel in the extreme physical and psychological challenge of the experience. Also 'satisfaction with life' may have been enhanced in those who recognised how fortunate their personal life circumstances were, in comparison to the homeless.

4.3.3 Theme 2: Health (Mental)

4.3.3.1 Mental Health: Overview

Mental health was the second most prominent theme. It was anticipated in Section 2.5.5 that active participation in the CEO Sleepout would positively impact participants' mental and emotional state. As defined previously, mental health is:

... a dynamic state of internal equilibrium which enables individuals to use their abilities in harmony with universal values of society. Basic cognitive and social skills; ability to recognize, express and modulate one's own emotions, as well as empathize with others; flexibility and ability to cope with adverse life events and function in social roles; and harmonious relationship between body and mind represent important components of mental health which contribute, to varying degrees, to the state of internal equilibrium (Galderisi et al., 2015, p. 231).

Positive impacts reported by informants include an enhancement of awareness, empathy, resilience, self-esteem and a stronger sense of purpose and self-determination, supporting Proposition 5a. This concurs with earlier research on active charity walks/runs and studies in the volunteering literature, as discussed in Section 2.5.5.1. The impacts also reflects principles of Self-Determination Theory, in that the Sleepout has provided opportunity for aspects of personal development, which were then perceived as important outcomes for the

participants. In Section 2.5.5, it was proposed that participants’ mental health would be positively impacted through active participation in a cause marketing initiative, and that these impacts would enhance well-being, as per Proposition 5b. This was supported in that primarily social and eudaimonic well-being were enhanced. Hedonic well-being was not as stimulated as had been anticipated.

4.3.3.2 Mental Health: In Detail

The theme of mental health was comprised of six codes, each of which expressed a different aspect of mental health impact. Table 4.8 presents these codes, and the following sections discuss each in turn, and present illustrative quotes.

Theme	Codes (in order of frequency of occurrence)
Health (Mental)	Other-awareness: greater empathy/care for others Sense of purpose/pride in own achievements Self-awareness: how the experience has made me a better person Other-awareness: changed perspective towards others Self-awareness: relating issue to self/family – “that could be me” Personal fulfilment/makes me feel good/feel good about volunteering

Table 4.8 Theme: Health (mental), and codes identified (taken from Table 4.6)

Other-awareness: greater empathy/care for others

As already reported, many CEOs reported an increase in empathy for the homeless following the experience of the CEO Sleepout. It was often referred to as ‘walking in their shoes’. Indeed, six informants used this expression to describe how they felt. As mentioned in Section 4.2.3.1.6, Nussbaum (2017) conceptualises empathy as the ability to imagine and feel the situation of the other, whilst remaining separate. That is, we share the positive or negative feelings of the other, whilst not confusing the feelings as our own – feeling *for* the other, not *with* the other.

Informants described the experience of the Sleepout in ways that indicated that it was transformative. After listening to the stories told by people who were formerly homeless, meeting homeless people and chatting, hearing the reasons

that people can spiral into homelessness and are unable to break out, and then experiencing a taste of sleeping rough – CEOs described how they felt their empathy had grown:

“...it gives you so much more empathy for the experience that people that are homeless are going through day in and day out.” F3

“...from the event it developed – a deeper empathy for the people, community and the work associated with homelessness.” M12

CEOs also reflected on the nature of the empathy that was engendered, via discussion of the way that the initiative had made the cause more ‘personal’, enabling them to connect more deeply with the homeless, ‘quite an eye-opener’, ‘I was really touched’. Homelessness became less of ‘the cause’ or ‘the issue’, and more about the suffering of real people, close to home:

“I’ve travelled extensively around the world, been to a lot of third world countries and seen a lot of things, homeless people in third world countries...who are living the way they do. But I think this really sort of increased my empathy for the homeless in Sydney. We live in a privileged society.” M6

“But hold on, we’re all human. Make a mistake, let’s put them back on the right path. And so that empathy sort of came from the CEO Sleepout.” M13

In two instances, CEOs expressed an increased empathy for people in their close network, following the Sleepout. They reported a new understanding of how mental health issues can contribute to a downward spiral into homelessness, which, combined with the feeling of what it might be like to be homeless (via the Sleepout experience), made them feel greater empathy towards them:

“I’ve got a business partner who is very high risk in that regard. Very high risk. And so I’m going to manage that issue at the moment (mental health - depression).” M11

Of all the mental health outcomes, the manifestation of greater empathy was expressed most strongly and most often, as already mentioned as a direct result of the experience of a range of stimuli at the Sleepout including the experiential component (e.g. role-plays), hearing the stories of previously homeless people, and sleeping out in the cold on a sheet of cardboard.

Sense of purpose/pride in own achievements

Closely following the first mental health code in terms of frequency of occurrence, is the code representing discourse around sense of purpose and pride. Many CEOs described how empowered and motivated they felt to take purposeful action (to address the problem of homelessness). This was expressed as a direct result of having participated in the Sleepout. One CEO observed that he had always had direction in life, but that his participation in the Sleepout had added an extra dimension: ‘a sense of purpose’. Another described how he wanted to be in a society where everyone contributes, and that by playing an active role in the Sleepout he felt that he had been able to both contribute and influence many others to contribute as well. That he had developed this ‘sense of purpose’ from participating in the Sleepout.

As mentioned earlier in Section 4.2.3.1.5, the average age of a CEO is 59 years, which approximately reflects the average age of informant CEOs, and this may be a contributing factor in some CEOs feeling that the Sleepout has given them a sense of purpose at a particular time in life:

“...and it's the right time in my life. And I think I'm at the age, in that stage.” M6

There was also a sense of pride in having an affiliation with St Vincent de Paul, with many CEOs speaking of the strong Vinnies brand, the depth and quality of their services, and the strength of their corporate partnership. Associating with a strong partner that has a clearly defined sense of purpose, may result in somewhat of a ‘halo effect’ on the other organisation (Vance et al., 2016). In other words, the CEO may benefit from positive attributes from the association, even deriving their sense of purpose from being associated with St Vincent de Paul’s purpose:

“I feel very connected to Vinnies, because of its sense of purpose. And I find that very motivating for me.” M17

Three CEOs expressed pride in achievements that were related to the Sleepout. They were proud to have raised thousands of dollars for St Vincent de Paul, proud to be part of the CEO Sleepout ‘club’, proud to have changed public misconceptions about homelessness, and as such were highly motivated to bring more attention to the issue:

“If anyone ever says, ‘well, as if you can change the world’. Tell them, yeah you can.” M2

Self-awareness: how the experience has made me a better person

The definition of mental health speaks to ‘internal equilibrium’, and it could be said that positive changes to self-esteem, feelings of gratitude, being guided more by conscience, being less judgemental and more accepting of past ill-treatment, leads to this internal equilibrium. One female CEO expressed how vulnerable she felt in joining the Sleepout for the first time, suffering a mild case of ‘CEO imposter syndrome’ despite having successfully led a large organisation. She was able to separate this feeling from fact following conversations with other CEOs (all dressed down in casual clothes and sporting the same Vinnies beanie) and focusing on those far less fortunate. She subsequently attended multiple Sleepouts. Other CEOs appeared to realise the impact they can have on others’ self-esteem, and the importance of maintaining one’s own positive self-esteem:

“I think it makes you realise – your self-esteem, how you need to consider yours to be worth something. Because that could lead to – I don’t know what the suicide rate is among homeless... I think participating in the CEO Sleepout taught me how important self-esteem was.” M10

A considerable number of CEOs expressed feelings of gratitude for their current life situation, comparing it to life of homelessness. For example: ‘nothing, nothing like sleeping rough to make you appreciate what you have’. This suggests an impact that would not have been present, had the informants not participated in the Sleepout.

Others expressed a feeling that the Sleepout was ‘the right thing to do’, and participating had jolted and/or intensified this belief:

“An initial bit of, ‘I’m doing the right thing. I am participating.’ A sort of almost salving my conscience by doing so. Then actually having taken part in it, it became more of a true belief that it was the right thing to do, rather than actually doing the right thing – it was the right thing to do.”

M11

While many recognised the Sleepout was ‘the right thing to do’, one informant expressed how the Sleepout had also changed his desire to continue on a path of self-improvement:

“So trying to help out in the community, kinda makes your heart grow, right? Once you have the head at the right place, why are you going to do the wrong things? You're going to keep on doing the right things more and more. So it has... made me a better person.” M8

One of the features of the Sleepout is The Bench Diary, a bench seat inside a recording booth which gives CEOs the opportunity to reflect and share what they have learned from the Sleepout experience, and the changes they plan to make personally or professionally. One CEO described how she went into the booth and found herself recounting her past, when her father had lost the family business and travelled to find work, leaving her mother alone with six children. As she recounted the story through tears during the interview, she described how it was like seeing a video or film of her childhood, and that it had brought back suppressed emotions. The Sleepout had helped her understand that she had been homeless once herself, and moved her to understand and accept the past experience rather than continue to blame her parents for not being able to solve their problems.

Other-awareness: changed perspective towards others

A majority of CEOs reported changes in the way they viewed the homeless and saw these as associated with the Sleepout. Their previously held stereotypes of homeless people were overturned and a portion of these CEOs explicitly

mentioned being somewhat shocked and embarrassed about how wrong they now felt those stereotypes were. One described how he had regarded the homeless person as ‘a scam’, ‘a man with a very long beard, very aged, drinking out of a bottle’, others indicated that they had believed it was ‘their choice that brought them there’, or that the homeless man had ‘brought it on himself’. The transformation was clearly linked to the Sleepout with a number of informants recognising that an experience outside your comfort zone is what is most likely to change one’s perspective. As one CEO said, ‘because it’s just easy to look at Australia through the lens in which you live on a daily basis’. As another informant put it:

“... when you think about a freezing cold, rainy day – a miserable day like Saturday, your mind isn’t just thinking, ‘Oh what a crap day – I think I’ll go to the movies.’ It’s, ‘Gees, I wonder how people outside are doing? Where are they sleeping? How are they staying dry?’ ” F3

Seeing people living on the streets now engendered different responses (compared to before they had participated in the Sleepout). For example, rather than avoiding making eye contact, two participants reported that they now stopped to talk to the homeless person. This was clearly linked to what they had learned from meeting homeless people at the Sleepout. Specifically, speakers at the Sleepout had emphasised how lonely and invisible one can feel, when living on the streets. Rather than crossing the road to avoid the homeless, CEOs were asked to simply acknowledge the homeless, and say hello:

“So one comment from one guy was, ‘When you see us on the street, or you see us walking you-- Don’t, don’t walk on the other side of the road just to avoid us.’ And I tell people that all the time. Say, ‘hello’. If someone’s asking or begging for something, even you don’t have any money on you – say, ‘good morning’ to them. Because for them to sit there for all those hours and have thousands of people walk past them... ” M18

“If I look back over the period of my commitment to this, it’s fundamentally changed my behaviours in the sense I will stop and talk to

people. And I used to cross the road, block everybody out. I would just ignore the issue... Now I just like to say, 'How you going today?' Cause I was told that might be the first conversation they've had in hours." M14

Others described how they went beyond simply acknowledging the homeless, to stopping for a chat and giving them money, or buying them a coffee and a banana, or a meal from McDonald's.

Self-awareness: relating issue to self/family – "that could be me"

Many CEOs expressed a sense of astonishment, upon realising the fragility of one's social fabric and how easily families can disintegrate – brought home to them through the Sleepout. They expressed how the experience had made them realise how close to homelessness anyone – even themselves could be, whether caused by a mental disorder, family break-up or dispute, or financial crisis:

"... the more you discover about this issue ... they could just be like you or me. And a couple of things went wrong, and it's just a fine line. Life is a fine line." M14

CEOs frequently mentioned speakers from the Sleepout who had previously held professional roles, and had become homeless. This may be because it was unexpected, or perhaps that they were able to relate to individuals who were more like them. As Bloom (2014) points out, we tend to feel for those who are similar to ourselves, or to whom we can more easily relate. For example:

"Those that actually own and operate their own businesses are putting all of their money on the line. Everything. So it's more likely sometimes that those people are actually going to be homeless one day. They lose their family because they're flat out doing their business. And therefore then lose everything, because of a failure somewhere." M13 (*Note - this CEO runs a family business*)

"... the professional lady from Victoria...all of a sudden – well hang on, she was an executive in a company... and she's now talking about the situation she was in. All of a sudden you felt very fragile." M6

The organisers deliberately ensure that a cross-section of homeless individuals are represented: in terms of a mix of age, gender, education, sexual orientation, and vocation, in order to shatter the myth of the stereotypical homeless person. This appears to be a very effective strategy. Following the references to the professional speakers who had become homeless, the next most common category mentioned was children. Some CEOs expressed how disturbed they were to learn how many children are homeless, relating the issue back to their own family:

“And the thing which I think came home to me, is the amount of young children or teenagers and so on. And I have two girls. And you say well, ‘that could be them’. And fortunately not. But gee things could change quickly.” M5

“So these kids were homeless (8, 10 year olds), they ran away from their parents--'cause they were beating them up. Yeah, that's two. There's another 17,400. And it's not a choice for kids. When you've got your own kids, it's hard to imagine that, isn't it?” M16

Those CEOs expressed a determination to ensure that their children never experienced the same fate, to ‘do whatever it takes’ to ensure that their family felt safe and had a roof over their heads. This desire may have been present prior to the Sleepout, but from the informants’ comments, it appears to have been intensified.

A small portion of male CEOs expressed how the Sleepout was somewhat of a personal mental health awakening for them. This was expressed as a realisation of just how important it was to nurture relationships and not take them for granted, and to spend more time with family (and less time at work) – otherwise they could find themselves all alone. One admitted to previously knowing little about mental health issues, and emerged from his first Sleepout with the realisation that he had actually suffered depression following a failed business and a failed marriage. Another CEO described how to him the Sleepout was a mental health tune-up:

“Every year it's ... for myself, it's like a mental health event as well. It's not only about what it is. But also for me, realising how important my relationships are. And to make sure I work on those, and none of them fall

apart. And how important the people around me are, and how important everything is that we do.” M16

Personal fulfilment/makes me feel good/feel good about volunteering

Within the theme of mental health, the aspect that was least discussed by informants related to the way that participating or volunteering made them feel. Philosophers and leaders have long proclaimed the personal value of helping others, for example: "For it is in giving that we receive." *Saint Francis of Assisi*; "We make a living by what we get; we make a life by what we give." *Winston Churchill* (cited in Santi, 2015). Numerous studies have also confirmed the positive mental health effects from volunteering, including increasing perceived self-efficacy and positive affect (for example, Wilson & Musick, 1999). These kinds of effects weren't necessarily *unimportant* to the informants; they simply weren't expressed as frequently as others. However, those informants who did express these kinds of effects described their involvement in the Sleepout as 'self-gratifying', 'the best feeling on earth...it makes you feel great to help people'. One CEO directly connected the impact of her participation to her mental health:

“It has helped my mental health... basically feeling good about being a volunteer.” F1

One CEO described an encounter with a St Vincent de Paul employee at the Sleepout, who runs front-line services. He was describing the encounter when speaking about how it felt good to him to volunteer:

“... she said, 'Do you know what's interesting? The people who need us more than our clients are the volunteers.' If you're a volunteer, it fills a huge gap in your life. So you'll keep doing something meaningful, practical for other people and making a difference.” M14

Whilst it seems unlikely that volunteering filled 'a huge gap' in this particular CEO's life, this encounter was a strong memory for him, and it appeared to strike a chord as to the importance of volunteering beyond the help given to the beneficiary.

4.3.3.3 Mental Health: Impact on well-being

In Section 2.5.5, it was proposed that participants' mental health would be positively impacted through active participation in the CEO Sleepout, and it was anticipated that findings would suggest strong positive impacts to primarily hedonic and social well-being, i.e. that the participant would 'feel good' about participating (hedonic well-being), and 'feel for others', changing the way they felt about the homeless (social well-being).

The greatest impact appears to be to **social well-being**, epitomised through expressions of empathy for the homeless, and empathy for those in their close network. Also, care and concern for members of society emerged through their changed perspective of what 'homeless' can look like, another indication of social well-being.

An unexpected finding was the strength of the next greatest impact, to **eudaimonic well-being**. That is, personal growth through a sense of purpose, positive changes to self-esteem, and feelings of accomplishment. The 'mental health awakening' also helped some realise the importance of nurturing personal relationships.

Hedonic well-being was evident in a smaller degree than anticipated, as informants expressed 'feeling good' about participating, and an appreciation of how good their personal life situation was (in comparison to the harrowing stories of the homeless, and the ability to return to the comforts of home in the morning).

4.3.4 Theme 3: Social Capital

4.3.4.1 Social Capital: Overview

Social capital was the third most prominent theme. It was anticipated in Section 2.5.3 that active participation in the CEO Sleepout would provide an opportunity to enhance participants' social capital (Proposition 3a). As defined previously, social capital is:

Social relationships and conditions including trustworthy and diverse networks, social proactivity and participation in community conducive to cooperation for mutual success in society (Lee, et al. 2013, p. 25).

Positive impacts reported by informants include developing relationships with like-minded (and like-status) fellow participants, on professional and personal levels. Particularly important to many, the Sleepout provided an opportunity to meet CEOs from different walks of life, who shared character traits (driven, ambitious) and values (wanting to ‘give back’ and help solve the issue). Many also valued the opportunity to collaborate and work together with St Vincent de Paul. These findings concur strongly with previous studies on volunteer and sports programs which confirmed how structured initiatives facilitate the building of networks, deepening of relationships, sharing of resources and support, and the opening up of opportunities (as discussed in Section 2.5.3.1).

Several informants described how the Sleepout had also provided the opportunity to engage with staff and colleagues in a different, somewhat more personal way, and outside regular business interactions. An unexpected finding was the impact that the Sleepout had on family and friends of some of the informants, in terms of enhancing relationships. Informants’ discourse reflected enhancements in both bonding capital (with individuals in one’s own group, or like-minded individuals – i.e. other CEOs, family and friends) and bridging capital (with individuals external to one’s group – i.e. staff).

The researcher also noted a few comments indicating that some participants’ social capital may have been slightly negatively impacted. These comments were always in relation to fundraising, and the disappointment in friends and peers, who, in response to requests for financial support, for example: “...either ignored it, made excuses, downright lied about it or went, ‘Yes, of course I’ll give you some money’. And then nothing happens.”

However, overall the impacts were positive, supporting Proposition 3a.

Proposition 3b was also supported in a similar way, with findings suggesting increases in primarily eudaimonic and social well-being.

4.3.4.2 Social Capital: In Detail

The theme of social capital was comprised of four codes, each of which expressed a different impact to informants’ social capital. Table 4.9 presents these codes, and the following sections discuss each in turn, and present illustrative quotes.

Theme	Codes (in order of frequency of occurrence)
Social Capital	Increasing CEO’s network: building network of like-minded individuals Impact on CEO’s network: staff, colleagues Impact to Vinnies from networks collaborating Impact on CEO’s network: family, friends

Table 4.9 Theme: Social capital, and codes identified (taken from Table 4.6)

Increasing CEO’s network: Building network of like-minded individuals

Within the theme of social capital, a considerable amount of text was categorised within this first code. Many CEOs expressed an appreciation of the opportunity to meet and develop relationships with other ‘like-minded’ CEOs. The phrase ‘like-minded’ came up repeatedly – acknowledging the similar desire of fellow participants to use their status and influence to help others, and as mentioned previously, this gives participants “... a sense that we are part of something bigger than us alone” (Belk, 2013, p. 494).

Many CEOs expressed how much they valued meeting interesting people, making great friends, forming good relationships, ‘people from different walks of life ... who I’d not come in contact with otherwise’. It gave them the opportunity to ‘follow up shared agendas’ (relating to business). Whilst some regarded these connections as ‘good professional contacts’, others expressed how they had formed some good friendships. The friendships appeared to be an unanticipated outcome for the CEOs, and was acknowledged by one as an ‘add-on benefit’. Some described forming significant personal relationships (meeting frequently outside the Sleepout), while others described how they looked forward to seeing their ‘Sleepout buddies’ with whom they reconnected once a year at the Sleepout:

“... the people I already know, it's lovely to see them again. It's great. It's the one time of the year when I actually get to just have a conversation with some of those people, 'cause we're all quite busy.” F4

It was also acknowledged by several CEOs that participating in the Sleepout provided entry into a rather exclusive club, which expanded the opportunity for future networking :

“... you've had a shared experience - it's an ice breaker. Once you've done it, one of the benefits over time is you are part of this group ... And you just go to the CEO Sleepout (website), you see people's names and backgrounds ...makes it easy to contact people.” M14

Two CEOs admitted to approaching their first Sleepout with the intention of handing out business cards to build their network – a way to ‘drum up business’. They admitted that this was the primary reason that they had attended. Previous Sleepouts have attracted extremely high profile participants, including former prime ministers, billionaires, and CEOs of media and financial conglomerates. The Sleepout presents a unique opportunity to potentially connect, as participants are grouped together for up to 12 hours. The researcher acknowledges that this may be a motivation of many other CEOs for attending. However, both informant CEOs admitted that once the Sleepout began, they felt it was inappropriate to use the initiative as a business networking opportunity, and kept their cards in their pockets.

Impact on CEO’s network: staff, colleagues

The next most significant code related to the CEOs’ networks of staff and colleagues. Many CEOs reported impacts, varying from their changed personal relationships with staff and colleagues, to the way they had implemented changes in conditions for staff, and changes in the staff members themselves (as a result of the influence of the CEO).

Several CEOs reported that their participation appeared to impact staff morale, evident through internal social media and banter; ‘good job, great job, good to see

you doing something'. One CEO expressed how he felt it made him feel more accessible to staff:

“I think they (the staff) were quite amused – is he going to get through it? And I played up a bit to that too. So it was actually good, 'cause it created a lot of banter around the place.” M4

Another informant described how he felt more supported by his staff shortly after he announced that he was participating in the Sleepout, as they were keen to see him beat the Director from the rival office:

“Hell yes. Massive rivalry...between Sydney and Canberra (national office)...But you know? They underestimated the power of the network.” M9

Most CEOs reported that they had shared the key messages provided by St Vincent de Paul with staff: the causes of homelessness and the various states of homelessness. Some reported that in response, their staff wanted to volunteer at the event, in support of the initiative and their CEO, or help serve food and coffee at the Vinnies vans. Several CEOs described going straight into work the morning after the Sleepout, and facing staff keen to know more about what took place, and what the experience was like. Other CEOs reported support given by staff through messages and donations, for example:

“I ask everybody, including staff. When I do ask my staff, I make a particular point in saying, ‘Guys, just 'cause I'm your boss, I don't need you to donate. It's only if you feel that you want to support this cause.’ And usually what I get is the first person who offers the donation, is usually the lowest paid employee in the company.” M18

After learning of the many faces of homelessness at the Sleepout, several CEOs expressed recognition that indeed some of their own staff may be connected to the issue themselves – for example, if they were affected by domestic violence, a marriage breakdown, or financial strife.

“We found out through this that one of our own staff members was homeless, and we didn’t realise that.” M12

Three CEOs described how they had returned to the office and instigated managerial and policy changes which would potentially impact their staff/colleagues in future. This included reminding managers to be more aware and give staff more support – recognising that ‘decisions we make as company leaders may contribute to the spiral’. One CEO described how he had incorporated domestic violence leave into the Human Resources policy, and set up access to an anonymous care hotline.

Impact to Vinnies from networks collaborating

The final two codes contained similar amounts of text; with this code having just slightly more. The earlier definition of social capital refers to ‘participation in community conducive to cooperation for mutual success’, and several informants recognised both potential and actual impacts from CEOs collaborating. Power in numbers certainly appealed to many informants:

“Being a lone voice is never easy. If however 50 CEOs, 10 CEOs, 5 CEOs – whatever it is, actually stand up and using their contacts, knowledge, do something as a block, more things are going to happen.” M11

In recognising the potential of collaboration, CEOs spoke of themselves as ‘people who are used to getting stuff done’, and how the Sleepout made them feel ‘empowered to make a difference, more than just sleeping out for the night’.

In the past, the experiential component of the evening has included a group discussion, where the CEOs were tasked to come up with practical solutions to solve one particular aspect of homelessness. A handful of CEOs recalled this experience, and described how they had found this activity particularly energising and empowering, with some driven to meet outside the event as a team to continue discussions:

“Using the group as a brains trust was a good, we actually worked on some real issues. So we submitted some strategy work. Then we've had

sessions and met the guys who do the work, which I think was great.”

M14

Those who witnessed the fruits of their collaboration spoke positively (CEOs who had been contacted by St Vincent de Paul directly after the Sleepout, and invited to engage further). Two CEOs who had participated in these discussions expressed some disappointment that their discussions seemed to result in naught (and then, by implication, that this was partially the reason that the number of homeless in Australia had not declined). It is not clear whether or not this was the case, but it highlights the need for St Vincent de Paul to examine their communication strategies to ensure that they communicate their actions and outcomes arising more clearly to the participants.

Co-operation and collaboration between networks of CEOs in the lead-up to the Sleepout also had a positive impact for St Vincent de Paul, resulting in significantly larger fundraising efforts. Two CEOs mentioned how they had contacted other CEOs they'd met at the Sleepout, to improve their own fundraising efforts. One CEO of a large retail organisation spoke of a friendly rivalry with another CEO, and how they had egged each other on in the dollar stakes; in the end raising \$440,000 between them.

Impact on CEO's network: family, friends

Despite a goal of the research being to examine the impact of the Sleepout on networks, the discourse represented by this final code was not anticipated. The anticipated 'network' outcomes related more to extended professional networks. However several CEOs described the impact that their participation had on their family, from a sister being brought closer because of their shared passion for helping others, to children learning about what their parent was doing, learning about homelessness and caring for others. Some of these CEOs reported how family and friends had expressed their pride and love on social media. One CEO described how the Sleepout had helped distract his ill sister for a month:

“... my sister, God love her. Pancreatic cancer, and it just gave her something to focus on. I was getting texts saying, 'You're back in front'.”

M9

Another CEO spoke of how it was ‘something good’ to do with his sister, and had brought them closer together. For two male CEOs, the Sleepout had made them realise the value and potential fragility of home life, and reflected how they had returned home to spend more time with their family. One felt more determined to protect his own:

“Part of the experience was not feeling safe. Sleeping out there for the night. And for me it came back to – as a father and a husband, doing whatever it takes for my family to be able to feel safe, and to be able to have a roof over their heads at night.” M7

Two female CEOs spoke of sharing the stories of the homeless with their children: ‘I talk about it with my boys’, and ‘[daughter]’s hearing a lot about these issues through me doing this. I think it’s really important to relay’. The importance of involving their close network (i.e. their family) appeared very important to these CEOs.

Finally, the Indigenous CEO spoke about the impact of his participation on family and friends within his community in much greater depth than any other CEO. He expressed astonishment at the amount of support he had received on social media: ‘Self-esteem, it wasn’t just me. It was a whole network of family and friends that just gave them something to follow’. He recognised the ripple effect of his involvement: ‘it created a broader movement than just me’.

4.3.4.3 Social Capital: Impact on well-being

In Section 2.5.3, it was proposed that participants’ social capital would be enhanced through active participation in the CEO Sleepout (Proposition 3a), and it was anticipated that findings would show positive impacts primarily to eudaimonic well-being (forming warm trusting relationships) and social well-being (enhancing a sense of belonging, and having positive interactions with community) (Proposition 3b).

In developing bonds and relationships with ‘like-minded’ participants, CEOs were able to grow their personal and professional networks. In addition, many expressed improved relations with staff as another important outcome from the

Sleepout. The forming of many different kinds of relationships has been shown to contribute to one's **eudaimonic well-being**. Focusing first on the CEOs' relationships with each other, this outcome enabled them to collaborate and contribute further to addressing the cause. Acting in accordance with strong values, and being able to realise one's potential are also aspects contributing to eudaimonic well-being.

Developing stronger relationships with staff, family and friends can enhance one's sense of belonging, which contributes to positive **social well-being**. Several CEOs expressed greater care and concern for their close networks, as well as greater care for staff at their workplace. Social well-being is enhanced when the individual feels that the contribution is valued (as many CEOs did, via social media, workplace banter, and overall support).

It appears that there were limited impacts to **hedonic well-being** within this theme. The only indication was through the expressions of gratification (feeling good about being able to positively impact their networks).

4.3.5 Theme 4: Prosociality

4.3.5.1 Prosociality: Overview

Prosociality was the fourth most prominent theme. It was proposed in Section 2.5.2 that active participation in the CEO Sleepout would enhance participants' prosocial attitudes and behaviour (Proposition 2a), and in addition, positively impact their well-being (Proposition 2b). As mentioned in Section 2.5.2, holding *prosocial attitudes* is defined as having:

A generally positive outlook on being active and responsible in the community, an acceptance of and sympathy for diverse opinions and interests, and a belief that one's own actions will be effective (Janoski et al., 1998, p. 507).

Taking *prosocial action* is defined as performing:

“... voluntary action intended to aid or benefit another, such as sharing, helping, supporting, and protecting others” (Holmgren et al., 1998, p. 169).

Whilst there were many expressions of prosocial *attitudes* forming as a result of participating in the Sleepout, there were considerably more descriptions of prosocial *behaviour*. The expressions of prosocial attitudes tended to be about personal plans to do more with St Vincent de Paul or actively participate in other charity initiatives (e.g. long distance bike ride for charity). Two informants expressed a desire to do more, and pondered during the interview: ‘... what else can I do?’.

On the other hand, most of the informants expressed an increase in prosocial behaviour. They described their own prosocial behaviour, or the socially responsible behaviours of their organisation (and in some cases, both), as outcomes following their participation. In some cases, the personal prosocial behaviour involved greater engagement with St Vincent de Paul, whilst other CEOs described new commitments to different charities. In terms of the CEOs’ organisational prosocial behaviour, this varied from receiving high-level corporate support (e.g. dollar matching their Sleepout fundraising efforts), to staff/team support (e.g. mini breakfast fundraisers, or donations to the CEO’s Sleepout account page), or direct involvement of staff post-Sleepout, by the CEO encouraging them to volunteer with St Vincent de Paul or with other charity organisations. This concurs with previous studies which found prosociality likely to emerge after participation in ‘structured opportunities’ (for example, Janoski et al., 1998), as discussed in Section 2.5.2.

In summary, in line with the propositions introduced in Section 2.5.2, these findings support that participants’ prosociality will be positively impacted through active participation in a cause marketing initiative, and that this will result in increases to primarily social and eudaimonic well-being.

4.3.5.2 Prosociality: In Detail

The theme of prosociality was comprised of four codes, each of which expressed a different aspect of prosocial impact. Table 4.10 presents these codes, and the following sections discuss each in turn, and present illustrative quotes.

Theme	Codes (in order of frequency of occurrence)
Prosociality	Increase in prosociality of their organisation Increase in personal prosociality with other charitable organisations Increase in personal prosociality with Vinnies Increase in CEO's family prosociality

Table 4.10 Theme: Prosociality, and codes identified (taken from Table 4.6)

Increase in prosociality of their organisation

Almost half the CEOs reported an increase in the prosociality of their organisation, as an outcome of their participation in the CEO Sleepout. Financial support or sponsorship was mentioned by approximately one quarter of informants. One informant reported that his organisation now sponsors a Vinnies van, which delivers meals to feed the homeless. Other organisations matched the funds raised by their CEO, in effect doubling the amount given to St Vincent de Paul to help the homeless:

“Our company matches any charitable donations that we give, up to \$10,000 a year...That's been a great incentive to help me get more essentially from my fundraising efforts than I would otherwise have been able to do.” F3

On a side note, five CEOs were somewhat begrudging of the fundraising efforts of other CEOs who they perceived as having greater access to corporate funds (e.g. retail CEOs, banking CEOs), and reported how much these CEOs did/didn't receive from their organisations. The criticism appeared to stem from the belief that these other CEOs were not trying hard enough, or that fundraising was much easier for them.

Some CEOs reached out to staff, seeking support for the Sleepout. One described a ‘mini fundraising breakfast’ where he cooked breakfast at work for around 50 staff, charging \$5 a head. Others encouraged staff to contribute directly to their fundraising efforts, one printing posters and putting them up around his warehouse.

In three instances, the CEOs reported a much deeper engagement of their company with the cause, describing the importance of the business having a ‘sense of purpose’ and entrenching social responsibility in staff. One described how their staff worked on the company-sponsored Vinnies van, helping to feed the homeless at night. Another described working with his tradesmen to improve the interiors of Vinnies’ hostels. A CEO of a recruitment company described how his staff contributed their skills and their time to directly help the homeless secure work – helping prepare CVs, improve interview skills and look for work:

“It stemmed from the first Sleepout...I've actually used our experience as a business, to help people...20, 30 people that we've helped find a job ...they've got a job, they've got accommodation, they've got self-esteem.”

M17

Increase in personal prosociality with other charitable organisations

Closely following the first code in terms of frequency of occurrence, is the code representing an increase in the CEOs’ personal involvement with other charitable organisations. Participating in the Sleepout appeared to ignite a sense of prosociality, as one informant said:

“It certainly makes me think how... I could contribute more widely, and how I could encourage others to volunteer more.” M6

One CEO described the Sleepout as an ‘awakening’, which inspired him to actively turn his hand to helping other charities. Informants described subsequent prosocial activity, all of which appeared to be more ‘active’ (i.e. an activity) than passive (i.e. donations), such as:

- walking The Kokoda Trail to raise funds for water projects in PNG;

- joining Rotary to deliver community projects;
- joining ‘clean-ups’ run by the YMCA;
- pushing a young quadriplegic in the City to Surf event raising money for The Heart Foundation;
- clearing and cleaning front and back yards of housing commission properties, occupied by the elderly, invalid, or those with mental/physical disabilities;
- washing Qantas pyjamas (used by self and colleagues) and delivering them to the homeless living in tents under Pymont Bridge;
- donating blood at The Red Cross;
- taking part in other charities’ events, including one in India;
- mentoring young fundraisers in the Asian community; and
- jumping out of an airplane to raise awareness and funds to end human slavery.

Whilst most CEOs claimed to want to continue supporting St Vincent de Paul, two CEOs stated that they did not want to be locked in to supporting only one cause, and did not want to commit each year to the Sleepout: ‘I will probably volunteer more. But not necessarily doing the Sleepout’. One expressed how he no longer participated in the Sleepout, as he did not feel that his efforts were valued or recognised sufficiently. However, his experience with the Sleepout had inspired him to become actively involved with another charity.

Increase in personal prosociality with Vinnies

The third prosociality code, with slightly fewer segments of text, represented an increase in the CEOs’ personal involvement with St Vincent de Paul following the Sleepout. Many CEOs expressed how quickly they had decided that they wanted to engage further with St Vincent de Paul, and contribute personally – this concurs with a study on the speed and conviction with which CEOs make decisions (Botelho et al., 2017). This appeared to take place soon after the Sleepout. Once they had understood and emotionally connected with the cause, they then appeared to want to take action:

“OK, you’ve got me. I get it. Now I want to connect with Vinnies, what do I do?” M16

Their desire to become involved extended beyond simply writing a cheque: ‘you have to *do* something’. That is, they appeared to want to actively contribute, and collaborate with St Vincent de Paul to help the homeless. The extent of their commitment varied. One CEO wanted to become involved in a small way (to fit within his schedule), and appreciated the way in which St Vincent de Paul presented options: ‘...bite-sized chunks, packaged up. It makes it very easy for a corporate who is time-poor, to say: that’s us’. Another two CEOs were happy to work with media to continue to raise awareness of St Vincent de Paul’s work with the homeless. Others conveyed a greater commitment, with one spending time inspecting their hostels and advising on their fitout:

“After the Sleepout I got involved and had a look at all of their facilities and what they did... So now I sort of help them (Vinnies) in relation to some of the hostels that they've got, in terms of advice regarding ... kitchens and food preparation and the like. So assess situations for them, and advise them as to what they do with upkeep, or what we can do to make them better.” M13

Five CEOs became ‘ambassadors’ for the cause. For three CEOs this involved reaching out to their networks to persuade other CEOs to attend the CEO Sleepout, meeting with other ambassadors and St Vincent de Paul on a regular basis to provide advice and support, and also looking out for ‘lost CEOs’ on the night and taking them under their wing. For the other two CEOs, their involvement was considerably greater, as they travelled overseas with the founder, to help establish the initiative in other countries (UK, South Africa, The Philippines).

Increase in CEO’s family prosociality

Whilst the least amount of text was coded in this particular category, it is notable because it was mostly expressed by female CEOs as an important outcome. Two of the four female CEOs expressed a desire to involve their family in St Vincent de Paul’s charitable work. They wanted their children to grow up to be more

involved, caring social citizens. Cognisant of the fact that their children led sheltered and privileged lives, they wanted to encourage them to understand the importance of helping those less fortunate:

“And the reality is – we have it here (homelessness). And we don't expose them (children) to it. And that's – to me – do it at home first ... Because this is where we live. This is where we're raising our kids, and they need to understand that life is not all the northern beaches.” F3

One CEO described how her family had wanted to commemorate her 2-year old nephew's death. After the CEO Sleepout, she connected with St Vincent de Paul to see if there was a way that his memory could be honoured, with St Vincent de Paul benefitting in some way. She and her family paid for a cubby house to be built at one of St Vincent de Paul's women's shelters, with his name inscribed. She expressed the importance of this to the family, that they had been able to create a practical and heart-felt memorial to the child.

The only male CEO to mention his family in prosocial terms described how he and his wife were committed to running St Vincent de Paul barbecues to help feed and chat to the homeless:

“What we do, is we set up a big couple of barbecues in Martin Place, and advertise for a few weeks beforehand... We get about – between 200 and 400 people... And they line up, and they're very peaceful ... it's not about the food. The food's – the bee to the honeypot. It's just getting everybody there, talking to them. And try to gently encourage them to go down to Ozanam House or somewhere to try and get out of the cycle.” M16

4.3.5.3 Prosociality: Impact on well-being

In Section 2.5.2, it was proposed that participants' prosociality would be positively impacted through active participation in the CEO Sleepout, and it was anticipated that findings would show strong positive impacts to hedonic well-being (happiness, life satisfaction), as well as eudaimonic well-being (personal growth, self-esteem, self-respect, sense of purpose, forming trusting relationships)

and social well-being (positive interactions with community, holding positive attitudes towards others, care and concern for society).

Whilst there are indications of enhancement of all three types of well-being, the greatest impact appears to be to **social well-being**, as evidenced by the considerable number of positive interactions of CEOs with communities in need, be that via St Vincent de Paul or through other charities. In addition, descriptions of how CEOs engaged others (colleagues, staff, family) to care about the issue of homelessness, and to do something about it, shows further probable impact to others' social well-being.

Eudaimonic well-being was expressed largely as a sense of accomplishment, as CEOs described prosocial acts that they had undertaken post-Sleepout (from jumping out of a plane for charity to taking the Sleepout initiative overseas). Indications of 'personal growth' were also present (the Sleepout serving as an 'awakening' to inspire prosocial behaviour), as CEOs expressed varying degrees of increases in prosocial behaviour following the Sleepout.

As anticipated, **hedonic well-being** was evident to a much lesser degree. The only indication was the sense of 'contentment' was expressed by one female CEO, that her prosocial act of instigating the cubbyhouse build in memory of her nephew, had given some relief to her family.

4.3.6 Theme 5: Identity

4.3.6.1 Identity: Overview

Identity was the fifth most prominent theme. It was anticipated in Section 2.5.4 that active participation in the CEO Sleepout would enhance participants' social identity and role identity, and as result, positively impact their well-being. As mentioned in Section 2.5.4, social identity is defined as:

[the]...individual's knowledge that he belongs to certain social groups together with some emotional and value significance to him of this group membership (Tajfel, 1974, p. 69).

Role Identity is defined as:

... the categorization of the self as an occupant of a role, and the incorporation, into the self, of the meanings and expectations associated with that role and its performance (Stets & Burke, 2000, p. 225).

The codes within the theme of identity represent different factors contributing to either social or role identity. By far the most prominent code (approximately two thirds of the discourse within this theme) related to enhancing the CEOs' social identity: that is, the informants identifying as part of the CEO 'community' addressing homelessness. This finding concurs with studies on charity sports events discussed in Section 2.5.4.1, where participants expressed pride in group membership – of being part of a group brought together to achieve a set purpose, and of being recognised by others as a member of that group. The finding also reflects principles of Social Identity Theory, in that the Sleepout has provided the opportunity for participants to define themselves through group membership. This was reported by informants as an important outcome.

The second most prominent code (approximately one quarter of the discourse) related to enhancing the CEOs' role identity, as the informants spoke of the heightened sense of responsibility they felt as CEOs to effect change. The other two codes, whilst less prominent, spoke to ways in which the Sleepout served to enhance the salience of informants' other role identities: as a parent, and as a leader. Identity salience plays an important role in motivating an individual to commit to actions to support that particular identity (as discussed in Section 2.2.1 in relation to Identity Theory). It appears from the discourse that participation in the Sleepout has positively impacted various role identities, and the salience of those identities. In a study on volunteer role salience, Thoits (2013) found strong support for the positive impact to well-being from enhanced role identity salience. The findings in this study concur with Thoits' findings, as discussed below.

In Section 2.5.4, it was proposed that the identity/identities of participants would be positively impacted through active participation in a cause marketing initiative (Proposition 4a), and this is supported by these findings. The findings suggest

strong positive impacts to primarily social and hedonic well-being, supporting Proposition 4b.

4.3.6.2 Identity: In Detail

The theme of identity was comprised of four codes, each of which expressed a different aspect of identity. Table 4.11 presents these codes, and the following sections discuss each in turn, and present illustrative quotes.

Theme	Codes (in order of frequency of occurrence)
Identity	Identifying with other CEOs: my peers, my community CEO Identity is a responsibility/privilege – in a position to do more, effect change Identifying as a role model for family and community Parallels drawn with famous ‘philanthropists’/leaders

Table 4.11 Theme: Identity, and codes identified (taken from Table 4.6)

Identifying with other CEOs: my peers, my community

The most prominent code relates to informants’ social identity. Social Identity Theory posits that individuals define their sense of self through group membership, and that groups can help define who we are and how to behave. The choice of group is important; according to Hogg (2016), this is determined by how much the individual believes that the group will satisfy their needs to express themselves, achieve and belong. It would appear that St Vincent de Paul provides participants with the structure, guidelines and opportunity to define and express themselves as prosocial members of a rather exclusive community.

“I think Vinnies have done it really well in terms of being very specific. ‘This is what we want back.’ They haven't moved away from that thing. So there is a defined purpose. It's specific. And so when you as a participant get involved in that, there is a very specified reason for you doing it. And purpose – that resonates.” M5

Words such as ‘community’, ‘connected’, ‘comradery’ and ‘shared’ were used frequently in relation to how CEOs felt being part of the group. Some CEOs

expressed being energised by the ‘collegial feel’, and having ‘something in common – that we actually want to make a social difference’. The feeling of being able to achieve greater outcomes via the group (than simply by themselves) was expressed several times. This concurs with findings from studies on charity sports events, where participants who express confidence in the relevant charity/cause feel that more can be achieved as a collective (e.g. Filo et al., 2012).

An interesting aspect of the identification with the group was that many felt that the Sleepout was a great equaliser, that for one evening, when everyone was ‘out of their suits’, and had ‘downed tools’, they were all equal – regardless of whether they were a CEO of two employees, or the CEO of a major corporation. The phrase ‘level playing field’ was used by three different CEOs. It appeared that what was most valued, was the recognition that they were a group of powerful problem-solvers, who shared a common purpose:

“Doesn't matter where we're from anymore. All businesses at the gate. And now we're here to try and fix this issue.” M16

On the night of the Sleepout, all participants are given a CEO Sleepout beanie, which not only serves to identify them as part of the group (there is a group photo taken towards the end of the evening), but is also worn by some with a sense of pride, expressed by one CEO as ‘a badge of honour’. Wearing merchandise that identifies allegiance to a charity/sporting group has been shown in previous studies to be an important element in the expression of one’s social identity (Coghlan, 2012; Krane et al., 2002).

“We all wear our beanies with pride afterwards on the bus, so people know where you've just been.” M14

Several CEOs expressed the importance of being recognised by others, post Sleepout, as being a fundraiser/participant of the CEO Sleepout. One suggested that by Googling him, it would be clear that he supported St Vincent de Paul and the CEO Sleepout: ‘it’s become a bit of a thing, people know it’. Another described being involved with over 15 charities, with the CEO Sleepout ‘my highest profile (charity) ...the sense of credibility that it gives... “Oh he’s an ambassador for the CEO Sleepout”.’ One CEO felt that people didn’t remember

all the (charitable) things he did, but they did remember that he participated in the Sleepout. Another acknowledged that being recognised as part of the group enhanced his personal brand:

“Because I'm in the group of people who do the CEO Sleepout, and that's kind of part of my identity.” M1

However, cynicism was expressed by one CEO as to the authenticity of some participants' commitment to the group: ‘there's definitely a bit of polishing-the-halo from some’. There was also a sense of despondency reflected in the discourse of two CEOs, who had both participated many times. They seemed to feel that the failure of the CEO Sleepout to reduce the numbers of homeless in Australia, was somewhat reflected as *their* failure. This attitude mirrors the writings of Tolman (1943, as cited in Mael & Ashforth, 2001, p. 143) in relation to Social Identity Theory (as discussed in Section 2.2.2): “... *Its* (the group) fortunes are *his* fortunes; *its* goals become *his* goals; *its* successes and failures, *his* successes and failures”. These CEOs, once ambassadors for the CEO Sleepout, were both disappointed that there were still 105,000 people homeless, acknowledging that ‘...it hasn't changed. So we haven't actually fixed it’. Frustration and weariness at not being able to achieve the original goal of the group culminated in consideration of abandoning the group (and thus, that particular social identity):

“... thinking quite deeply about kind of what the journey's been like over 7 years. I'm 60 in December. I think I need a new challenge.” M14

Finally, one interesting outcome for a handful of CEOs from being a ‘member’ of the CEO Sleepout group was the opportunity it gave them to talk about work problems with other CEOs, to seek advice without facing potential repercussions or retribution:

“There's a problem set that you face, that you can't really talk to your work peers about... So you sort of feel more inclined to talk about the problems that you're facing in your work, or in your business – without having to sort of be fearful of where that will go.” M1

These informants expressed an appreciation for this window of opportunity, which enabled them to talk through some of the unique problems facing a CEO.

CEO Identity is a responsibility/privilege – in a position to do more, effect change

The next most prominent code related to the ways in which the Sleepout appeared to enhance the CEOs' role identity. Attendance at the Sleepout is restricted to CEOs (or any C-Suite role, or equivalent role in the public service). Some informants expressed the added dimension that participating in the Sleepout added to their role as CEO, for example:

“...participating in the event brings a different higher sense of purpose to my role as CEO. CEO's just a title, but it's a privilege to use the title to bring much needed attention and funds to support a social cause of such significant importance.” F3

The word ‘privilege’ was used several times – in the sense of feeling privileged to be able to contribute in a unique way, through their position of influence:

“Being a CEO and having this title is a privilege. What it [the Sleepout] does is bring together people who have larger spheres of influence. And that's the nature of people that are in these roles. And it just heightened my sense of responsibility.” M4

As discussed in Section 2.2.1, individuals who are highly committed to an identity will seek out opportunities to behave in ways consistent with that identity. Those informants who expressed this augmented identity of ‘CEO with purpose’ also expressed a number of prosocial activities with which they were now engaged. Thus it could be interpreted that their experience of the Sleepout added another dimension to their role identity (which may have influenced additional prosocial behaviour). The literature suggests that if the role identity is salient, it is likely to affect future commitment to that role (e.g. Hogg et al., 1995).

Identifying as a role model for family, community

The importance of being a good role model to family (children) and community was expressed by a small number of CEOs. One CEO recalled a memory of his childhood, of his family working with St Vincent de Paul. He recounted how his parents had raised him with strong values, and he had wanted to do the same with his children. It was important for him that his children were aware of his role in the CEO Sleepout:

“...it's about well _ where my values are in terms of being a great husband, being a great role model for my kids, raising my kids with good values.” M7

Two CEOs acknowledged the privileged upbringing of their children, and wanted them to understand the issues of homelessness, and what they were trying to do about it through the Sleepout:

“...she's hearing a lot about these issues through me doing this...I think that's really important.” F2

Two informants, one Indigenous and one Asian, referred to homelessness within their own cultures, and how they both had felt like they had become role models within their community. Whilst this is far from definitive, it is important in that it highlights the potential of there being differing role perceptions in sub-groups, with the possibility of different roles being played. Although the number of informants is low, it reflects the wider CEO population. According to a recent analysis, ethnically diverse executives hold only 9% of CEO positions in the Fortune 500 companies (Larcker & Tayan, 2020). The Indigenous informant spoke of how he was able to connect with other CEOs during the evening with ‘shared agendas’, in regard to collaborating on projects to help the Indigenous homeless. Diversity amongst the homeless is rarely discussed in the media, but when it is, typically it is in reference to the Indigenous, as they are significantly over-represented (they make up 23% of the homeless population according to Homelessness Australia, 2016). He also expressed surprise (and pleasure) in the support and encouragement he received from his community on social media, in the way that he was bringing awareness to the issue:

“As an Indigenous Australian, this is more about acknowledging homelessness in the Indigenous community, which is sometimes hidden in ... cities like Sydney.” M9

The Asian CEO spoke of her involvement within her community, particularly in teaching young Asian women how to raise funds more effectively (using better English and different online strategies to make it easier for donors to contribute):

“It’s about sharing your experience, so that other people can role model on you.” F1

Parallels drawn with famous ‘philanthropists’/leaders

Three CEOs drew parallels between their actions and those of renowned philanthropists, in a sense, aggrandizing their own identities as altruistic leaders. This may say something about the ego of the CEO, in categorising themselves in the same vein, and implying how significant they felt their contribution was or could be:

“Christ-like, more, more empathy.” M3

“I’d like to open a charity. Just like some of the bigger leaders – whether it’s Bill Gates or Mark Zuckerberg.” M8

“But they’re in trouble, you’ve got to help them...I believe in The Good Samaritan...you pick them up and you look after them.” M15

In extant literature exploring CEO characteristics and traits, scholars have coined the terms ‘CEO hubris’ and ‘CEO self-potency’ to define the characteristics of extreme self-confidence and pride found in some CEOs (Hiller & Hambrick, 2005; Tang et al., 2015). This discourse would appear to be an example of CEO hubris.

4.3.6.3 Identity: Impact on well-being

In Section 2.5.4, it was proposed that participants’ social and role identity would be positively impacted through active participation in the CEO Sleepout, and it was anticipated that findings would show strong positive impacts to hedonic well-

being (life satisfaction), eudaimonic well-being (accomplishment, engagement, personal growth, self-esteem, self-respect, sense of meaning) and social well-being (sense of belonging, feeling that one's contribution is valid and worthwhile).

The findings here are slightly different than anticipated. The greatest impact appears to be to **social well-being**, given the considerable amount of discourse expressing their sense of belonging to the CEO Sleepout group, and the feeling that their contribution to the group, their communities, their families and the cause itself was valued and worthwhile.

Hedonic well-being appears to have been impacted largely through feelings of pride: pride in being part of the exclusive C-Suite group able to participate, pride in wearing the beanie as a badge of honour, and pride in being recognised by others as a CEO Sleepout participant. Also the inordinate opinion of some who drew parallels between themselves and renowned philanthropists, would also indicate a sense of pride.

The impact to **eudaimonic well-being**, would appear to relate to the personal growth in self-respect from being an active contributor to the Sleepout, and being a recognised leader in the community.

4.3.7 Theme 6: Compassion

4.3.7.1 Compassion: Overview

The final theme identified in the informants' discourse was compassion. This theme was not anticipated, nor was it one of the impacts in the model guiding the study (Figure 2.3). However background reading for this study included consideration of compassion. The researcher was exploring the philanthropic behaviour of CEOs worldwide, and noticed LinkedIn's CEO Jeff Weiner's appeal for a more compassionate workplace (Knowledge@Wharton, 2018). The researcher conducted additional reading of the academic literature and realised that the key elements of compassion were present in the informants' discourse.

Compassion is defined as:

...a process comprising three interrelated elements: “noticing” another’s suffering (cognitive recognition), “feeling” the other’s pain (empathy or empathic concern), and “responding” to that person’s suffering (taking action) (Kanov et al., 2004, p. 812).

Compassion has been receiving a great deal of attention in the press. For example, note the following statement made at the close of the World Economic Forum in 2018:

Let’s ensure that Davos 2018 is just the beginning of a movement where we globalize compassion and ensure a world in which no-one is left behind.

Sharan Burrow, Co-Chair, Close of the World Economic Forum 2018, Davos, Switzerland (as cited in Mathuros, 2018).

This led to the researcher to further explore the literature of compassion, and more specifically, compassionate leadership. In seeking to relate the data to a wider social context, two additional sub-questions arose:

- Was ‘compassion’ an additional outcome of the CEO Sleepout?
- If so, could leaders of organisations be impacted by a ‘compassion intervention’, like the CEO Sleepout, to express more compassion to self, and to others?

In line with what is discussed above, compassion is typically defined as a process with three interrelated components (see above, Kanov et al., 2004). Firstly one understands the plight of another, then ‘feels’ the other’s pain, and subsequently takes action to alleviate their suffering. It is the *combination* of these three elements that differentiates compassion from the other impacts. The researcher then proceeded to search for evidence of the three components of compassion – knowledge, empathy and action, in the discourse.

This process illustrates the *active* role of the researcher in thematic analysis in constructing patterns in themes, rather than themes or patterns simply ‘emerging’. Or as Ely et al. (2005) state: “...if themes ‘reside’ anywhere, they reside in our heads from our thinking about our data and creating links as we understand

them.” (Ely et al. 2005, p. 208). The primary aim of this stage of the analysis was to investigate this emerging aspect of interest: compassion, and to understand whether it was increased due to participation in the Sleepout, and if it in turn enhanced well-being.

4.3.7.2 Compassion: In Detail

The researcher moved iteratively between theory and data, exploring the theories of compassion in the literature and considering how the key components of compassion – knowledge (cognitive), empathy (affective) and action (behavioural), related to the original five themes from the thematic analysis: human capital, prosociality, social capital, identity and health (mental).

The ‘cognitive’ component of compassion was reflected in the theme of human capital (gaining of knowledge and experience of homelessness), the affective component was reflected in the theme of mental health (personal awareness and feelings of empathy) and the behavioural component was reflected in the theme of prosociality (company support for homelessness, CEOs volunteering or undertaking other prosocial activity). According to the literature, it is through the combination of these three elements that one activates compassion (Dalai Lama XIV, 1995; Kanov et al., 2004; Pommier, 2010).

Table 4.12 presents these three interrelated components, which in combination are considered in the literature to define the process of compassion.

Theme	Code
Compassion	Knowledge + empathy + action

Table 4.12 Theme: Compassion, and code identified (taken from Table 4.6)

The word ‘compassion’ was only mentioned five times in the discourse (by three different informants). In these direct mentions, it was inevitably articulated as an outcome from participating in the Sleepout. For example:

“What I really understood is that you have to have compassion in everything that you do. And that changed me personally.” M13

Whilst compassion was not mentioned directly very often, it was indicated indirectly, frequently. There were a number of informants who used words similar to ‘knowledge’, ‘empathy’ and ‘action’, and combined them to describe this outcome from their participation. As one CEO stated:

“The same as *seeing* and *sensing* and *responding*.” M10 [the informant is describing seeing a homeless person, having a conversation and then buying them a meal]

Several CEOs gave examples of acts of compassion, using words similar to ‘knowledge’, ‘empathy’ and ‘action’, and spoke of how the Sleepout had inspired them to be more compassionate, one-on-one. As already reported, one informant indicated this in his consideration of another:

“I've got a business partner who is very high risk in that regard (mental health – depression). Very high risk. And so I'm going to manage that issue.” M11

They also spoke of treating employees with greater compassion, following the Sleepout. This largely stemmed from the newfound awareness of how quickly one can spiral into homelessness, through mental stress, domestic violence, financial issues, or loss of employment. For example:

“(the morning after) I got to Milsons Point station, and there were two other CEOs. And I just joined the conversation. One of them was saying that – we were just talking about how this experience affected all of us ... ‘Next time I'm going to make somebody redundant, I'm going to think twice’.” M10

“In disciplinary committees and the like. Having more compassion, and just not looking at circumstances as a commercial value proposition.” M13

“A day or two after I got back...(we added) an employee support program – basically an anonymous service that any employee can call and get some support if they're having marital, mental stress, health disorders, something that they just want to talk to someone about. We do have a role

– employers have a role to play in this. Whether people take it up, I don't know. We pay for it. And I think it's hard for males. The construction industry is dominated by males.” M6

Given a business leader's sphere of influence, it could be expected that this growth in compassion may then lead to positive flow-on effects to others. In other words, business leaders' compassion itself may be a trigger for others to grow in compassion. Experiencing compassion has been shown to positively change the way that individuals in the workplace see themselves and relate to colleagues (Lilius et al., 2008).

4.3.7.3 Compassion: Impact on well-being

Compassion plays an important role in both individual and societal well-being; the level of compassion that an individual extends, and experiences, has been shown in the literature to impact both parties' well-being (Reddy et al., 2013; Sherman & Strang, 2007; Tov & Diener, 2009). In Buddhist philosophy, it is posited that compassion enhances well-being through contentment, joy and living well (Dalai Lama XIV, 1995).

When CEOs act with compassion towards their employees, or champion a cause that requires them to act compassionately towards others, they also benefit on a personal level. Being able to truly make a difference from a position of power may satisfy a leader's intrinsic needs and contribute to personal growth and a sense of fulfilment (George et al., 2007).

The findings indicate that a considerable number of CEOs developed compassion as a result of their participation, and that this positively impacted on their well-being and the well-being of their networks. It would appear from the CEOs' discourse that compassion was considerable and experienced in somewhat different ways, with all three forms of well-being enhanced.

Social well-being was impacted largely through the care and concern for others – those in their close and distant networks. According to Ryan and Deci (2000), practicing 'virtuous' (compassionate) behaviour, and contributing to the common good will enhance a leader's **eudaimonic well-being**. In this study, eudaimonic

well-being would appear to be largely impacted through the CEOs being able to form meaning and purpose via expressions of compassion. The findings would suggest that **hedonic well-being** may have been impacted as the CEOs felt a sense of contentment and gratification from acts of compassion.

4.3.8 The Relationship Between the Themes

In Section 2.5, five impacts were proposed as potential outcomes from active participation in the CEO Sleepout. Following thematic analysis, six themes were identified: the initial five impacts, plus compassion. As discussed in Section 2.6, there is some conceptual overlap between the themes, and the discussion indirectly suggests that one impact may affect another. The predominant interrelationships are highlighted below.

The growth in CEOs' human capital – the knowledge and the experience of 'sleeping rough', combined with feelings of empathy (mental health) appeared to intensify their prosociality, and compassion. One example of this, as described earlier, is of the CEO who introduced an employee support program as a direct consequence of learning about homelessness, empathising with the speakers at the sleepout, and realising the challenges of 'sleeping rough'.

The CEOs were able to be more prosocial and compassionate through their enhanced social capital – the networks developed at the Sleepout, and the improved relationships with colleagues and staff. Several examples were provided of this, as CEOs described charitable works they had undertaken either with colleagues they'd met at the Sleepout, and/or with their own staff, post Sleepout.

Their social identity was impacted by these enhanced networks (social capital). As described earlier, several CEOs expressed pride in being a member of a rather exclusive club, with one acknowledging directly that being in the group that does the CEO Sleepout was part of his identity.

Their social and role identities appeared to enhance their mental health. For example, one CEO described what an uplifting feeling it was to be able to both draw attention to and share the experience with his Indigenous community, and

another felt less of an ‘imposter’ CEO after she had participated in the Sleepout (meeting like-minded CEOs).

Compassion appeared to be activated through the combination of human capital (knowledge), mental health (empathy) and prosociality (action). For example, as described earlier, one CEO spoke of how he had realised during the Sleepout, that as anyone can spiral into homelessness, so could his colleagues and employees. He subsequently briefed his managers to be aware of signs (e.g. absenteeism), and to give staff whatever support they needed.

These interrelationships are further considered in the next phase of analysis in Section 4.4.

4.3.9 Impact to Well-being

In Section 2.3, Keyes’ (2007) model of three forms of well-being was presented, and it was noted that positive impacts to all three would result in an individual ‘flourishing’. The three forms of well-being are: **hedonic well-being** (positive feelings or emotions about life and a perceived satisfaction with life in general); **eudaimonic well-being** (an evaluative state, where one feels a sense of control in life, experiences personal growth, has purpose and direction, as well as warm, trusting relationships); and **social well-being** (where an individual feels that they belong to and are accepted by their community, they value those within their community and seek to contribute, and in return feel that their contribution is valued).

Extant studies have used scales to measure impacts to each of the three forms of well-being, as discussed in Section 2.3. However in this study, the researcher referred to the extant studies to first, compile Table 2.1 (components of hedonic, eudaimonic and social well-being), and second, to interpret the kinds of well-being impacted within this study. It was anticipated that through active participation in a cause marketing initiative, the individual may feel a greater sense of contentment and pleasure in helping others (**hedonic well-being**), grow as an individual, develop networks and relationships, and cultivate a sense of purpose (**eudaimonic well-being**); and feel as if they are contributing to the

greater good alongside others who are also committed to the cause (**social well-being**).

Table 4.13 summarises the form of well-being affected by changes to each impact, with the darker shaded cells representing the strongest impact and the lightest shaded cells, the least. These findings are based on the researcher's interpretations, but grounded in literature.

The findings indicate that whilst all three forms of well-being were affected, overall the greatest appears to be to informants' social well-being, followed closely by eudaimonic well-being, then to a much lesser extent, hedonic well-being. Whilst it may be expected that a participant's social well-being would be the most affected from active participation in an initiative focused on social change, the most unexpected finding was the extent of the impact to their eudaimonic well-being.

IMPACT	FORMS OF WELL-BEING		
	Hedonic well-being	Eudaimonic well-being	Social well-being
Human Capital	<ul style="list-style-type: none"> • Revelled in physical/ psychological challenge • Appreciation of own life circumstance (satisfaction) 	<ul style="list-style-type: none"> • Developing competence • Developing autonomy • Enhancing self-esteem 	<ul style="list-style-type: none"> • Sharing of knowledge • Feeling contribution was valued
Prosociality	<ul style="list-style-type: none"> • Contentment 	<ul style="list-style-type: none"> • Sense of accomplishment • Personal growth 	<ul style="list-style-type: none"> • Positive interactions with charitable institutions and community • Care and concern for society • Positive attitudes towards others
Social Capital	<ul style="list-style-type: none"> • Feeling good about being able to impact networks 	<ul style="list-style-type: none"> • Forming new relationship • Collaboration • Realising one's potential 	<ul style="list-style-type: none"> • Enhanced sense of belonging • Greater care and concern for others • Feeling contribution was valued
Identity	<ul style="list-style-type: none"> • Pride 	<ul style="list-style-type: none"> • Forming new relationships • Collaboration • Realising one's potential 	<ul style="list-style-type: none"> • Enhanced sense of belonging • Feeling contribution was valued
Mental Health	<ul style="list-style-type: none"> • Feeling good about participating • Appreciation of own life circumstance (satisfaction) 	<ul style="list-style-type: none"> • Sense of purpose • Positive self-esteem • Accomplishment • Nurturing personal relationships 	<ul style="list-style-type: none"> • Care and concern for society • Positive attitudes towards others
Compassion	<ul style="list-style-type: none"> • Contentment • Gratification 	<ul style="list-style-type: none"> • Sense of purpose • Sense of meaning 	<ul style="list-style-type: none"> • Care and concern for society

Table 4.13 Summary of changes to participants' well-being, in relation to the six impacts

It is beyond the scope of this study to assess the full impact to the well-being of participants' close networks, distant networks and the wider community, however

informants' discourse provides some indication. Table 4.14 includes examples provided by the informants of various changes (and potential impacts) to the well-being of their networks and the wider community.

FORMS OF WELL-BEING		
Hedonic well-being	Eudaimonic well-being	Social well-being
<ul style="list-style-type: none"> • Contentment/Satisfaction with life – personal relationships enhanced with close networks (CEOs spend more time with family, vow to not take them for granted). • Comfort/Happiness – reaching out to business partner suffering depression; sister with Stage 4 cancer provided with a 'distraction' thanks to the Sleepout. • Comfort/Life Satisfaction – more homeless people on the streets treated with dignity, friendliness and respect; improved hostel facilities; free meals through vans and BBQs. • Life Satisfaction – new projects developed via CEO collaborations to help the homeless; Sleepout event taken overseas helping more homeless people. • Life Satisfaction – additional benefit to recipients of other causes (young quadriplegic in the City to Surf event, long distance bike ride for charity, cleaning yards of housing commission properties, blood donation). 	<ul style="list-style-type: none"> • Developing competence – employees, peers, clients, students, players, family and social media contacts increase in understanding of homelessness. • Developing competence – mentees' improved fundraising skills. • Sense of accomplishment – employees volunteering at Vinnies' hostels helping residents secure full-time work. • Self-respect, self-esteem – managers reminded to be more aware of factors which may lead to homelessness and provide more support to staff; domestic violence leave incorporated into an organisation's Human Resources policy; access to a free anonymous care hotline established. 	<ul style="list-style-type: none"> • Developing positive attitudes towards others – potentially changing the way others feel about the homeless. • Enhanced sense of belonging – employee morale increased following positive interactions with charities (volunteering at Vinnies hostels) and with each other at office fundraising events.

Table 4.14 Summary of reported (and potential) impacts to others' well-being

CEOs have a wider sphere of influence than most, and thus have the potential to impact more people. A ‘ripple effect’ of impact is possible; that is, the actions of any one CEO may extend well beyond those immediately surrounding them. The reported impacts in Table 4.14 may just be the tip of the iceberg.

The next section discusses the final phase of the multi-method analysis: Leximancer analysis.

4.4 Leximancer Analysis: Findings and Discussion

As noted in Section 3.4.2.3, the reliability and validity of user-generated manual coding can be an issue (Smith & Humphries, 2006). To explore the efficacy of the manual thematic analysis, the researcher proceeded to analyse the corpus of interviews through Leximancer V4.5, a software analysis tool that uses machine learning to generate codes and apply them to text. It should be noted that the primary purpose of this analysis is validation; the focus for much of what is reported below is to consider how these findings are reflected in the thematic analysis, can vice versa. The Leximancer analysis involved three phases:

1. **Cleaning the data**, to enhance the quality of the output and to minimise ‘noise’ (extraneous words/concepts);
2. **Summarising the data to provide a benchmark**, to enable the interpretation of the broad conceptual structure;
3. **Interrogating the data further**, by more specifically exploring the data for some or all of the six impacts emerging from the thematic analysis (human capital, prosociality, social capital, identity, mental health and compassion), as well as the concept of well-being.

The following section provides detail and discussion of these three phases.

4.4.1 Cleaning the Data

Minor changes were made to the transcripts before uploading them as a merged Word Document into Leximancer. The names of the interviewees were changed to ‘Informant’ to de-identify the data, and the name of the researcher was changed

to ‘Interviewer’. The word ‘cause’ was checked throughout and where appropriate was changed back to its unabbreviated form ‘because’ to avoid potential issues with interpretation (given that the interview subject relates to the ‘cause’ of homelessness). The decision as to whether to include all portions of the transcripts was made at this stage. Both Informant and Interviewer discourse are included – as this reflects the interpretivist perspective whereby the researcher is part of what is being researched. That is, as noted in Section 3.2, knowledge is constructed jointly between the researcher and the informant, as the researcher attempts to interpret the thoughts and behaviours of the informant. However, to ensure that ‘Informant’ and ‘Interviewer’ were not presented as concepts or themes by Leximancer, the setting in ‘Concept Coding Settings’ was changed so as not to display them in the Concept Map.

The researcher ran an initial discovery analysis of the data which provides a concept-based summary of the text, and proceeded to conduct additional ‘data cleaning’, as recommended in the manual (Leximancer, 2018). The words ‘yeah’ and ‘okay’ were removed by adding them to the stop word list (words excluded from the analysis) as they simply reflected the researcher’s idiosyncratic interview style. Further cleaning/editing included merging somewhat redundant concepts, such as ‘feel’ and ‘feeling’, and ‘issue’ and ‘issues’ (after checking informants’ narrative to confirm that these concepts had very similar meaning).

4.4.2 Summarising the data to provide a benchmark

After the data was cleaned, an edited discovery map was generated. This was done automatically by Leximancer, using the default settings. The output map was checked for stability (as were all maps reported in these findings) by ‘reclustering’ the map several times, with the output showing stability and no idiosyncratic local optimums (Leximancer, 2018). To assess the underlying structure and connectivity of the data, the researcher removed visible concepts and themes (both set at 0%) to reveal the network map and strongest links (recommended by Andrew Smith, the program developer, personal communication to Louise Young, March 11, 2015), as shown in Figure 4.3. Here, each dot represents a concept and the lines depict the strongest link each concept has with another.

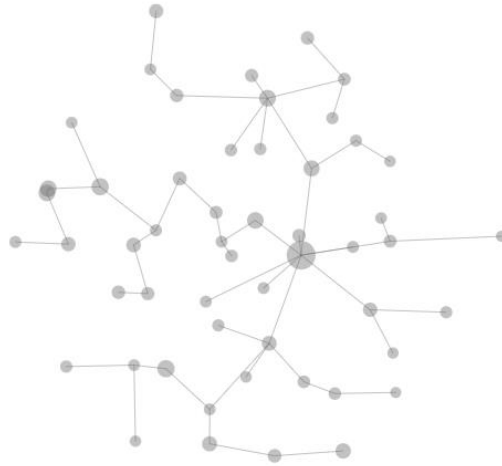


Figure 4.3 Network map showing the connectedness of the data

Figure 4.3 reveals a reasonable degree of interconnection in the semantic structure of the data. Very centrally connected data would present as a starburst formation showing that there is a central concept/idea to which all elements of the discourse are connected. Instead, Figure 4.3 reveals five medium and two small sets of clustered concepts emanating from a central concept. This indicates a more distributed, wider range of connectedness with some quasi clusters, i.e. groups of concepts more connected to each other, rather than all discourse primarily connected through one dominant concept. This provides indications that in line with the manual thematic analysis reported in Section 4.3, there are a number of important and semi-independent collections of concepts within the informants' discourse.

To begin to explore the general nature of the discourse, the nature of and relationships between themes were examined. First, the researcher set the Theme Size at 45%, as this display size was shown to provide sufficient distinction in the output of the data and provides a readable conceptual map. The Visible Concepts tab was set at 100%, meaning all concepts' labels were included in the map. The black dots or 'nodes' represent concepts – amalgamations of words which occur or "travel" together in the data. The size of the black dot indicates the strength of representation of that particular concept in the corpus. Each theme, depicted as coloured balloons, is a group of interconnected concepts that at the indicated level of visualization (45%) are overall more connected to each than they are to concepts outside the balloon. By default, the theme is named after the most

prominent concept in that group. More prominent themes are shown in warmer colours – the strongest is warm red, and the least prominent themes are shown in cooler colours – the weakest is purple. Throughout this chapter, **Themes** will be shown capitalised and bold, *concepts* will be shown lower case and italicised, and ‘words’ will be shown in lower case and with inverted commas.

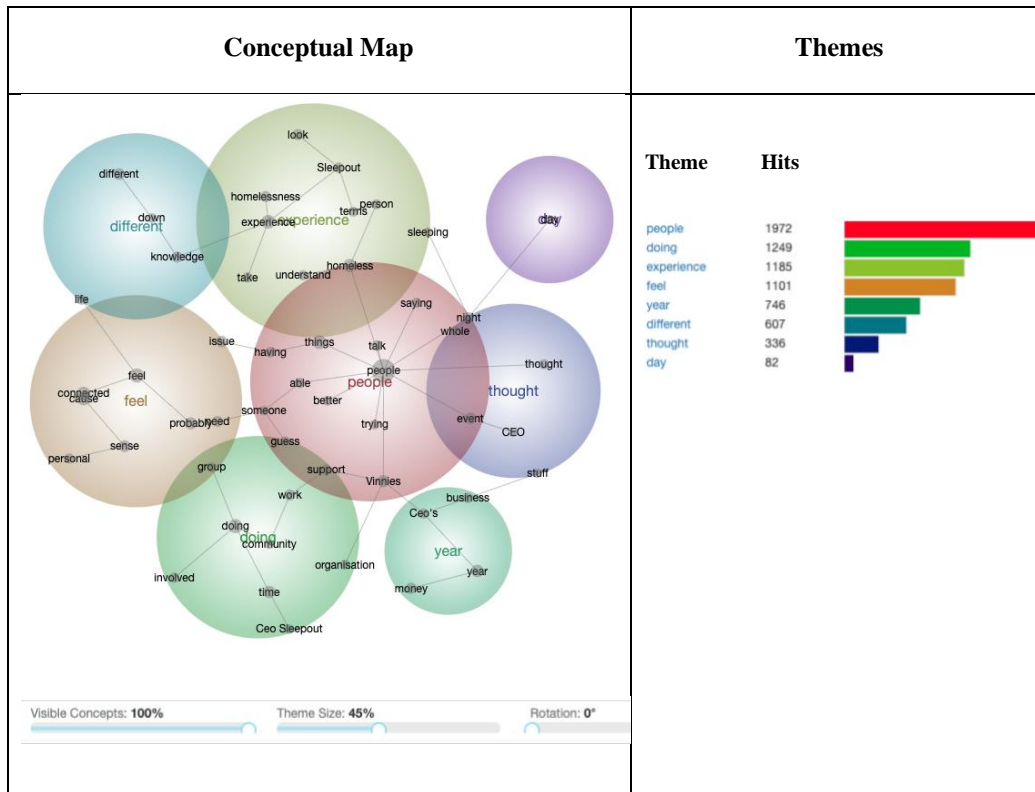


Figure 4.4 Summary: Theme and concept map, and themes list

Figure 4.4 presents an overview of the corpus of interviews in two forms. The left side of the figure shows that themes are proximate but do not substantially overlap, further indicating that a combination of somewhat connected but different issues were talked about during the interviews. The right-hand column summarises theme content; it reveals the number of ‘hits’ for each theme, that is, the combined number of two-sentence blocks coded as each of the concepts contained within that theme. This indicates there is one very strong theme (**People**), three strong, similar sized themes (**Doing**, **Experience** and **Feel**), and four less important themes.

Central and slightly overlapping with three themes – and with concepts strongly connecting it (as indicated by grey lines) to concepts in a number of other themes,

is **People**. **People** (1972 hits) is the most prominent theme. This is followed by **Doing** (1279 hits), which is less connected than **People**, as its concepts are only connected to concepts in two other themes. Also prominent but less connected is **Experience** (1185 hits), followed by **Feel** (1101 hits). Less prominent themes are smaller and situated around the periphery. They include the themes of **Year** (746 hits), **Thought** (336 hits) and **Day** (82 hits).

To interpret the broad meaning of this map, the most prominent word-like concept in each theme, and the thesaurus created by Leximancer for each of these concepts, were examined. The thesaurus includes the words that ‘travel together’ and indicate each word’s effectiveness/strength in illustrating a concept. Together, these are used as evidence to determine if each two-sentence blocks of text should or should not be coded as that concept. A summary is presented below in Table 4.15 with the words listed in order of their strength in representing the concept, i.e. the strongest evidence that text represents the concept of people is the presence of the word ‘people’ in it, the next strongest evidence is the word ‘likely’ and so on. By default, the theme is named after the most prominent concept in that group.

Theme	Most prominent Word-like Concept	Thesaurus of Words Linked to the most prominent Word-like Concept
people	people	people, likely, videos, strongly, generous, employ, commented, pressure, hundred, lazy
doing	doing	doing, actions, City to Surf, motives, pushing, Timor, questioning, teacher, villages, collectively
experience	experience	experience, resonate, cluster, component, intrinsic, cleverly, partially, considered, breaks, pillar
feel	feel	feel, feeling, isolated, actions, representing, hopeless, backstory, downward, content, obvious, collegial
year	year	year, boy, visit, intending, City to Surf, conferences, 10 th , New York, chatted, Heart Foundation

different	different	different, fields, memories, experiences, comparing, walls, protest, extensively, motivating
thought	thought	thought, chaotic, sale, occurred, collegiate, Twitter, yield, pinnacle, astounding, schedule, prominently
day	day	day, rainy, berth, brightness, golf, stimulating, buying, south, sounding, carers

Table 4.15 Most prominent themes, concepts and relevant thesauruses

As mentioned above, the most prominent theme is **People**. Within this theme are concepts concerning the nature and some activities of those people involved in the Sleepout. Consideration of the thesaurus of the key concept *people*, shows this concept to be actor-based where the informants are discussing themselves and others in relation to the event. The Leximancer browser that links concepts to associated text indicates that they are discussing the homeless people appearing in ‘videos’ at the event, people in employment (‘employ’) within the CEO’s organisation, and the nature of those people contributing (or not) to the cause (‘generous’, ‘lazy’).

The next most prominent theme is **Doing**. The thesaurus of the key concept *doing*, indicates that this concept speaks of actions taken singularly or collectively, particularly in regard to prosocial activity. This and the Leximancer browser, indicate that this includes participation in other events outside the CEO Sleepout. The thesauruses bear similarities, indicating the concepts to be action or event-based, and reflect the CEOs’ additional involvement in prosocial activity and community engagement, for example words in the thesaurus: ‘City to Surf’, ‘Timor’, ‘Heart Foundation’ and ‘10th’.

Within the third most prominent theme, **Experience**, the concept *experience* expresses the discourse around what the informants underwent at the event itself, including learning what it would be like to be homeless, and sleeping rough themselves. The emotional impact of the initiative appears to be evident through words in the thesaurus of *experience*: ‘resonate’ and ‘considered’. This theme is connected to the theme **Different**, and the discourse in the concept *different* indicates reflection on the CEO Sleepout experience versus experience of other

prosocial activities, represented in the thesaurus words ‘memories’, ‘comparing’, and ‘experiences’.

Within the theme **Feel**, the concept *feel* contains largely negative emotions and associated outcomes, such as ‘isolated’, ‘hopeless’, ‘down/downward’. The emotions relate to how the CEOs feel about the situation of homelessness (negative sentiment), and the homeless. Their positive emotions relate more to personal outcomes for the CEOs, that is, how they feel connected with a collegial group of like-minded individuals who may be able to change the situation for the better (positive sentiment).

The two final themes are **Thought** and **Day**. The discourse in the concept of *thought* relates largely to what the CEOs think of the initiative, that is, their reflection on their involvement, the way the initiative is operated – ‘chaotic’ but ‘astounding’, the participation of other CEOs – ‘collegiate’. The theme **Day** contains only the concept of *day* and as indicated in Figure 4.4 is distant from all other themes. It is not particularly evocative and generally expresses inconsequential conversation fillers as the CEOs reflect: one ‘day’, back in the ‘day’, a ‘rainy’ ‘day’. Text blocks forming the concept *day* have some relation to the concept *night*, most likely due to the weather: ‘rainy’/‘rained’. The concept *day* (and thus the theme) would have been excluded if a more interventionist approach to data cleaning had been undertaken.

These findings indicate some similarities to the thematic analysis in that there are strong similarities with the importance of identification with **People**, the transformative **Experience** and having **Feel(ings)** - all of which are prominent in both forms of analysis.

To further interpret the relationships between the themes and concepts, the significance of order effects of the interviewing was explored. That is, to what degree the word proximities depicted in the findings reflect the sequence of topics discussed in the semi-structured interviews. There appears to be some evidence of this. Figure 4.5 shows the overview map with a diagonal line separating the discourse: the themes above and to the left of the line largely represent the discourse in phase two of the interview, the themes below and to the right of the

line represent the discourse in phases one and three. In phase one of the interview, the informant was asked about their background, the frequency of their participation in the CEO sleepout, and any other kinds of prosocial activity they had been involved with. In phase three of the interview, the informant was asked for their thoughts on how the initiative could be improved. Phase two involved the Repertory Grid Technique with a focus on exploring the outcomes from the informant’s experience of the Sleepout. Similar findings using Leximancer that represent discourse at different points in time and using different methods have been reported by others (for example, Evers et al., 2016). This indicates that order and the different purposes of the various phases of the interview should be considered when interpreting findings.

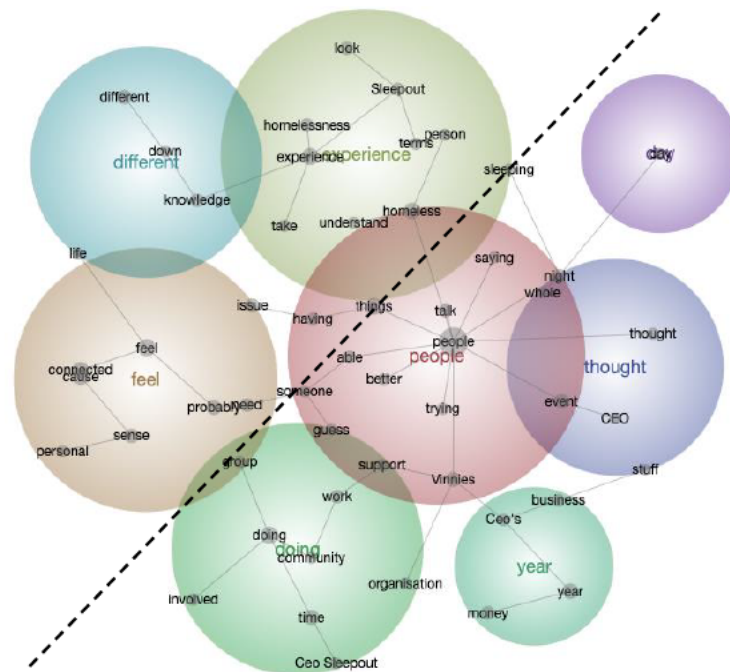


Figure 4.5 Map showing the themes emerging from the data from different phases of the interview

As discussed previously, the purpose of phase two of the interview was to deliberately evoke less conscious responses and their underlying themes from the informants’ experiences of the event. Given the way this part of the interview was conducted (see Section 3.3.2.3 for a description) it follows that these themes and concepts would be strongly connected (as shown above the line in Figure 4.5). The themes and concepts below the line contain more of the “noise” of discussion

of the background/context. Overall, this clear separation of concepts confirms the consistency of interview approach across all interviews, and validity of the interview protocol for addressing the different components of the research questions.

Whilst this phase of the Leximancer analysis has provided an overview of the data, some interesting insights, and provides a general confirmation of the approach taken in the manual analysis, it has not directly revealed the themes that emerged from the thematic analysis. It has alluded to the broad structure of the conceptual framework where the experience creates impacts that influence well-being and to the presence of some of the elements in the manual thematic analysis, for example human capital, through the concepts of *knowledge* and *experience*, and prosociality, through the concepts of *involved*, *doing* and *community*. In the next phase, to facilitate a more direct comparison, a more directed analysis was undertaken in Leximancer to identify in the informants' discourse, the presence and nature of the impacts of the event experience, and the emergence of well-being.

4.4.3 Interrogating the data further

4.4.3.1 Overview

Further detail emerges when the concepts, their positions and the relations between them are the focus. Figure 4.6 shows both the Name-Like concepts, and the most prominent Word-Like concepts in the corpus, the count for each concept (number of two-sentence blocks coded as that concept), and their relative frequency compared to the highest ranked concept. All concepts with a relevance score of 15% and above were included in this table; below 15% the frequency of concepts markedly declined (exploration of the text showed that these concepts were less relevant or not important to the analysis).

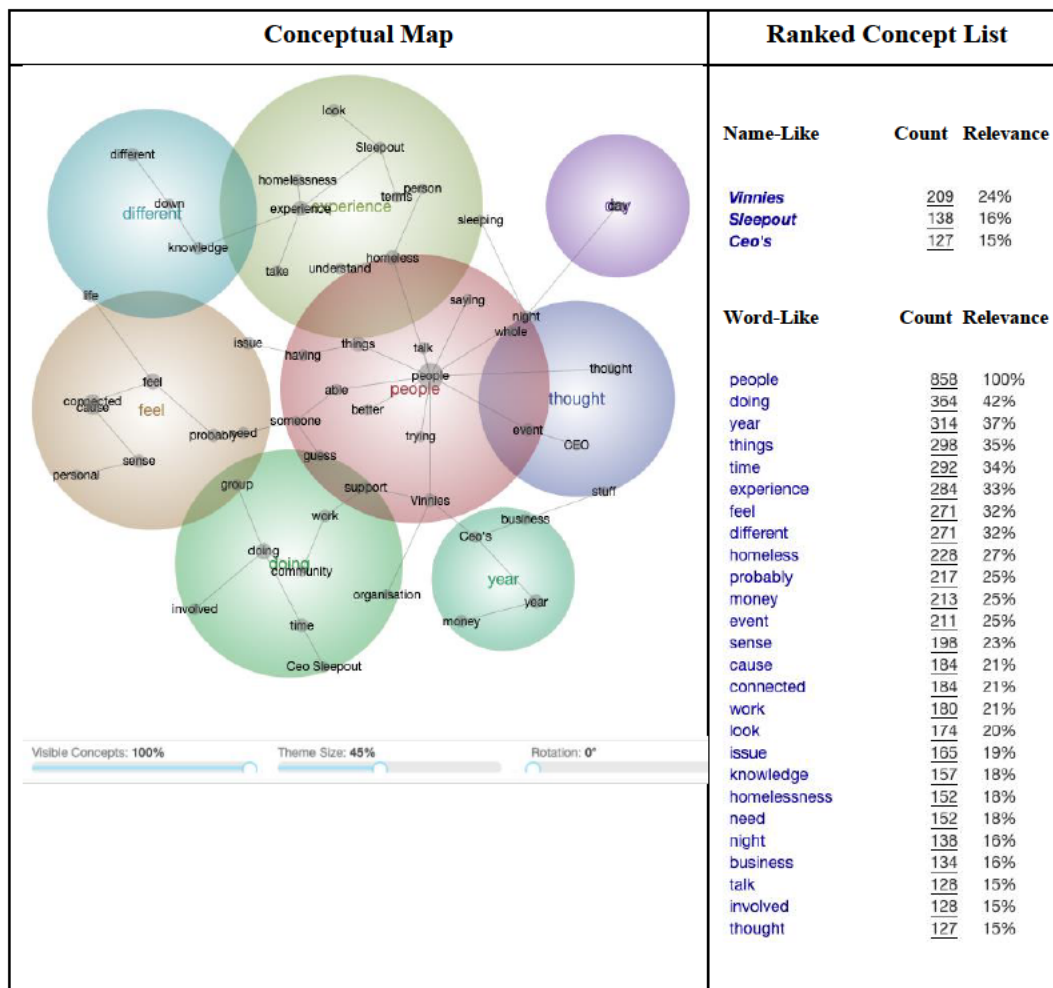


Figure 4.6 Summary: Theme and concept map, and concept importance

The left column in the figure is the same as was presented in Figure 4.4, the right column of Figure 4.6 shows the amount of text coded as each concept. The concept *people* is the most prominent word-like concept with more than twice as many text samples (858 two-sentence blocks) as the next most prominent, *doing* (364 blocks). The *people* concept dominates the other concepts in the **People** theme with those concepts each having less than 20% of the amount of coded text as does *people*. Within **People** are the largest number of concepts: *people* (by convention the theme is given the name of the most prominent concept in it), *things*, *Vinnies*, *event*, *talk*, *having*, *night*, *able*, *support*, *saying*, *trying*, *better*, and *someone*. These concepts are in **People** but some are also in other themes due to themes overlapping. In the **Experience** theme, the concept *experience* has strong connections to a number of other concepts but neither *experience* (284 blocks) nor these other concepts are particularly prominent. The importance of the **Experience** theme is largely due to the number and the relatedness of the

concepts within it and the links between them. The **Doing** theme is similar, in that the concept *doing* (364 blocks) has strong connections to a number of other concepts but neither it, nor the other concepts are particularly prominent. This is in contrast to the **Feel** theme where the concept *feel* is prominent but there are far fewer connections between the concepts in that theme. There is face validity in this configuration in that it converges with the thematic analysis but this concept-level summary provides little in the way of further validation of the manual thematic coding.

To explore the data in more detail, the next phase of the analysis involved the creation of ‘user-defined concepts’. This is a feature within Leximancer which enables the researcher to direct the analysis to focus on specific topics or concepts of interest. This is useful if the automatically generated map contains concepts that are irrelevant to the research questions, or if particular concepts of interest are obscured by other concepts, or do not even appear (if they are fragmented within the thesauruses of other concepts). Applying user-defined concepts does not alter the data, it simply adds another dimension to the analysis algorithm. This is similar in a way to asking a GPS for directions to a destination, then asking again with an additional request to avoid toll-roads – the landscape and destination remain unchanged, but the different route may reveal something new.

The user-defined concepts may be minimally articulated (the concepts are only defined and generated in terms of the word/phrase itself), or guided by theory, where words/phrases that are reflective of the conceptualisation of the concept (perhaps incorporated in academic definitions) are used to seed the user-defined concept. In this study, both approaches were undertaken. The first analysis used minimally articulated user-defined concepts to serve as a benchmark for the second analysis – which used theoretically articulated user-defined concepts. The theoretically articulated user-defined concepts primarily serve to confirm the efficacy of the theory-directed manual thematic analysis. As outlined in Section 4.3.1, the key themes resulting from the manual thematic analysis were: human capital, prosociality, social capital, identity, mental health, and compassion. Well-being was considered to be impacted by all six themes. It was anticipated that

using theoretically articulated user-defined concepts may assist in surfacing some or all of these.

To further articulate these concepts, the final phase of the analysis involved an exploration of the co-occurrences of concepts. This phase was undertaken to identify the extent to which each concept was related to others (in the informants' discourse), and also served as a means of comparison between concepts and groups of concepts.

4.4.3.2 Using minimally articulated user-defined concepts

Table 4.16 shows the terms used to generate the minimally articulated user-defined concepts, which reflect the key themes uncovered in the manual thematic analysis. In this instance, to 'minimally articulate' the concepts, the researcher inputs the same terms. The first three terms were added to the thesaurus as they did not appear in the interview corpus: human capital, prosociality, and social capital. The remainder were taken from thesaurus items within Leximancer.

User-defined Concept	Seed Terms
human capital	human capital
prosociality	prosociality
social capital	social capital
identity	identity
mental health	mental health
compassion	compassion
well-being	well-being

Table 4.16 Minimally articulated user-defined concepts and seed terms

Figure 4.7 shows the analysis produced by Leximancer with minimally articulated user-defined concepts. To ensure consistency with all maps generated, the theme size was again set at 45%, and the Visible Concepts tab was set at 100%.

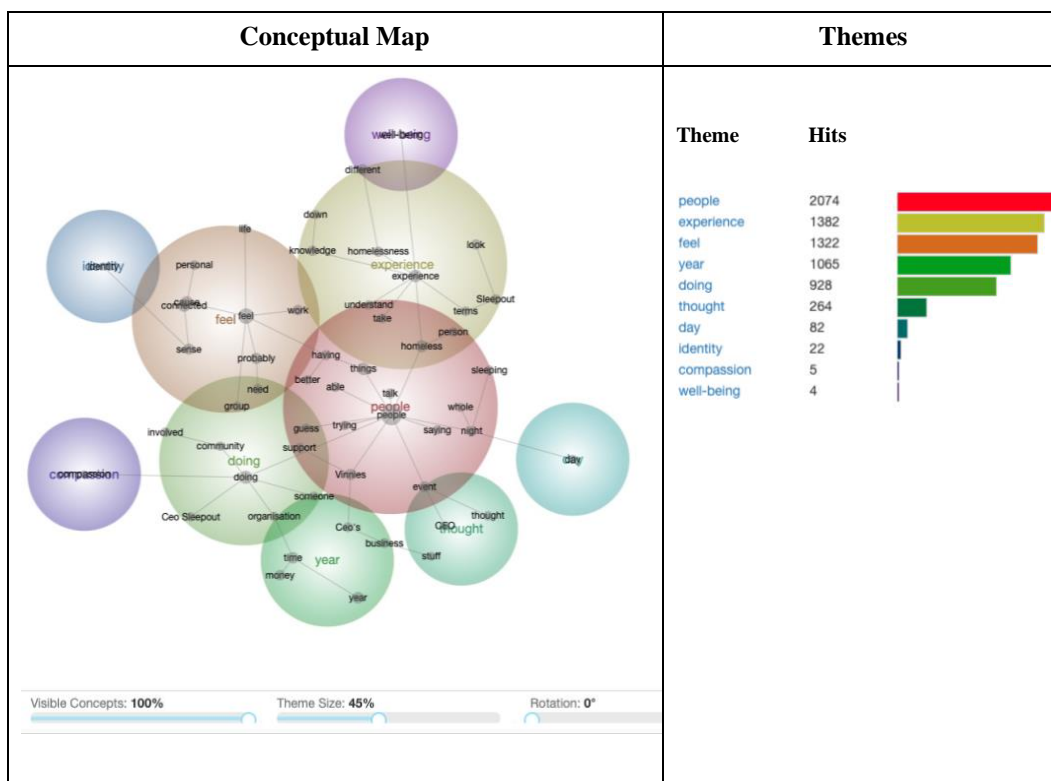


Figure 4.7 Conceptual map showing themes emerging following the inclusion of minimally articulated user-defined concepts

The themes that emerge are very similar to those presented in Figure 4.4. Central and strongly connected to a number of other themes is the most prominent theme, **People** (2074 hits). Less prominent themes, and connected to only two other themes include: **Experience** (1382 hits), **Feel** (1322 hits). **Doing** (928) is slightly more connected (to three themes), but it is less prominent. The remaining themes are smaller, and situated around the periphery. They are largely unconnected, and include **Year** (1065 hits), **Thought** (264 hits) and **Day** (82 hits), **Identity** (22 hits), **Compassion** (5 hits), and **Well-being** (4 hits). These last three themes, **Identity**, **Compassion**, and **Well-being**, are new but are not important nor are they connected to most of the discourse, as evidenced by the themes' low number of hits and the concepts being largely disconnected from the rest of the map.

This is confirmed by closer examination of the concepts within the themes and the relations between them. The right column of Figure 4.8 shows the amount of text coded as each concept. All concepts with a relevance score of 15% and above were included in this table – below 15% the frequency of concepts markedly

declined. The three minimally articulated user-defined concepts have also been included (below the dotted line in Figure 4.8) to show their comparative text count. (As each of these is the only concept in their respective theme, these counts are the same as reported in Figure 4.6.)

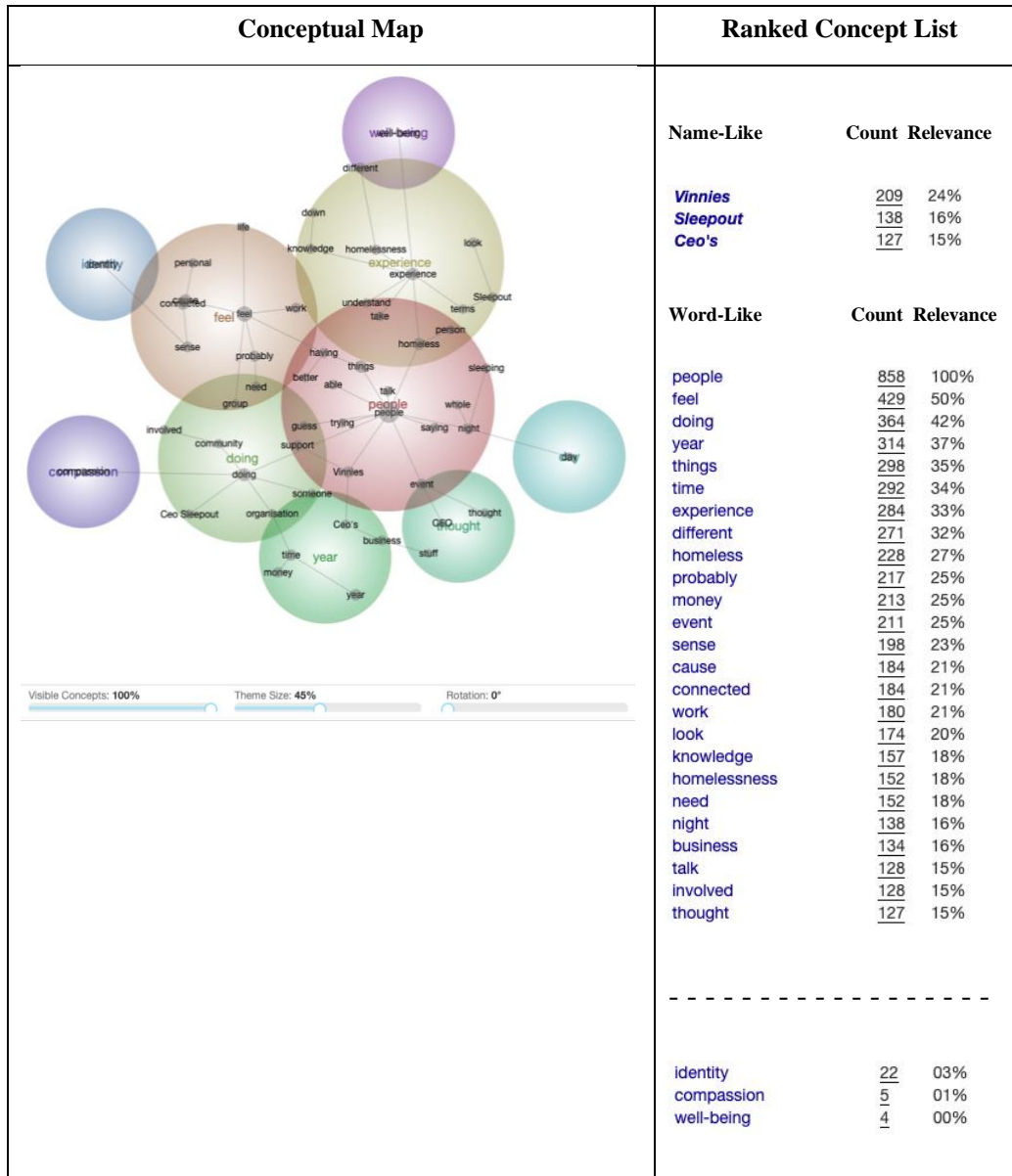


Figure 4.8 Conceptual map showing themes emerging following the inclusion of minimally articulated user-defined concepts, plus ranked concept list

As in Figure 4.4, the concept *people* is the most prominent word-like concept with twice as much text (858 two-sentence blocks) as the next most prominent, *feel* (429 blocks). The user-defined concepts have very low frequencies: *identity* (22 blocks), *compassion* (5 blocks) and *well-being* (4 blocks). Whilst Leximancer has

determined groups of words travelling with these concepts, it did not identify the other user-defined concepts. Most likely, these are low frequencies because those terms never appear in the discourse. This may be because they are not relevant, or that they are relevant but informants used different vocabulary. The latter is certainly possible given that the researcher avoided prompting with these key terms.

To address this, the nature of the minimally articulated user-defined concepts was explored by considering the words that are in the thesauruses of the key concept in each theme. Table 4.17 presents the words represented most frequently in the thesauruses of the three minimally articulated user-defined concepts. By default, the theme is named after the most prominent concept in that group. Interestingly, words travelling with the concept *identity* mostly related to the importance to the informant of their identity as a participant of the CEO Sleepout. The additional word travelling with the concept *well-being*, ‘mental’ is interesting; reference to the text blocks indicate discourse relating to mental health and mental well-being. The additional word travelling with the concept *compassion*, ‘proposition’, does not seem to be at all indicative of any deeper meaning.

Theme	Word-like Concepts	Thesaurus of Words Linked to the Concepts
identity	identity	identity, acknowledge, stealing, careless, eventuated, helps
compassion	compassion	compassion, proposition
well-being	well-being	well-being, mental

Table 4.17 Themes, concepts and relevant thesauruses (minimally articulated user-defined concepts)

The minimally articulated user-defined concepts add little insight as they are largely unconnected to the rest of the corpus. As already noted, this may be because the vocabulary of the CEO informants used in the interviews is not consistent with the theoretical terminology. To explore this, the next phase of analysis uses theoretically articulated user-defined concepts.

4.4.3.3 Using theoretically articulated user-defined concepts

Theoretically articulated user-defined concepts are developed by including relevant seed words in addition to the word denoting the concept. Table 4.18 shows the terms used to generate the theoretically articulated user-defined concepts. The seed terms were informed by the definitions and discussion in the literature. These were ‘matched’ to words found in the word list within Leximancer (this list is generated from the words that appear within the interview corpus).

User-defined Concept	Seed Terms	Theoretical definitions informing the seed terms
human capital	ability, awareness, experience, facts, knowledge, learn, skills, understand	Lee et al., 2013 (refer Section 2.5.1)
prosociality	contribute, fundraising, giving, helped, helping, volunteer, volunteering	Holmgren et al., 1998; Janoski et al., 1998 (refer Section 2.5.2)
social capital	connect, connected, connection, influence, network, networking, team	Lee et al., 2013 (refer Section 2.5.3)
identity	identity, mum, dad, volunteer, CEO, Christian, Indigenous, Asian, connected, like-minded, group	Stets & Burke, 2000; Tajfel, 1974 (refer Section 2.5.4)
mental health	mental health, connected, connection, happy, health, involved, mental, positive, self-esteem	Galderisi et al., 2015 (refer Section 2.5.5)
compassion	compassion, awareness, empathy, action, understand, feeling	Kanov et al., 2004 (refer Section 4.3.7)
well-being	well-being, connected, happy, mental, opportunity, purpose, relationship, self-esteem, social, society, values	Diener & Seligman, 2004; Keyes, 1998; Ryan & Deci, 2001; Ryff & Singer, 2008; Sirgy, 2012 (refer Section 2.3)

Table 4.18 Theoretically articulated user-defined concepts and seed terms

Figure 4.9 presents the analysis produced by Leximancer following the inclusion of the theoretically articulated user-defined concepts. To ensure consistency with all maps generated, the theme size was set at 45%, the Visible Concepts tab was set at 100%.

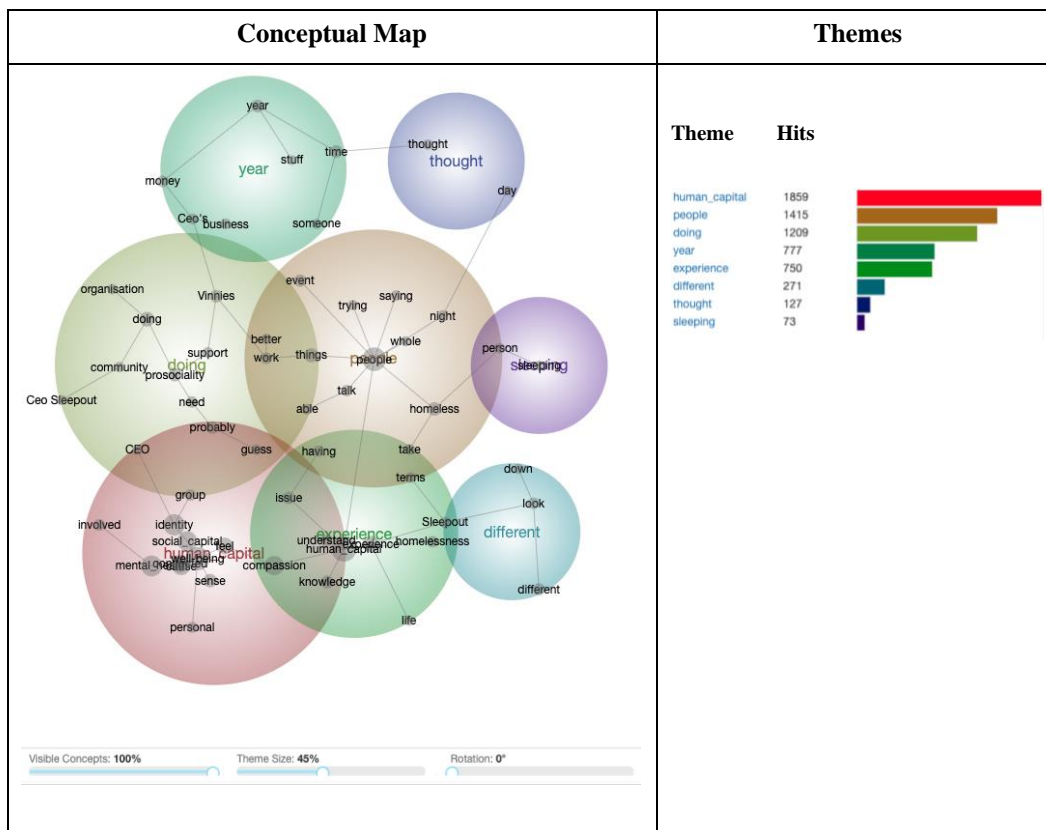


Figure 4.9 Conceptual map showing themes emerging following the inclusion of theoretically articulated user-defined concepts

The thematic structure emerging in Figure 4.9 is quite different to previous maps. The most prominent theme is Human Capital (1859 hits). It is not highly connected to the other themes, as is **People** (1415 hits), but it does contain more concepts. Again, **Doing** (1209 hits) features as less prominent and less connected. **Experience** (750 hits) is somewhat more connected, to both the most prominent themes of **Human Capital** and **People** and minor theme **Different** (271 hits). The remaining themes are smaller, and situated around the periphery. They are largely unconnected, and include **Year** (777 hits), **Thought** (127 hits) and **Sleeping** (73 hits).

Next, the concepts within the themes and the relations between them were examined. The right column of Figure 4.10 shows the amount of text coded as each concept and the ranked concepts list again presents concepts with 15% or greater co-occurrence. The user-defined concepts are indicated by red arrows.

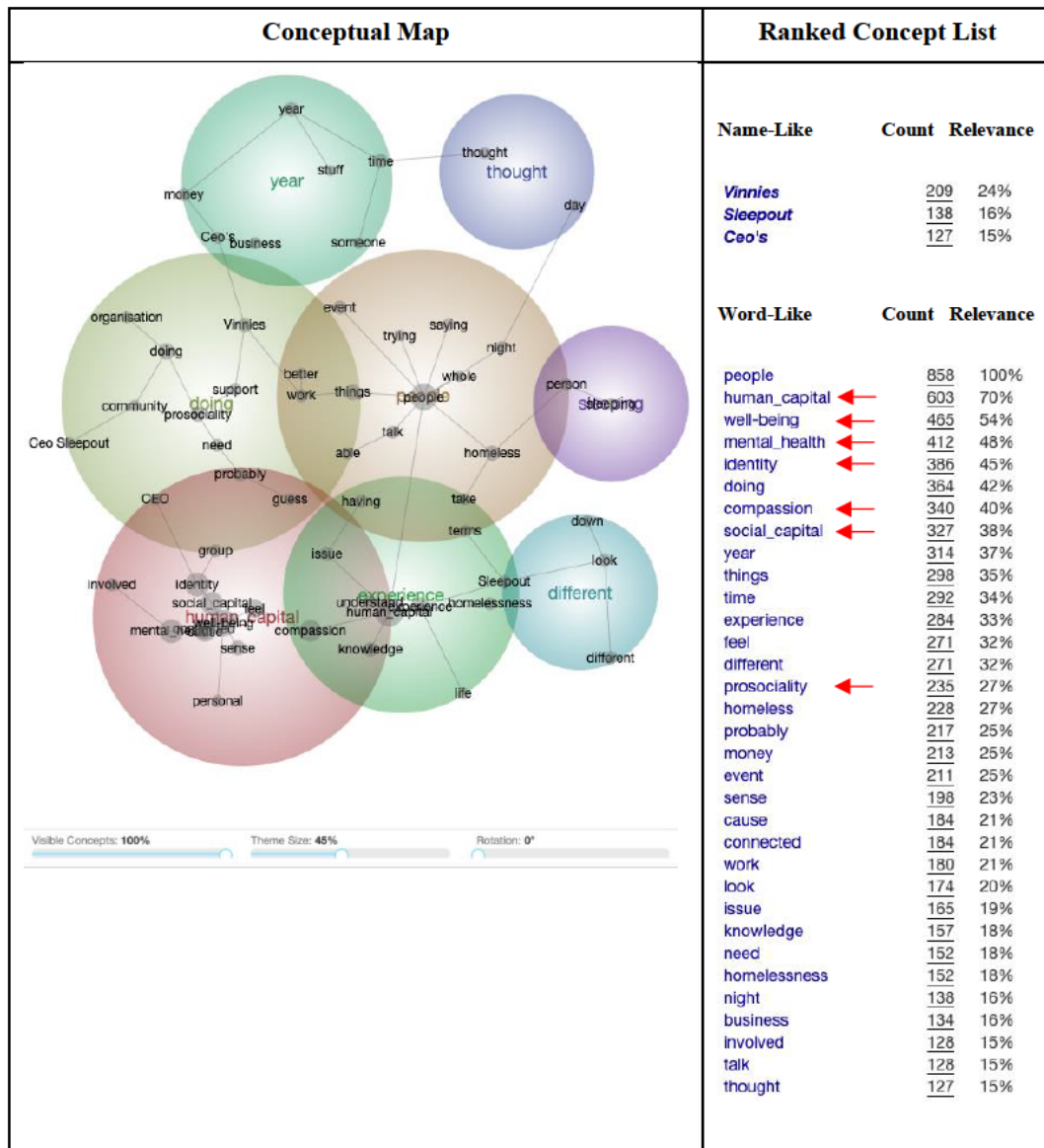


Figure 4.10 Conceptual map showing themes emerging following the inclusion of theoretically articulated user-defined concepts, plus ranked concept list

As in the analyses shown in Figures 4.6 and 4.8, the concept *people* is the most prominent word-like concept (858 two-sentence blocks). However, in this analysis, Leximancer has identified and coded considerable discourse as being relevant to the theoretically articulated user-defined concepts, in particular, *human capital* (603 blocks). The next five user-defined concepts also rank highly: *well-being* (465 blocks), *mental health* (412 blocks), *identity* (386 blocks), *compassion* (340 blocks) and *social capital* (327 blocks). The seventh user-defined concept, *prosociality* (235 blocks) is ranked lower, but is still significantly above the 15% cut-off.

The clustering of the user-defined concepts in the lower left quadrant indicates that they are all very closely connected. Figure 4.11 presents a close-up view of this quadrant.

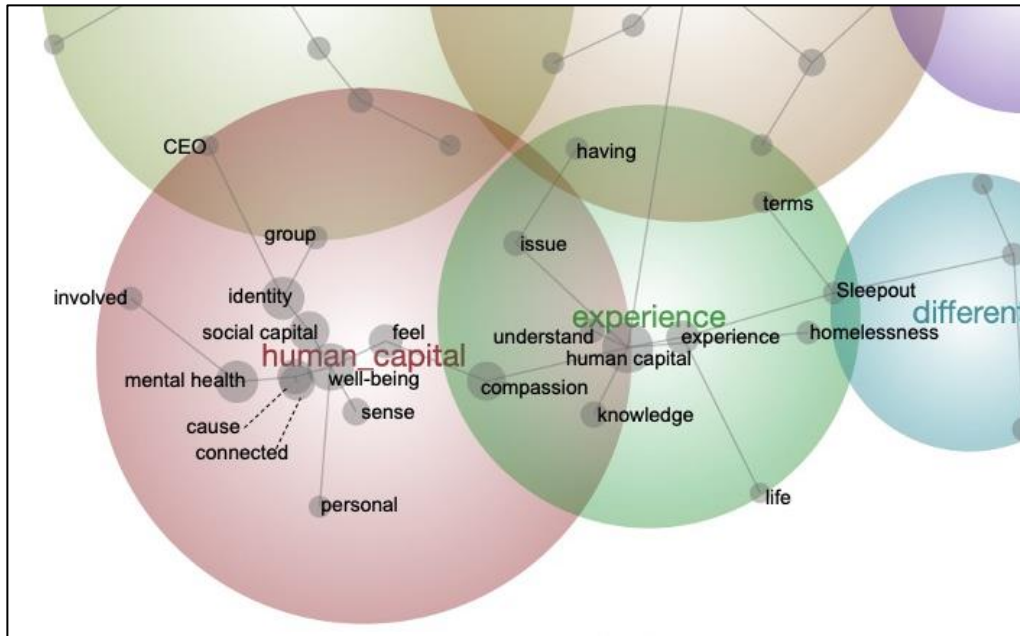


Figure 4.11 Close-up view of the lower left quadrant, focussing on themes: human capital and experience

The connection of the concepts in Figure 4.11 reveals that the concepts of *identity*, *social capital*, *mental health* and *well-being* which are centrally situated in the red theme bubble are very much related, in the minds (via the discourse) of the informants. They are also closely connected to *cause*, *connected*, *feel* and *sense*. *Compassion* and *human capital* are slightly distant, in the overlap of the red and green theme bubbles. Their position indicates that they are more associated with experience, understand(ing) and knowledge. The position of the concept of *human capital* is interesting. It is important but it is not at the centre of the theme **Human Capital** but rather links more to outcomes such as experience and (development of) compassion and knowledge rather than well-being. The concept of *compassion* is positioned in-between these two groups of concepts. Its strongest connection is to *human capital*, while *feel*, which is another key component of compassion from the theoretical definition (knowledge and empathy) is most strongly connected to *well-being*. The concept of *identity* is linked to *CEO* and *group*, which reflects the importance of role identity and social identity to the informants. *Identity* is also

connected to *social capital*, which may also confirm that being able to develop networks and connect with like-minded individuals was important to the informants' perceived identity. Notably absent from this quadrant is the concept of *prosociality*. In Figure 4.10, this concept can be seen in the theme **Doing**, which supports the theoretical definitions of it being an active, helping behaviour.

To further explore the nature of the theoretically articulated user-defined concepts, the words that are in the thesauruses of the user defined concepts are presented in Table 4.19. Leximancer uses the words provided as a starting point but iterates to a solution that best fits the proximities and co-occurrences within the text, so the final thesauruses are likely to include a somewhat different set of words – as is the case here.

The words that Leximancer has added to the user-defined concepts are indicated in **red** (i.e. these were not seed terms used by the researcher to define the concepts). The researcher's seed terms that Leximancer has omitted are shown in **blue**.

User-defined concepts (plus experience)	Theme in which concept is contained	Thesaurus (of words travelling with user-defined concept)
<i>human capital</i>	Human Capital and Experience	experience, knowledge, understand, awareness, skills, resonate , ability, learn, facts, gained , increasing , constructive
<i>well-being</i>	Human Capital	connected, purpose, self-esteem, opportunity, society, relationship, happy, values, social, well-being (not included: mental)
<i>mental health</i>	Human Capital	involved, self-esteem, connection, health , mental, positive, happy, actively , connected, heavily (not included: mental health)
<i>identity</i>	Human Capital	connected, group, CEO, volunteer, Indigenous, feeling , mum, split , Asian, diversity , like-minded (not included: identity, dad, Christian)
<i>compassion</i>	Human Capital and Experience	understand, empathy, awareness, needy , action, compassion, actions , similar , flow , feeling
<i>social capital</i>	Human Capital	connected, networking, connection, network, connect, influence, team, backstory , educating , attachment
<i>prosociality</i>	Doing	fundraising, giving, helped, volunteering, helping, volunteer, contribute, active , bees , component , clean-up
<i>Experience (not a user-defined concept)</i>	Experience	experience , resonate , cluster , component , intrinsic , cleverly , partially , considered , breaks , pillar

Table 4.19 Theoretically articulated user-defined concepts and relevant thesauruses

The words that Leximancer has added to the concepts are indicated in red and the researcher's seed terms that Leximancer has omitted are shown in blue.

As the table indicates, the first six concepts were contained within the theme of **Human Capital** with two also substantially depicted in the theme **Experience**. Words travelling with the concept *human capital* include all the seed terms, plus four words that Leximancer has added, which describe the growth or intensity of the human capital: 'resonate', 'gained', 'increasing' and 'constructive'.

Words travelling with the concept *well-being* relate to all three kinds of well-being (refer to Table 2.1): hedonic well-being ('happy'), eudaimonic well-being ('purpose', 'self-esteem', 'opportunity', 'relationship'), and social well-being ('society', 'social'). All seed terms were included. Leximancer has not added any additional words to well-being, but notably it has excluded the word 'mental'

from the thesaurus. This would suggest that the term ‘mental’ is not connected to any of the discourse coded as *well-being*.

The thesaurus of the concept of *mental health* includes all the seed terms except ‘mental health’. Given that six CEOs did use the term ‘mental health’ (eighteen times in total – sometimes in relation to themselves, sometimes in relation to the homeless), this appears to be at least in part an artefact of the algorithm. Given this frequency, had the researcher inserted a hyphen between ‘mental’ and ‘health’, or made it a compound concept, Leximancer may have included it in the thesaurus. Instead Leximancer has included the seed term ‘mental’ and it has also added the term ‘health’. This indicates that these words are not inevitably used together but are also used in other contexts. The other words that Leximancer has added: ‘heavily’ and ‘actively’, are adverbs which relate to the problem/solution approach of CEOs, who are understanding the impact of mental health issues, and are seeking ways to help.

Words travelling with the concept of *identity* include most of the seed terms, but interestingly, Leximancer has excluded three seed terms and added three of its own. The researcher notes that one of Leximancer’s additional words, ‘feeling’, was often used in the discourse alongside ‘connected’. The other two words that Leximancer has included: ‘split’ and ‘diversity’ were used in discourse describing different identities. Leximancer has excluded ‘identity’, ‘dad’ and ‘Christian’ possibly due to the lack of frequency of use in the discourse.

All seed terms were included in the concept of *compassion*, and Leximancer has included four more: ‘needy’, ‘actions’, ‘similar’, and ‘flow’. These terms would appear to relate to the objects of compassion, and the expression of compassion. Similarly, all seed terms were included in the concept of *social capital*, and in addition Leximancer included the words: ‘backstory’, ‘educating’ and ‘attachment’, which would be indicative of forming and developing social capital.

The next user-defined concept, *prosociality*, was contained within the theme **Doing**. Words travelling with this concept included all seed terms, plus four

additional terms: ‘active’, ‘bees’, ‘component’, and ‘clean-up’, which speak to prosocial behaviour conducted by the CEOs.

Finally, whilst not a user-defined concept, the concept of *experience* (within the theme **Experience**), has been included because of its relevance, i.e. it relates to experiencing the Sleepout, its prominence and the presence of two user-defined concepts within the theme **Experience**. Even though ‘experience’ was used as a seed term for *human capital*, it has also emerged as a concept in its own right indicating that it is used in different ways in informants’ discourse. The words travelling with *experience* express both the nature of the event and how it was organised: ‘component’, ‘cleverly’, ‘breaks’, and ‘pillar’; and the CEOs’ response to it, or their lived experience: ‘resonate’, and ‘intrinsic’.

Overall, these thesauruses indicate a very similar story to the manual thematic coding and provide further support for the conceptualisation of the impacts and well-being. They are consistent with the seed terms used in creating the theoretically defined user-generated concepts, and in addition, Leximancer has added some additional colour in descriptive words connected to the concepts.

The final phase of the analysis involved an exploration of the co-occurrences of concepts.

4.4.3.4 Using co-occurrence analysis

Co-occurrence analysis was undertaken to consider the links between the experience and impacts, among the impacts, and between the impacts and well-being. This is done by identifying the extent to which, and the way in which pairs of key concepts were related in the discourse of the informants, so as to provide further insight as to their nature. The cells in Table 4.20 show the number of text blocks that Leximancer has coded as both concepts, and the proportion of the column’s concept text that is coded as the row’s (for example in row 2, column 1, the table shows that 29 two-sentence blocks are coded as both *prosociality* and *human capital* which is 5% of the 603 blocks coded as *human capital*). The main diagonal – the diagonal extending from the top left to the bottom right, shows the total number of text blocks coded as each concept and ranks their frequency.

	Human Capital	Prosociality	Social Capital	Identity	Mental Health	Compassion	Well-being	Experience
Human Capital	603 (1)	29 12%	43 13%	42 11%	48 12%	190 56%	72 15%	281 99%
Prosociality	29 5%	235 (8)	11 3%	36 9%	19 5%	17 5%	22 5%	15 5%
Social Capital	43 7%	11 5%	327 (6)	125 32%	140 34%	58 17%	140 30%	19 7%
Identity	42 7%	36 15%	125 38%	386 (4)	93 23%	58 17%	128 28%	19 7%
Mental Health	48 8%	19 8%	140 43%	93 24%	412 (3)	53 16%	201 43%	22 8%
Compassion	190 32%	17 7%	58 18%	58 15%	53 13%	340 (5)	71 15%	26 9%
Well-being	72 12%	22 9%	140 43%	128 33%	201 49%	71 21%	465 (2)	31 11%
Experience	281 47%	15 6%	19 6%	19 5%	22 5%	26 8%	31 7%	284 (7)

Table 4.20 Text block counts and co-occurrences of user-defined concepts (and experience)

Using proportions shown in this table, the researcher identified two clusters of concepts. The first cluster includes *human capital*, *experience* and *compassion*. It has the highest percentages in the table, and includes the overlap between *human capital* and *experience* (99% and 47%), and *compassion* and *human capital* (56% and 32%) with *experience* and *compassion* not strongly linked. The second cluster has more moderate links and includes links between *mental health*, *well-being* and *identity* (49%, 43%, 43%) some of which are also linked to *social capital* (ranging from 28% to 48%). *Prosociality* is also included in this cluster however the associations it has with other concepts are weaker. These overlaps and clusters provide reasonable support for the conceptual model, and the associated propositions, and provide further insight into these. The findings indicate that the *experience* of the Sleepout engenders *human capital*, which is linked to developing *compassion*. The articulations in Leximancer of the concepts *mental*

health, identity and social capital substantially overlap, also indicating that they interact. All are linked to *well-being*. What is less clear from this analysis is how *compassion* and *human capital* are linked to *well-being* – these findings indicate that it is possible that they act upon *mental health, identity and social capital* which then influence *well-being* (however the links in these findings are not strong enough to be certain) – and what role, if any, *prosociality* plays in increasing *well-being*.

To further explore the nature of these relationships, the researcher retrieved indicative quotes from the Leximancer browser linked to the co-occurrence output, that is, two-sentence blocks it had coded as both concepts. These quotes serve to illustrate the nature of the co-occurrence. Table 4.21 presents the concept pairs in each cluster, their frequency, their relative co-occurrence, and some indicative quotes.

It should again be noted that the different relativities for each pair of concepts reflect their relative frequencies, for example 99% of the (less frequently occurring) *human capital* concept's text is coded as *experience* but only 47% of the (more frequently occurring) *experience* concept's text is coded as *experience*. The quotes chosen were those most representative of the theoretical conceptualisations of each concept. The order of the quotes is random, i.e. the two quotes for *identity* and *well-being* represent both relativities equally.

Concept Pair	Frequency	Relativities	Indicative Quotes
CLUSTER 1: Links Experience to Impact(s), and Impacts to Impacts			
Human Capital & Experience Experience & Human Capital	281	99% 47%	<p>“You're kind of not sure how to think about who they are and why they're there, and the safety of yourself around them or whatnot. I think it's just completely changed that perception through the experience.”</p> <p>“And there's a bit of learning in there as well. I think the experience provides learning.”</p>
Human Capital & Compassion Compassion & Human Capital	190	56% 32%	<p>“More empathy for the needy. So through the hands on experience we're given at the Sleepout, I've learned more.”</p> <p>“But it's also a learning from the event. So you at least start to understand what it's like, and walk in people's shoes.”</p>
CLUSTER 2: Links Well-being to Impacts, and Impacts to Impacts			
Mental Health & Well-being Well-being & Mental Health	201	43% 49%	<p>“Every year it's for myself, it's like a mental health event as well. It's not only about what it is. But also for me, realising how important my relationships are.”</p> <p>“This I think has helped me personally. In terms of understanding the importance of self-esteem.”</p>
Well-being & Identity Identity & Well-being	128	33% 28%	<p>“I think too that my own experience working in the AFL, I always feel privileged that it's given me an opportunity to work in Indigenous communities that I probably otherwise wouldn't have had.”</p> <p>“At the end of the day we become greater when we're connected with a greater cause.”</p>
Identity & Social Capital Social Capital & Identity	125	38% 32%	<p>“And through the networking – because they saw me and that I worked for the Department. There were other opportunities that they want to talk about, in terms of Indigenous business.”</p> <p>“And to actually discuss things with people who hopefully understand it, and then have a willingness to doing this together as a team. For me, that kind of makes me feel a bit more connected to people in a broader sense.”</p>
Identity & Prosociality Prosociality & Identity	36	15% 9%	<p>“More and more of them over the years have role-modelled on me, and they say that to me. They role model on me, and they do volunteer work within their organisations.”</p> <p>“So I felt privileged to be part of a group that is recognised to be able to contribute and to help.”</p>

Table 4.21 Clusters of user-defined concepts (and experience), indicative quotes

Cluster 1 indicates the importance of the Sleepout experience providing participative learning to the informants. That is, participative learning – through the experience of the Sleepout, has enhanced their human capital, and they appear to appreciate the value of this enhancement. Human capital was the most prominent theme in the thematic analysis, and gaining knowledge and experience were perceived as two of the most important outcomes. Secondly, participative learning and subsequent growth in awareness of the issues and causes of homelessness has led to greater compassion towards the homeless. This reflects previous findings and theory, in that knowledge (the learning) is central to developing compassion.

Cluster 2 indicates that ‘well-being and mental health’ are more about personal, individual transformation – on different levels. In the thematic analysis, impacts to mental health included both increased awareness of others, and of self. In particular, the ability to empathise and care for others are important aspects in the definition of mental health (Section 2.5.5), and there are considerable amounts of expressions of empathy and care in the thematic analysis. Positive mental health is considered important to one’s well-being, and previous findings and theory strongly support the connection between mental health and well-being.

Identity was one of the least prominent themes in the thematic analysis, and it would appear that impacts to well-being are less about personal growth, and more about feeling valued and proud in being associated with the CEO Sleepout. The associations of ‘well-being and identity’ (32%, 28%) with each an important component of the other, confirms this assessment, and the indicative quotes reflect feelings of privilege and pride. ‘Identity and social capital’ speak to the projection of self to others, and in the thematic analysis, social capital appears to be a strong enabler of identity – particularly social identity.

The weakest pair within Cluster 2 is ‘prosociality and identity’, and this reflects the actions taken by the informants to project themselves. There is minimal evidence in the thematic analysis connecting prosociality to any concepts. The findings of the thematic analysis and the extant theory on volunteering would suggest greater connections between prosociality and well-being, and identity and well-being, but this is not supported by these findings.

The primary purpose of the Leximancer analysis was to explore the efficacy of the manual thematic analysis, and potentially add further nuances to the findings of the study. The Leximancer analysis was able to demonstrate relationships between impacts that the researcher could previously only speculate about through the manual thematic analysis.

The Leximancer analysis also confirmed the presence of the key impacts from the conceptual model (human capital, prosociality, social capital, identity and mental health), plus compassion and experience, and presented each impact's varying degree of connectivity to well-being. As indicated, there was a reasonable degree of congruence between the findings of the thematic analysis and the findings of Leximancer. Leximancer provided further, more specific findings with respect to the relationships between the impacts and their differential impacts on well-being.

4.5 Conclusion: Comparison of Three Forms of Analysis

In this study, multi-method analysis was conducted with different methods of analysis chosen to serve as alternative lenses through which to critique the data. As discussed in Section 3.4.1, it was not anticipated that each method would produce the same findings, rather that they would support each other and be complementary, and that they each would produce different nuances of the data and add further insight.

In summary, the multi-method analysis included:

- **Method 1, RGT:** analysis of the data produced during the Repertory Grid Technique portion of the interviews, where the informants identified outcomes from the CEO Sleepout that were personally important to them and explored the relationship between these outcomes;
- **Method 2, Thematic Analysis:** analysis of the entire corpus of the data via manual thematic analysis – including the RGT component, the preamble of the interview, and the concluding comments; and
- **Method 3, Leximancer:** analysis of the entire corpus of the data using Leximancer, to explore the efficacy of the thematic analysis.

Some comparison has already been undertaken in previous sections. Table 4.22 summarises and compares the key findings. The greater the number of ticks, the greater the prominence of that key finding within that particular method of analysis.

Key findings	Repertory Grid Technique	Manual Thematic Analysis	Leximancer	Comments
1. Importance of human capital as an outcome to the informants	✓✓	✓✓✓	✓✓✓	The importance of human capital was a prominent finding in the thematic analysis and Leximancer, slightly less so in the RGT.
2. Importance of aspects of mental health as an outcome to the informants	✓✓✓	✓✓	✓	An unexpected finding, mental health was most prominent in the RGT analysis, slightly less so in the thematic analysis, and one of the weaker findings in the Leximancer cluster analysis.
3. Emergence of compassion as an outcome		✓✓	✓✓✓	Compassion was not expressed as an outcome through the RGT process, however its prominence was confirmed through thematic analysis and subsequent Leximancer analysis.
4. Relationships and overlaps between impacts exist, and the impacts act upon well-being somewhat differently		✓✓	✓✓✓	The thematic and Leximancer analysis also revealed more about the degree of overlap and nature of relationships between the impacts.
5. Importance of the 'experience' to informants		✓✓✓	✓✓✓	Whilst the 'experience' was not identified as an important outcome during the RGT process, it clearly affected the other impacts. It is two-pronged: the experience of the Sleepout, and the learning experience gained.
6. Impact to well-being from active participation in the Sleepout	✓	✓✓✓	✓✓	The RGT findings (values statements) implied some positive impact to well-being. Considerable positive change to well-being was identified in the thematic analysis, as a result of changes to all five impacts (human capital, prosociality, social capital, identity and mental health), plus compassion. In the Leximancer analysis, well-

				being was a prominent concept, and most highly connected (or impacted) by mental health and identity.
7. Dominance of social well-being and weaker than expected impact to hedonic well-being.	✓	✓✓✓	✓✓	The impact to social well-being emerged as a strong finding in the thematic and Leximancer analysis, less so in the RGT analysis. Minor impact to hedonic well-being emerged in the thematic analysis.

Table 4.22 Comparison of key findings from the multi-method analysis

As evident in Table 4.22, the different phases of analysis revealed slightly different findings. Linking the findings back to the conceptual model (Figure 2.3) which guided the study, the findings inform subtle changes to the model. The revised model is shown in Figure 4.12, with the changes indicated in red. These changes reflect the findings from the thematic analysis and confirmed through the Leximancer analysis.

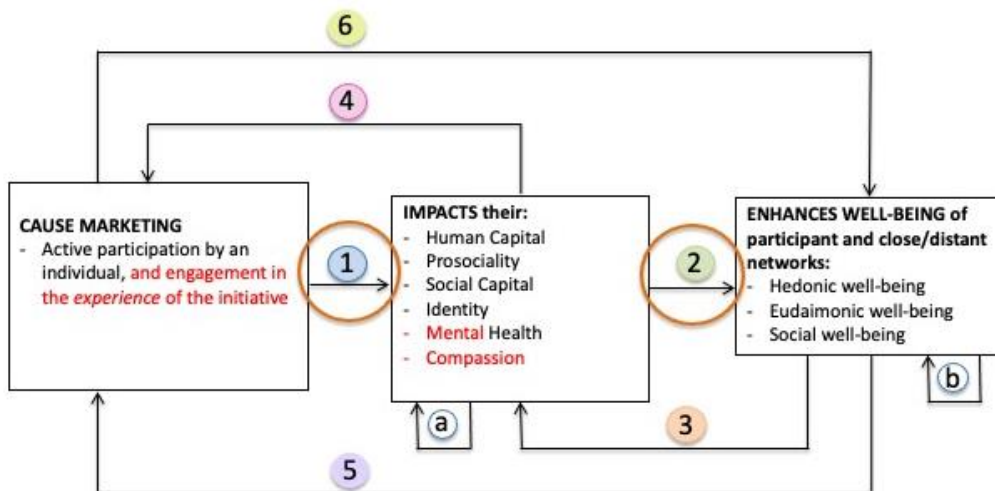


Figure 4.12 Revised model, incorporating findings from this study

The final chapter concludes the thesis, and discusses the contributions and limitations of this study, and recommendations for future research.

CHAPTER 5 CONTRIBUTIONS, LIMITATIONS, RECOMMENDATIONS

5.1 Chapter Outline

The objective of this study was to explore the direct and indirect impacts of active participation in a cause marketing initiative, on the participants themselves and more broadly, on others. The following research questions guided the enquiry:

- What forms of personal and social impact are engendered by active participation in a cause marketing initiative?
- How does active participation affect the individual's well-being, and the well-being of their close networks, distant networks and the wider community?

Chapter 1 introduced the research opportunity and identified gaps in the literature. Chapter 2 presented a review of the literature of well-being, the theories of Identity, Social Identity and Self-Determination, and explored the literature and connection to well-being of five potential impacts: human capital, prosociality, social capital, identity and mental health. A conceptual model was developed as a result. Chapter 3 described the methodology of this study, providing rationale for the choice of single-stage data capture followed by multi-method analysis, in order to test the conceptual model. Chapter 4 presented the findings and discussed them in relation to the research questions. This final chapter presents an in-depth evaluation of the findings and discusses the academic methodology, theory and knowledge contributions achieved. It then presents the potential societal and managerial implications, the limitations of the research, and recommendations for future study. An outline of this chapter is presented in Figure 5.1.

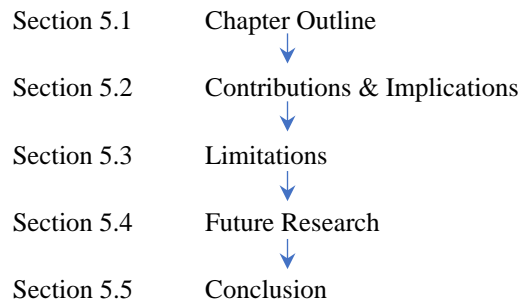


Figure 5.1 Outline of Chapter 5

5.2 Contributions & Implications

5.2.1 Academic Contribution

This research has made a number of significant contributions to academic methodology, theory and knowledge.

5.2.1.1 Contribution to Methodological Approaches

This study has undertaken a novel approach to qualitative methodology and analysis via the combination of methods used and the interconnected way(s) they are analysed. The Repertory Grid Technique is not generally used in qualitative social research; it was chosen as it is a recognised process that encourages informants to articulate what is important to them in their own words, in a relatively short period of time. This was deemed particularly appropriate given that the interview subjects were time-poor CEOs and senior executives. The technique was modified (in that the entire technique was not applied); it was determined at the outset that the final stage – which typically involves rating the construct poles in a matrix), would take up additional valuable interview time and not add any value to the study, as the objective for using the RGT was to elicit value-based subjective meaning. The use of the RGT during the semi-structured interviews with 22 informants, proved extremely effective. It enabled effective investigation of attitudes, thoughts and feelings important to the informants. It proved to be an expeditious method of data collection, generating considerable insightful data both directly and indirectly (as the informants were not led to providing self-serving socially- desirable evaluations), compared to other more traditional unstructured qualitative methods, for example the ‘long interview’ (McCracken, 1988). As indicated in Section 4.2.6, three informants also expressed

interest in the mechanics of the process and indicated their appreciation of it. This could suggest potential use of the RGT in studies where the informants are CEOs. Over the past five decades, the RGT has been applied in a range of fields and contexts, for example, to understand consumer product preference (Marsden & Littler, 2000), to explore experiences of graduate nurses (White, 1996), to gauge participants' receptiveness to variations in design (Hassenzahl & Wessler, 2000), and to examine the culture of the police force (Dick & Jankowicz, 2001) however, not to the researcher's knowledge, to a cause marketing context.

Following the data collection stage, the researcher used an innovative combination of analysis methods. First, the RGT portion of the interview corpus was analysed traditionally, with a frequency count of the informants' choice of elements, and a reduction of the 125 value statements into seven categories (using phases 3-5 of the thematic analysis process discussed in Section 3.4.2.2). This provided basic insights into the data and guided subsequent analysis.

Second, the researcher conducted a manual thematic analysis and coding of the entire corpus of interviews. The third phase of analysis followed, using an automated, computer 'machine-learning' tool, Leximancer V4.5, to explore the efficacy of the manual thematic analysis classification.

This combination enabled the researcher to immerse herself in the data via thematic analysis, applying the steps of Braun and Clarke (2006) in a very methodical and deliberate manner. This, combined with the use of Leximancer to explore the efficacy of the thematic analysis proved effective – both as a confirmatory tool applied to the findings of the manual thematic analysis, and to highlight additional nuances in the discourse. It not only broadly confirmed the coding used for the thematic analysis and the patterns emerging, but also highlighted additional findings as discussed below. Leximancer does not interpret the findings; that is the remit of the researcher. However it does analyse and present the data in a way that allows for meaningful comparison and further interpretation. In this study, it highlighted the most frequently discussed impacts and confirmed much of the efficacy of their depiction in the conceptual model. It also provided further insight into the relationships between those impacts. The Leximancer analysis was limited in scope and confined to a largely confirmatory

role, given the time constraints for PhD completion and the appropriate scale for a PhD project. Section 5.4 discusses future analysis that could be undertaken using Leximancer through post-doctoral research that will extend the contribution of this multi-method approach.

5.2.1.2 Contribution to Knowledge

Chapter 1 outlined the context for the study – a more innovative form of cause marketing that requires active consumer participation and has greater potential to contribute to social good. The literature review in Chapter 2 identified the substantial gaps in the study of this context, particularly relating to the impact to consumers from actively participating in this kind of cause marketing initiative.

This gave rise to the first research question:

- What forms of personal and social impact are engendered by active participation in a cause marketing initiative?

The Repertory Grid Technique analysis, as discussed in Section 4.2, revealed that the most frequent and therefore possibly the most important outcomes (i.e. considered by the informants as the most important personal/professional outcomes of the CEO Sleepout, as directly experienced by themselves) related to mental health factors – enhancing a sense of purpose, feeling that it was the ‘right thing to do’, and increasing empathy; and secondly, maximising human capital, in terms of achieving a greater insight into the cause and experience of homelessness. The least frequent outcome related to social capital, in terms of building and developing relationships.

The thematic analysis, as discussed in Section 4.3, told a slightly different story (the researcher notes that this analysis was carried out on the entire corpus of interviews and included consideration of informants’ perceptions of importance, rather than just analysis of the RGT portion (which focused on frequency) and therefore some differences are to be expected. However this analysis included findings from the RGT portion, so one would expect some similarity in findings. Using Braun and Clarke’s (2006) six-phase method and ranking codes according to frequency, as discussed in Section 4.3, the most important impacts overall

related to human capital – the gaining of knowledge, experience and the sharing of knowledge and experience with others (in a sense, contributing to *their* human capital). Next was mental health, revealing a range of impacts, including increasing empathy, enhancing a sense of purpose, greater self-awareness, and a changed, more caring perspective towards others. Rather than being least important (as determined in the RGT phase), in this phase of the analysis, social capital emerged as the third most prominent impact, as the informants spoke of increasing bridging and bonding capital with their close and distant networks. The researcher identified the least important impact to be related to identity – enhancing social/role identity. In addition, another impact was identified, that of developing compassion in the participants, as discussed in Section 4.3.7.

Wider impacts to close and distant networks were noted throughout the thematic analysis. It is beyond the scope of this study to capture all impacts, e.g. those to distant parts of the network, or those occurring in the longer term. However the thematic analysis did identify impacts that involved others, for example: human capital (employees learning about homelessness from CEOs), prosociality (employees volunteering at Vinnies' hostels); social capital (closer work relationships between employees and CEO); identity (individuals within the Asian community 'role-modeling' themselves on the Asian CEO); and mental health (employees benefiting from free counselling service, set up by the CEO post-Sleepout).

Next, through the Leximancer analysis, the researcher was able to confirm the prominence of human capital – the strongest impact, as indicated by frequency of mention, followed by mental health. The relative prominence of the rest of the impacts was slightly different to both the RGT analysis and the thematic analysis, however they were confirmed as present, and to varying degrees, related to and/or overlapping with each other. There were indications that the impacts may be activated in a somewhat sequential way, i.e. some impacts may be necessary for the enhancement of others, but this is largely speculative and requires further research. In addition, having the 'experience' emerged as important to the CEOs. Whilst not an *outcome* from their participation, this finding recognises the

importance of the experiential component to the overall impact of the cause marketing initiative.

As indicated above, this analysis also contributed to knowledge with respect to the second research question:

- How does active participation affect the individual's well-being, and the well-being of their close networks, distant networks and the wider community?

Keyes' (2007) model of three forms of well-being guided consideration of this (see Section 2.3). The three forms of well-being include hedonic well-being (positive feelings or emotions about life and a perceived satisfaction with life in general); eudaimonic well-being (an evaluative state, where one feels a sense of control in life, experiences personal growth, has purpose and direction, as well as warm, trusting relationships); and social well-being (where an individual feels that they belong to and are accepted by their community, they value those within their community and seek to contribute, and in return feel that their contribution is valued).

As discussed in Section 4.3.9, it appears that active participation affected informants' hedonic, eudaimonic and social well-being, with the greatest change to informants' social well-being, as indicated in Table 4.13. Given that the central goal of the CEO Sleepout is to address homelessness – an important social issue, it was not *unexpected* that informants would feel that they are contributing to the greater good, alongside others who are also committed to the cause. However, an interesting discovery was the reported extent of change to their eudaimonic well-being. This was noted in the thematic analysis, and included personal growth in terms of informants' sense of purpose and meaning, self-esteem, autonomy, competence and relatedness. The extent of these kinds of personal benefits to participants was not anticipated. It was expected that instead there would be a relatively greater increase in hedonic well-being, largely relating to 'feeling good' about volunteering and participating, however there was little evidence of this.

It was difficult to surmise the changes to the well-being of those in participants' close networks, distant networks and the wider community, without undertaking

further research with these groups. This is not surprising; other authors have noted difficulties in getting informants to speculate on the emotive states of others in their networks (Young & Denize, 2008). As discussed in Section 4.3.9, informants reported observable wider impacts, and these have been summarised in Table 4.14, under the headings of hedonic, eudaimonic and social well-being. These include employees benefiting from improved team morale and new policies relating to domestic violence leave (eudaimonic well-being); the homeless potentially benefiting from compassionate acts of strangers (hedonic well-being); and changes in the awareness of many as to the causes and issues surrounding homelessness (social well-being). Whilst Table 4.14 provides examples of hedonic, eudaimonic and social well-being impacts to CEOs' networks and the wider community, that this could be far greater than was demonstrated in these findings. The ripple effect of a compassionate leader may extend far beyond what is presented in this study, as CEOs are likely to have a much wider sphere of influence than most.

Many of the CEOs interviewed reported acts of compassion and linked these to participation in the Sleepout. These acts created favourable conditions for positive actions that in turn led to further compassion. This virtuous cycle serves to reinforce and strengthen each of compassion's elements – cognitive, affective and behavioural, and the associated states of well-being.

These findings support the notion of compassion as having the potential to be an integrating social process. The more knowledgeable one becomes of a social issue the more empathy one feels and the more likely one is to act – thus, the more compassionate one becomes. In a sense, compassion can build compassion.

The Power of Compassion

Growth in compassion may be generalisable, but there is also the possibility that it is somewhat context specific. It is an explicit objective of St Vincent de Paul, and an implicit objective of the CEO Sleepout. The St Vincent de Paul organisation aspires to create “an Australia transformed by compassion and built on justice ... to shape a more just and compassionate society” (St Vincent de Paul Society,

n.d.). The founder of the Vinnies CEO Sleepout has described the growth of compassion in CEOs as an important outcome from the initiative:

“It changes the way CEOs think, that for whatever reason they’ve attended, they leave having more compassion. That experience, even though they can’t change homelessness in one night.. I know that those people taking part, and the conversations that happen I think has made corporate Australia more sympathetic, empathetic, and compassionate. I think it’s part of a movement and that movement hasn’t finished yet” (Vinnies CEO Sleepout, 2018).

This points to the importance of a cause marketing initiative, particularly one that focuses on helping, to potentially act as a kind of ‘intervention’ for participants in the initiative. That is, an interruption to the daily pattern of CEO lives via an active engagement that makes them feel positive about utilising their talents, skills and networks for the greater good (also enhancing their hedonic, eudaimonic and social well-being). As pointed out in Chapter 1, there is a substantial opportunity for businesses to play an important role in addressing social ills, and by positively impacting the leader of a business, one who has such a wide sphere of influence, there is greater potential for the ripple effect to impact many more. This kind of intervention could be likened to a ‘compassion intervention’, a term used to describe programs which help clinical professionals and individuals suffering from psychological symptoms (for example, stress, anxiety and depression) to express more compassion towards themselves and others (Bluth & Eisenlohr-Moul, 2017; Fernando & Consedine, 2014). As described in Section 4.3.7, compassion is a process whereby an individual must first understand the plight of another, then ‘feel’ the other’s pain, and subsequently take action to alleviate their suffering. Likewise, more leaders of organisations could be impacted by a ‘compassion intervention’, like the CEO Sleepout, to express more compassion to self, and to others.

Studies have shown significant benefits from a more compassionate leader in the workplace, such as enhanced productivity and engagement (Cameron et al., 2004); elevation of morale (Algoe & Haidt, 2009); higher retention rates (Worline & Dutton, 2017). Studies have also shown flow-on societal impacts, such as

reduced welfare dependence (Bradley, 2003). As compassionate leaders become ‘shining lights’ in their mission to act compassionately and alleviate suffering (Grant, 2008), they may inspire other leaders to follow suit. This increased activity can lead to improving the quality of life of more people in need. A corporate leader is in a strong position to inspire their organisation, and its stakeholders, to greater prosocial commitment. A compassion intervention exercised with leaders of organisations, such as CEOs, regardless of their initial motivation, can result in a ‘ripple effect’ to their well-being, the company culture of compassion, and broader community well-being.

Gains won in the short-term, through initial and then ongoing compassion intervention activities, have been shown to both directly (example: strategy and policy changes) and indirectly (example: through action imitated by peers, co-workers and subordinates) impact on company culture, mitigating the possibility of loss of focus during a transition to a new CEO. It is also worth noting that longer term, more permanent changes to well-being may be possible. Though the average tenure of a CEO of a large organization is five years (Equilar, 2018), one should not underestimate their role in shaping company culture and leaving a lasting legacy. In practice, some CEOs participating in the CEO Sleepout have ‘passed the baton’ to other members of their senior leadership team when they have been unable to participate. In one instance, a CEO interviewed as part of this study was informed by the owner of the company that it was a requirement of the job when he joined.

Using the analogy of the ‘ripple effect’, the findings suggest that the CEO can be like the large rock being thrown into a still pond, with their greater power increasing the potential to disturb their environment. A CEO has immense potential to shape company culture and its values, and this in turn can influence the broader community. The influence of a leader exhibiting a simple virtue on those around them has long been recognised. As a great amongst political thinkers, Niccolo Machiavelli, expressed in his seminal work *The Prince*: “A return to first principles in a republic is sometimes caused by the simple virtues of one man. His good example has such an influence that the good men strive to imitate him, and the wicked are ashamed to lead a life so contrary to his

example.” (Machiavelli, 1532/2017, p. 99). When virtue is practiced by increasing numbers of men and women, the possibilities are substantial.

The question of what would drive a leader to engage in a ‘compassion intervention’ was considered in the findings. In maintaining some exclusivity to the event – only CEOs and high-level leaders can participate, the salience of responsibility appears to be heightened. For some, a sense of *noblesse oblige* may be underpinning this sense of responsibility. That is, the recognition that with power and prestige, comes a responsibility to make the best use of one’s skills, talents and networks, to help those who lack privilege or wealth. The notion of noblesse oblige was originally applied to those of noble birth, however the concept has been extended to apply to leaders, and even leading nations (e.g. USA redressing starvation in Somalia: “Noblesse Oblige for The Sole Superpower”, TIME Magazine, 1992).

A sense of ‘noblesse oblige’ may have motivated some CEOs to participate in the CEO Sleepout initially, but the public recognition of their efforts – for example via the Vinnies CEO Sleepout website leader board, their company networks, social media, *and* the experience itself, would likely have strengthened this sense of obligation. During the event, St Vincent de Paul describes the worsening homeless crisis in Australia, and the (insufficient) government response. Through role-plays and other experiential components, the CEOs gain a greater understanding of the limiting effects of poor policies and processes, leading to an ineptitude of many government agencies, and experience the challenges faced by the homeless trying to escape the spiral. In some CEOs, this frustration may stimulate the sense of noblesse oblige, that they must use their talents and position to help – where it appears that the government cannot. It is likely that the CEO believes that things will improve, in part because of *their* involvement, which may be partly due to ‘CEO hubris’ (Hiller & Hambrick, 2005). CEOs confront issues and solve problems on a daily basis, and taking action decisively and confidently is their modus operandi.

In contrast to ‘hubris’, what is particularly interesting about the CEO Sleepout is that it places the participant in a position that is virtually the complete opposite of their everyday reality, from ‘rich man’ to ‘poor man’, or in some cases from

narcissism/hubris to humility. This process is similar in a way to ‘cognitive re-framing’ a concept in psychology which involves changing individuals’ perspectives by reconstructing an experience, or using alternative ways of perceiving ideas, events, or situations (Robson & Troutman-Jordan, 2014). When the individual’s frame is shifted, their thinking and behaviour often changes along with it. Findings from this study support this. Also, those in power are in a position to re-frame and reconstruct meaning for others, as is often seen in the political environment or in media (Fairhurst, 2005). As mentioned previously, the ‘ripple effect’ can contribute to considerable change.

Another interpretation of why the CEOs may want to engage in a ‘compassion intervention’ may be due to feelings of guilt. That is, the realisation that they are clearly in a position to effect change, and that they will feel a sense of guilt if they don’t. Charities will often use the concept of guilt to trigger donor behaviour, particularly when urging donors to help those who are facing life-threatening situations, such as homelessness, starvation, and natural catastrophes. The fundraising appeal will present the threat, imply how much more fortunate the potential donor is, and prescribe the action required from the donor to alleviate this threat. It is anticipated that the potential donor will feel guilty if they do not respond. Thus the logic follows, the donor will expiate guilt through an action, that is, donate to the charity, because they feel they have an imperative to do so (Massi Lindsey, 2005). Likewise, this could be a motivation for CEOs to participate in the CEO Sleepout.

5.2.1.3 Contribution to Theory

As mentioned in Section 1.4, much of the academic literature on cause marketing has focused on commercial impacts and motivations of participants, and these studies have been limited to studying more traditional forms of cause marketing. Whilst there is extant literature from a wide range of fields which looks at different aspects of active participation and engagement in an organised activity (e.g. psychology, social psychology, sport, tourism, event sponsorship, volunteering, social marketing and health) this work is the first to bring together findings and theories from these fields, and apply them to this more recent form of cause marketing. In addition to filling gaps in the cause marketing literature, this

work extends theories of the impacts such initiatives have on participants, including impact to their well-being, and the well-being of their networks and the wider community. This approach is summarised in a conceptual model – the development of which makes a further theoretical contribution. The conceptual model (Figure 2.3) was inspired by earlier research on organised group activities that required active participation (Lawson, 2005; Lee et al., 2013) but extends and better integrates this previous work. The final version of this model, amended in response to the study's findings, is presented in Figure 4.12.

In essence, the model describes how active participation and engagement in the experience of a cause marketing initiative, will impact that individual's human capital, prosociality, social capital, identity, mental health, and (in relation to the CEO Sleepout), their compassion. The nature and degree of impact varies, and is dependent upon the individual's idiosyncratic experience. These impacts then positively affect the individual's overall well-being, which is a combination of hedonic, eudaimonic and social well-being; the resulting well-being is also idiosyncratic.

The model also incorporates Keyes' (2007) conceptualisation of well-being, comprising three kinds of well-being. The earlier studies by Lawson (2007) and Lee et al. (2013) referred to a more general sense of 'social impact' and well-being respectively, and this distinction provides a more nuanced understanding of the enrichment to individuals' lives. This inclusion of Keyes' more comprehensive conceptualisation of well-being provides a theoretical contribution to understanding outcomes of experiences generally and those associated with cause marketing in particular (see Figure 4.12). This contribution of the model is also confirmed via the findings, which validates its efficacy.

Underpinning the model are three key theories that have been applied in a novel way, to understand the impacts to the participants. Whilst it was anticipated that Identity Theory would be most relevant – as the researcher thought that CEOs would identify more strongly as volunteers, 'role identity' appeared to be one of the least important outcomes from participation. Social Identity Theory was more relevant, as informants spoke about the experiences and consequences of being part of the CEO Sleepout group. The very name of the initiative 'CEO Sleepout'

conceives a social category, a group in which CEOs belong (vs a role in which one performs CEO duties), with unique group apparel worn during and after the event (the Sleepout beanie).

Also emerging from the findings was the importance of Self-Determination Theory (SDT), which played an important role in understanding the impact to informants' eudaimonic well-being. The central idea of SDT is that individuals have three universal needs: autonomy, competence and relatedness, and when one undertakes an activity which satisfies these needs, their well-being (eudaimonic) will be positively impacted (Ryan & Deci, 2000). Findings from this study support SDT. The most important outcome reported by CEOs related to enhancing human capital particularly in developing a deeper understanding of the issue (competence) and being able to confidently share their knowledge and experience widely (autonomy). Collaborating with a network of like-minded individuals (relatedness) was also an important outcome. The findings of this study demonstrate the potential for a cause marketing initiative to fulfil these important needs in an individual and contribute to a greater sense of well-being.

5.2.2 Social Contribution and Implications

This study has highlighted a number of different aspects of well-being that have been met through active participation in a cause marketing initiative. It confirms the social value of such an initiative, which has the potential to 'generate improvements in the lives of individuals or society as a whole' (Emerson et al. 2000, p. 137). Informants described considerable 'improvements' to their lives following participation. This is in line with others' findings of life improvement through participation in a range of activities – making it likely that the findings of this study have generalisability beyond the CEO Sleepout.

There are strong indications that life improvement may extend to the close and distant networks of the participants, as evidenced by reports of closer personal relationships, greater compassion, and a new anonymous care hotline established for employees. There is a clear pattern which indicates that ramifications from the CEOs' involvement have filtered through their organisations, networks and the community. It also appears that some participants were inspired to volunteer

further to help the homeless. This kind of initiative not only has the potential to positively impact the CEOs' own well-being, but the well-being of many – extending beyond simply benefitting the homeless, the initial target beneficiaries of the initiative.

As discussed in Chapter 1, there is need for more sources of social action. Homelessness and many other social and environmental issues are not being addressed effectively by governing bodies. The demands on non-profit organisations for both funding and volunteer labour continue to escalate. This study has shown that there is potential for cause marketing initiatives, involving collaboration between business and non-profit organisations, to significantly assist in addressing these issues and to thereby impact society in Australia. Further, the success of the CEO Sleepout in Australia has inspired replications of the initiative around the globe, with the likely outcome of generating positive social impact worldwide.

Evidence of the success of this initiative and others – e.g. the examples mentioned in Chapter 1, may be useful in generating public policy that recognises the need for collaboration with industry and the need to facilitate further initiatives. In 2015, the New South Wales State Government launched a ten-point plan to grow social impact investment (Donaldson, 2015), and has contributed funding towards a range of collaborative social initiatives (NSW Government Office of Social Impact Investment, n.d.). This is indicative of government interest in supporting collaborative efforts, and there may be greater scope for governments to introduce additional incentives for companies to collaborate with non-profit organisations, to address social and environmental issues. This would not only encourage companies to engage in cause marketing initiatives, but would bolster support for non-profit organisations.

5.2.3 Managerial Contribution and Implications

In Chapter 1, it was noted that an emerging form of cause marketing – one that requires consumers' active participation, was becoming increasingly prominent. As reported, these kinds of initiatives have the potential to provide improved consumer engagement, transformative social/environmental change, strong

business results and sustainable brands (WARC, 2018). However, until now there has been little understanding of the impact to participants, and to those in their close and distant networks.

This study provides a model which has the potential to help marketers understand the possible impacts from such purpose-driven collaborations. It may allow organisations to compare impacts from a range of initiatives. It may also inspire them to create initiatives which effectively fulfil participants' needs of competence, autonomy and self-relatedness. This work highlights that there are likely to be multiple pathways by which this can be achieved. For some companies, a focus on providing an opportunity to enhance participants' social or role identity – as shown in the Stayfree example in Chapter 1 (volunteers teaching skills to sex workers), may be one way to contribute to participants' well-being. Others may focus on providing an opportunity to enhance participants' prosociality, as shown in the Corona/Parley for the Oceans example in Chapter 1 (cleaning beaches and oceans), and so forth.

There are also possible economic implications that can flow from cause marketing initiatives that involve participants' active involvement. Whilst these approaches have social ramifications, as discussed below, they may also contribute to a closer consumer-brand relationship, with higher levels of brand loyalty. Studies have shown that companies which address various psychological and social consumer needs, have experienced multifarious consumer responses, ranging from positive affect towards the brand, identification with the brand, and even 'brand love' (Batra et al., 2012; Carroll et al., 2006; Daniels et al., 2020). In addition to enhancing the consumer-brand relationship, the company may also benefit from an enhanced corporate image, leading to improved public and stakeholder relations (File & Prince, 1998). This is likely to become increasingly important to companies' bottom line, as consumers become ever more discriminating in their choice of brand, and base these choices on social reputation as well as more traditional criteria (Cone/Porter Novelli, 2018).

Although not part of the research questions, this study has also highlighted implications for those creating cause marketing initiatives. In analysing the participant outcomes, the importance of the effective design of the 'experience'

becomes clear. According to Pine and Gilmore (1999), a well-defined experience within an initiative can help guide consumers' impressions and create lasting memory. The immersive experience of the CEO Sleepout was expressed (directly and indirectly) by all informants as being significant. Each year the organisers deliberately provide a different experiential component, in order to both intensify the participants' understanding of homelessness, but also to encourage returning CEOs to broaden their understanding. Effective design is notably present in the different stages of the Sleepout. These may be likened to the four stages of experiential learning (as described by Kolb, 1984; Kolb & Kolb, 2005) beginning with a physical and/or mental *concrete experience* (e.g. the role-play); followed by *reflective observation* where the individual reflects on the activity or experience (e.g. via The Bench (video) Diaries); then abstract *conceptualisation* in formulating conclusions (e.g. changed understanding of homelessness is then shared on social media at the Sleepout; and finally *active experimentation* which results in the individual implementing new behaviours or actions – such as the CEO and employees volunteering together at a Vinnies hostel. This points to the need for companies and their non-profit collaborators to create experiences within their initiatives which are also well-defined, meaningful and engaging – in order to maximise impact (Schmitt & Zarantonello, 2013).

Perhaps the most substantial implication to note is that there is strong evidence (as mentioned above) that there is a growing expectation that companies do social good, and cause marketing has considerable potential to provide a pathway for this. Increasingly, employees (and consumers) expect CEOs and their organisations to exhibit a social conscience, encouraging CEOs to become actively involved in cause marketing initiatives which provide such positive outcomes. A number of practitioner and academic studies have reported that greater public awareness of the CEO's commitment to addressing social issues can be an important factor in recruitment and retention (for example, Worline & Dutton, 2017). A key factor motivating new recruits today – especially the millennial cohort, is the understanding that the organisation is led by a purpose-driven CEO, who is actively engaging with social issues. A recent industry survey reported 56% of millennials wanted their CEO to engage with social issues, compared to 36% of Gen X and 35% of Baby Boomers, and 44% of millennials

said that they would feel more loyal to the organisation, with just 16% of Gen X and 18% Baby Boomers feeling the same (Weber Shandwick & KRC Research, 2017). CEO of Starbucks, Kevin Johnson says: “It helps us attract great talent, but it also shows that we care about helping create opportunities for people.” (Jargon, 2017). Employees are attracted to CEOs who ‘walk their talk’, particularly when their values align (Worline & Dutton, 2017). A new generation of purpose-driven employees will likely flow on to impact corporate culture and values, as they bring their social and consumer values into the workplace.

5.3 Limitations

There are a number of potential limitations in this study, including choice of method, sample size and design, informant bias, social desirability bias and inability for longer term extrapolation. These are addressed in turn.

Qualitative research is often criticised for its lack of transparency and inability to generalise beyond its immediate context. By its very nature it involves interpretations of informants in a particular setting at a particular time. However it has been argued here that there is a need for deeper insights that these methods have the potential to provide. The rigorous description of the design, context and methods of this study enhance transparency. This is akin to a ‘road map’ that depicts the journey of the researcher so that future researchers can use and augment the methods and findings (Young & Freytag, 2018). This may assist other researchers in the use of similar approaches in other contexts, and enable comparisons.

The sample size for this study was small, but it is consistent with similar qualitative discovery-oriented research. The scope of this research is limited to one case study, and the impacts to participating individuals (and their close and distant networks), *not* to the company or the non-profit organisation involved. As the informants were typically time-poor CEOs, only one interview was conducted with each informant. Most of the informants were recruited via an email from St Vincent de Paul, so it is likely that those who volunteered to be interviewed, would be more positively disposed toward the initiative. Whilst this cause marketing initiative now takes place around the world, this study was limited to

participants of the *Sydney* CEO Sleepout, who were more geographically convenient to the researcher. Whilst any/all of these might be seen as limitations, there is a body of literature that argues that a lack of generalisability is offset by the greater insights and depth of analysis that one case and small sample size affords (Easton, 2010). Given the engagement with the process that many informants displayed, it may be possible to do some additional interviews with these informants to gather further insights into the longer term processes at play.

In the interpretation of the data, there has not been a great deal of attention paid to the extent and impacts of self-reporting and social desirability bias. That is, there was limited interpretation of the extent to which some CEOs underplayed or overplayed the impact of the Sleepout experience. Those CEOs who participated in this study may have overstated their compassion and contributions in line with theories of social desirability bias. More recently this has been termed as ‘virtue signalling’, that is, doing something to be seen as being virtuous as opposed to doing good for the intrinsic sake of doing good (Hamilton, 2019). Had the researcher had more time, methods of analysis that focus on the linguistics and semantics of informants’ narratives may have assisted in uncovering where some CEOs underplayed or overplayed the impact of the Sleepout experience.

The researcher recognises that not all leaders are prosocial or compassionate. There is no doubt that some leaders possess a narcissistic pre-occupation with self-aggrandisement and choose to surround themselves with sycophants (Babiak & Hare, 2006). Many CEOs who participated in the Vinnies CEO Sleepout may have done so for reasons other than altruism or compassion. As already mentioned, there were indications during some interviews that CEOs initially participated for the purpose of networking, due to peer-pressure, or simply to self-promote; then post-event, rationalised the wider benefits of their involvement.

Whilst the majority of participants in this study have attended multiple Sleepouts and reported strong engagement and positive outcomes, others may not have been impacted to the same extent. Those individuals are difficult to capture in a study such as this, as there is little incentive for them to participate in research. Regardless of the reasons driving the CEOs to participate, the research indicates many positive outcomes, from personal growth to acts of compassion.

There were limited sources of information used in the study. As the primary source of data was CEO reporting of the experience and its impacts, the consequences following the CEOs' participation are framed in these terms. That is, they are limited to consequences of which they are aware, and these are primarily 'intended' consequences. Intended consequences of their participation include: the funds they raised, and an increase in public awareness of their company's association with a worthwhile cause, notably via press coverage or social media. There were also a range of unintended consequences: personal increases in human capital, prosociality, social capital, identity, mental health, compassion and well-being, and the ripple effect of impacting close networks, employees, and the wider community. These were identified via the conceptual model and through inferential analysis methods. However this list may not be exhaustive. This study could only include informants' versions of their own and wider impacts, and informants will not necessarily have known the extent or depth of impacts that have resulted from their involvement. In particular, there may be long term, more distant impacts, or impacts embedded into a larger ecology.

5.4 Future Research

It was beyond the scope of this study to consider all the relationships depicted in the conceptual model (Figure 2.3) in depth. Future research could address other parts of the model, or the entire model, and explore these relationships. It may be useful to apply the model to other cause marketing initiatives which seek to help others, and also require active participation. Applying the model to different contexts, for example with leaders actively participating in a cause marketing initiative that focused on poverty, or cancer, or indigenous education, may result in different outcomes. It would also be worthwhile to study impacts upon different kinds of participants (i.e. not CEOs). A consideration of the viewpoints of the homeless, both generally and with respect to the CEO Sleepout, may also be of value.

During 2020, the CEO Sleepout in Australia was conducted as a 'virtual' Sleepout due to COVID-19. It was a fundamentally different experience for the participants, who were encouraged to sleep outdoors in their own terrain, practicing social distancing. Interviews with participants in this Sleepout could

provide interesting comparisons to the study reported here. Other work might include (as already mentioned) following up the same informants in this study to explore their perception of the difference (and any other personal/social transformations). This would provide the additional benefit of adding a longitudinal dimension to this research.

There is also an opportunity to explore the impact of CEO Sleepouts held in other countries and to do cross cultural comparisons. In a non-Western and/or more collectivist culture, the reported impacts may differ. For example, there may be stronger indications of impacts to social capital in more collectivist cultures where the worth of the group is perceived to be a priority, and relationship-building in the volunteer context is critical. For example, a study exploring outcomes in the Chinese cultural context confirmed the high value placed by Hong Kong volunteers on developing interpersonal relationships (Wong et al., 2011). Future research could explore cross-cultural comparisons between the outcomes reported in Asian versus Western cultures.

There is also the potential for further analysis of the information collected for this study. Time constraints prevented the researcher from conducting other forms of analysis that may have proven fruitful. One example is storytelling analysis. As the informants in this study were asked to expand on statements and provide examples, the researcher noted that they would often respond by telling stories. Storytelling analysis techniques could be applied to the discourse, and also to other qualitative studies of cause marketing initiatives in future. Young and Denize (2008) note that this holistic lens often provides different kinds of insights than do qualitative data reduction methods. Future work could also include additional analysis using Leximancer, in particular to explore the impact clusters in greater depth, to test the impact and efficacy of the interviewer, to explore the emotive dimensions in greater detail using the sentiment lens (which focuses on the use of emotion words as part of the discourse), and to examine the components of the interviews separately (pre-RGT, RGT and post-RGT). Future research of this type will add further nuance to the findings.

A more in-depth analysis of the ‘dark side’ of this kind of initiative is also warranted. As mentioned in Section 4.3.1, one theme was identified in the

thematic analysis which was not related to the personal or professional outcomes of participants. The theme of ‘Criticism’ encompassed informants’ negative views towards other CEOs (e.g. who they felt had not raised enough money or did not have to try as hard as they did to raise money etc.); criticisms of the initiative itself (e.g. how it could be run better, all the things that St Vincent de Paul were doing ineffectively); and disappointment in the lack of support from peers, the media, the government, and parts of society. The researcher reflected on these findings – particularly the latter, and examined the negative media coverage of the Vinnies CEO Sleepout. Articles in the press and on social media attacked the event for being ‘patronising and offensive’ and questioned the CEOs’ true motivations for participating. As an example, some of the press included:

- The CEO Pikeout: How the Rich & Powerful do Charity (The Underground Observer, 2017)
- CEO Sleepout’s use of virtual reality slammed as ‘tone deaf’ (Kelly, 2017)
- CEO Sleepout criticised as ‘dystopian’ for homeless simulation with VR headsets (Zhou, 2017)
- Patronising and offensive: why it’s time to say goodnight to the annual Vinnies CEO Sleepout (D’Angelo Fisher, 2016)

Other kinds of criticism also emerged. Amongst expressions of interest and approval, there was a considerable amount of negative feedback, following two articles published by this researcher and her Supervisors in *The Conversation*, that detailed portions of this study: ‘Take heart, charity stunts can make CEOs better people’ (Montgomery et al., 2018) with three quarters of the (15) comments critical of the CEOs; and the following article ‘“I didn’t want to be homeless with a baby”: young women share their stories of homelessness’ (Montgomery et al., 2019), with approximately one quarter of the (40) comments critical of the CEOs. Example comments: *How did the homeless people do when they tried a day as a CEO?, Tokenism and almost obscene*. Future research could explore these negative community and media attitudes.

Finally, whilst the three theories guiding this study were found to be useful and relevant, the findings have indicated another theory worth exploring in relation to the experiential component of the initiative – Role Theory. Several informants

provided vivid recollections of the role-play conducted one year. It made a very strong impression, and appeared to intensify their understanding of what it is like to be homeless. Role Theory emerged from the social psychology literature and is defined as “a science concerned with the study of behaviors that are characteristics of persons within contexts and with processes that produce, explain or are affected by these behaviors” (Biddle, 1979, p. 4). The application of Role Theory in future research may assist in the interpretation of the value of role-playing in cause marketing initiatives. Also, future research may consider using a conceptual and/or analytical framework incorporating Complexity Theory (Wilkinson & Young, 2002) whereby change is effected by individuals, through ‘bottom-up’ self-organising systems, rather than from top-down – via governing bodies or institutions. This lens will enable investigation of other processes that may well engender social change via active participation.

5.5 Conclusion

This thesis addresses the research questions proposed in Chapter 1. It provides insights into the impacts from active participation in a cause marketing initiative, a hitherto under-researched topic. By bringing together multiple perspectives from a range of disciplines, it provides a meaningful contribution to academic knowledge and methodology. This research is highly original, relevant and timely. Through the incorporation of Keyes’ (2007) model of three kinds of well-being, it highlights the impact that an initiative of this kind can have on individual and societal well-being. Findings support the potential for personal and social growth through participation in well-designed cause marketing initiatives.

One potential solution to our world’s ever-increasing societal and environmental ills, may lie in this kind of cause marketing initiative. It is the researcher’s fervent desire that this study will inspire further research into these kinds of initiatives, and that marketers will be emboldened to create distinctive, thoughtful, compelling, and purposeful cause marketing initiatives which both address these ills *and* enhance participants’ well-being and the well-being of others.

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APPENDIX 1 – Ethics approval

Locked Bag 1797
Penrith NSW 2751 Australia
Research Engagement, Development and Innovation (REDI)



REDI Reference: H11711
Risk Rating: Low 1 - LNR

HUMAN RESEARCH ETHICS COMMITTEE

15 August 2016

Professor Louise Young
School of Business

Dear Louise,

I wish to formally advise you that the Human Research Ethics Committee has approved your research proposal H11711 "Exploring the Social Impact of Active Cause Marketing on Consumer Participants", until 30 June 2018 with the provision of a progress report annually if over 12 months and a final report on completion.

Conditions of Approval

1. A progress report will be due annually on the anniversary of the approval date.
2. A final report will be due at the expiration of the approval period.
3. Any amendments to the project must be approved by the Human Research Ethics Committee prior to being implemented. Amendments must be requested using the HREC Amendment Request Form: http://www.westernsydney.edu.au/data/assets/pdf_file/0018/491130/HREC_Amendment_Request_Form.pdf
4. Any serious or unexpected adverse events on participants must be reported to the Human Ethics Committee via the Human Ethics Officer as a matter of priority.
5. Any unforeseen events that might affect continued ethical acceptability of the project should also be reported to the Committee as a matter of priority.
6. Consent forms are to be retained within the archives of the School or Research Institute and made available to the Committee upon request.

Please quote the registration number and title as indicated above in the subject line on all future correspondence related to this project. All correspondence should be sent to the email address humanethics@westernsydney.edu.au.

This protocol covers the following researchers:

Louise Young, Aila Khan, Jacki Krahalov

Yours sincerely

A black rectangular box redacting the signature of Professor Elizabeth Deane.

Professor Elizabeth Deane
Presiding Member,
Human Researcher Ethics Committee
Western Sydney University

APPENDIX 2 – Participant Information Sheet and Consent Form

WESTERN SYDNEY
UNIVERSITY



School of Business
Western Sydney University
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Participant Information Sheet

Project Title: Exploring the Social Impact of Active Cause Marketing on Consumer Participants

Project Summary: This study investigates how active participation in a cause-related campaign may have an impact on individuals' overall quality of life. The quality of life includes exploring social relationships, personal development and individuals' well-being.

You are invited to participate in a research study being conducted by Jacki Krahmalov, PhD Candidate from the School of Business, under the Supervision of Professor Louise Young, and Dr Aila Khan.

Participants should not feel compelled to participate due to any previous relationships with the researchers.

How is the study being paid for?

The study is being sponsored by Western Sydney University.

What will I be asked to do?

You will be expected to answer interview-style questions related to your participation in the cause-related event.

How much of my time will I need to give?

The interview may take between 45-60 minutes.

What benefits will I, and / or the broader community, receive for participating?

If you are interested, we can provide you with a copy of the results when they are available. This study will also benefit the overall community, as at the end of the project the researchers will be able to show the extent to which cause-related campaigns can have a social impact.

Will the study involve any discomfort or risk for me? If so, what will you do to rectify it?

We do not anticipate any discomfort or risk to you as a research participant. However, there could be a situation where a participant may find the interview tiring or time-consuming. You are free to stop the interview at any stage.

How do you intend to publish the results?

The findings of the research will be published in a doctoral thesis, and data may be used at a later date in conference presentations or journals articles.

Please be assured that only the researchers will have access to the raw data you provide.

Can I withdraw from the study?

Participation is entirely voluntary and you can withdraw from the study at any time without giving a reason.

If you do choose to withdraw, any information that you have supplied up until that point will be used by the researcher.

Can I tell other people about the study?

Yes, you can tell other people about the study by providing them with the chief investigator's contact details. They can contact the chief investigator to discuss their participation in the research project and obtain an information sheet.

Data storage

There are a number of government initiatives in place to centrally store research data and to make it available for further research. For more information, see <http://www.ands.org.au/> and <http://www.rdsi.uq.edu.au/about>. Regardless of whether the information you supply or about you is stored centrally or not, it will be stored securely and it will be de-identified before it is made available to any other researcher.

What if I require further information?

Please contact Jacki Krahmalov, PhD Candidate, at j.krahmalov@westernsydney.edu.au or (02) 9685 -9837 should you wish to discuss the research further before deciding whether or not to participate.

What if I have a complaint?

This study has been approved by the Western Sydney University Human Research Ethics Committee. The Approval number is: H11711.

If you have any complaints or reservations about the ethical conduct of this research, you may contact the Ethics Committee through the Research, Engagement, Development and Innovation office on Tel +61 2 4736 0229 Fax +61 2 4736 0905 or email humanethics@westernsydney.edu.au.

Any issues you raise will be treated in confidence and investigated fully, and you will be informed of the outcome.

If you agree to participate in this study, you may be asked to sign the Participant Consent Form.

Participant Consent Form

This is a project specific consent form. It restricts the use of the data collected to the named project by the named investigators.

Project Title: Exploring the Social Impact of Active Cause Marketing on Consumer Participants

I, _____ consent to participate in the research project titled "Exploring the Social Impact of Active Cause Marketing on Consumer Participants".

I acknowledge that:

I have read the participant information sheet and have been given the opportunity to discuss the information and my involvement in the project with the researcher/s.

The procedures required for the project and the time involved has been explained to me, and any questions I have about the project have been answered to my satisfaction.

I consent to the interview, and its audio recording.

I understand that my involvement is confidential and that the information gained during the study may be published but no information about me will be used in any way that reveals my identity.

I understand that I can withdraw from the study at any time, without affecting my relationship with the researcher/s now or in the future.

Signed:

Name:

Date:

Return Address:

Jacki Krahalov, PhD Candidate

School of Business
Western Sydney University
Locked Bag 1797
Penrith NSW 2751

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APPENDIX 3 – List of elements shown to informants

Personal and professional outcomes from participating in the Vinnies CEO Sleepout

Choose six different themes that resonate most with you in relation to your experience with the Vinnies CEO Sleepout.

Write a specific example, based on that theme of how participating in the Vinnies CEO Sleepout has changed you, *in either a positive or negative way*, professionally or personally.

Themes:

- Knowledge
- Donated more to a charity
- Identity
- Networking
- Volunteered more/less
- Skills
- Doing the ‘right’ thing
- Career opportunities
- Feeling part of a group
- More/less empathy for needy
- Feeling connected to a cause
- Supported community
- Experience
- Sense of purpose
- Relationships

APPENDIX 4 – Complete list of construct poles and value statements

INFORMANT	Construct Poles		Value Statement	Categories
M1	Identity	Activity	Clearly this is something I do, one of my purposes	Sense of purpose
	Perception	Experience	In a group who do the Sleepout, kind of part of my identity	Shared values with other CEOs
	Social problem	Charitable person	One of the things I want to do is make a difference	The right thing to do
	Connectivity	Life experience	A shared experience you don't have with other people	Shared values with other CEOs
	Connectivity	Personal development	We've got something in common, we're talking with each other	Shared values with other CEOs
	Personal development	Others' perceptions	I find out something, learn something new, something I can take away	Insight into the cause
M2	Connected	Isolated	Strengthened my relationships within my own family	Personal relationships
	Meaningful	Meaningless	Experience gives me a sense of purpose, meaning	Sense of purpose
	Caring	Indifference	Being caring, giving a shit	Greater empathy
	Shared Experience	Loneliness	Shared experience of CEOs	Shared values with other CEOs
M3	Higher purpose	No control	Working with purpose rather than profit	Sense of purpose
	Togetherness	Value add	To go into a room full of people that are all like-minded was nice	Shared values with other CEOs
	Self-empowered	Relationships	After taking part in the Sleepout, it encouraged me to take action with my plans	Sense of purpose
	Improves relationships	Improves resources	We were interested in each others careers as well	Personal relationships
	Growth	Tribal	We're all talking about it, and it improves the empathy	Greater empathy
	Improves awareness	Christ-like	After listenening to the speakers I felt more connected to the disadvantaged	Greater empathy
M4	Cause related	Community	Building my knowledge of the cause	Insight into the cause
	Community	Understanding	Conversations (shared values) with the CEO Community supporting the cause	Shared values with other CEOs
	Understanding	Personal	My responsibility to the cause, doing the right thing	The right thing to do
	Understanding	Personal	My connection to the cause, and responsibility	The right thing to do
	Understanding	Personal	Greater understanding of the cause	Insight into the cause
	Education	Personal	Education, personal learning of the cause	Insight into the cause
M5	Involvement	The Cause itself	Personal objective, my desire to get involved	The right thing to do
	Consequence	Motivation	Gain more personal knowledge from being involved in the experience	Insight into the cause
	Personal Driver	Action	What I'm getting out of it as an individual, more motivated re cause	Sense of purpose
	Personal Driver	Consequence	Increasing my knowledge through participation	Insight into the cause
	Personal Driver	Personal Benefit	Passion for the cause, why I'm participating	The right thing to do
	Personal Benefit	Commitment	Through involvement I've increased my knowledge/experience about homelessness	Insight into the cause

INFORMANT	Construct Poles		Value Statement	Categories
M6	Data	Feelings	A better understanding of challenges faced by the homeless	Insight into the cause
	Why I should act	Internal value	I feel privileged and have the time, means and support to give back	The right thing to do
	Knowledge	Helps me act	The knowledge changed my actions	Prosocial
	Changed my actions	Connected to community	It was a real community there in the CEO Sleepout night	Shared values with other CEOs
	Action oriented	Driver of action	I'm at the age, and I'm in the stage. It's the right thing to do.	The right thing to do
	Drivers of action	Data	Our company mission is to provide community infrastructure; homelessness is a concern	Sense of purpose
M7	Relationships	Connecting to people	As a father and husband, I'll do whatever it takes (to keep them safe/secure)	Personal relationships
	Purpose	Others	CEO Sleepout helped me to better understand how big the problem is	Insight into the cause
	Purpose	How I feel about myself	We become greater when we're connected with a greater cause	Sense of purpose
	Connection	Belief	I came to the realisation through being part of the Sleepout, what homelessness is	Insight into the cause
	Purpose	Awareness	I actually got moved to tears when I saw the real impact	Insight into the cause
	Experience	Self-esteem	Through giving and supporting, I feel better about myself	Sense of purpose
M8	Core value in the heart	Connection	You're going to keep on doing the right things more and more	The right thing to do
	Doing the right thing	Take action	I love generating funds for Vinnies. I want to open a charity to help people.	Sense of purpose
	Help more	Health	Since joining Vinnies I've been going to the Red Cross more to donate blood	Prosocial
	Be good to people	RUOK	So it has taught me to be nice with everyone irrespective of their financial status	Greater empathy
	Caring for society	Providing	I feel for them, and if I could help anyone out, anywhere I would love to	Greater empathy
	Volunteer more	Love more	I just want to help them more and more	Prosocial
M9	Individual participation	Connecting	It was a refresh of the homelessness agenda	Insight into the cause
	Education	Insight	Gave me a personal insight of the experience of homelessness	Insight into the cause
	Indigenous homelessness	Broader appreciation	He goes, we've got to catch up and talk about what we can do in the Indigenous space	Prosocial
	Outcome	Opportunity to experience	My friends and family were following me, my sister with cancer, their self esteem	Personal relationships
	Information sharing	Participation	I'm going to talk to the staff at this conference today about making a donation	Sense of purpose
	Shared view of things	Opportunity to participate	I met people that had a shared idea of what they want to do in terms of Indigenous	Shared values with other CEOs
M10	Understanding	Value of self-esteem	How quickly you can sort of gravitate to homelessness	Insight into the cause
	Experience	Purpose	I think you feel connected to the cause when you go through the Sleepout experience	Greater empathy
	Self-esteem	My perspective	The sense of frustration of going from pillar to post (walk in their shoes experience)	Insight into the cause
	Sense of purpose	Redundancy	Makes you realise - your self-esteem, you need to consider yours to be worth something	Greater empathy
	Walking in someone's shoes	State of being	Participating taught me how important self-esteem was	Greater empathy
	Connection	State of mind	When you have more knowledge, you feel more connected to the issue	Insight into the cause

INFORMANT	Construct Poles		Value Statement	Categories
M11	Understanding	Sense of obligation	I understand more now, and want to understand more	Insight into the cause
	Tribal obligation	Understanding	People at this level are in a position to actually contribute	Shared values with other CEOs
	Team	Purpose	Can do something when you get people together with similar understanding/ability	Shared values with other CEOs
	Group voice	National problem	Power in numbers. Being a lone voice is never easy. Do something as a block	Shared values with other CEOs
	Doing as a group	Opening Pandora's box	Part of a group, doing the right thing, willingness to act	Shared values with other CEOs
	Knowledge	Willingness to act	Understand, and ask: So what can we do?	Prosocial
M12	Issue of concern	Spreading the message	My level of involvement has increased	Prosocial
	Understanding	Take that learning to action	I've always had direction in my life. The event has increased a sense of purpose.	Sense of purpose
	Understanding	Internal feeling	I thought I had enough understanding and concern and knowledge about homelessness	Insight into the cause
	Emotional tie	Conversation	Make more inroads just by talking about something	Prosocial
	Releasing barriers	Publicising it	It's a team effort, to understand the situation	Shared values with other CEOs
	Make a difference	Your action	It's a problem to be solved, not a problem to run away from	The right thing to do
M13	Collective	Individual	Doing the right thing, being socially responsible together	Shared values with other CEOs
	Emotional	Administrative	Empathy for homeless is necessary to help, get emotional cues from event to do this	Greater empathy
	Individual emotion	Communal emotion	Greater personal knowledge and understanding of the problem	Insight into the cause
	Administrative	Personal	Increased knowledge and skills to deal with/help homeless situation	Insight into the cause
	Feeling	Skill set	Makes me feel like I'm doing the right thing	The right thing to do
	Precursor	Result	Derive greater knowledge	Insight into the cause
M14	Call to action	Consequential benefit	I need a new cause, I won't give up	The right thing to do
	Understanding	Doing something	I had no idea of the data behind the issue, the size of the issue, the scale, the insights	Insight into the cause
	Benefits of participation	Goal of raising money	High performing groups perform best when there's an absolute shared sense of purpose	Shared values with other CEOs
	Personal benefits	Deeper understanding	I could represent it and argue for it and have a point of view on it (homelessness)	Insight into the cause
	Consequence	Additional benefit	If you do the right thing, it feeds a sense of purpose	Sense of purpose
	Growing network	Impact on leadership	I benefit from becoming part of a growing and interesting network	Personal relationships
M15	Understanding	Take action and participate	Doing the right thing	The right thing to do
	Insight	Engage	Have a better perspective	Insight into the cause
	Feeling	Understanding	Soft spot, having that empathy	Greater empathy
	Action	Outcome	Doing the right thing	The right thing to do
	Feelings of charity	Outcome	I want to help	Prosocial
	Contribution	Experience	Vinnies appeals to your sense of charity or contribution	Prosocial

INFORMANT	Construct Poles		Value Statement	Categories
M16	Physical	Learning	Volunteering, action taken as a result of the event	Prosocial
	Family	Learning	Relationships, family connects me to the the cause, my homeless father	Personal relationships
	Doing	Feeling	Volunteering more and taking action	Prosocial
	Family and Friends	Learning	Closer relationships with my family, close friends	Personal relationships
	Stability	Outcome	Without relationships you lose your stability (that can lead to homelessness)	Personal relationships
	Learning	Action	Knowledge you gain from the event, start to understand what its like	Insight into the cause
M17	Emotional attachment	Practical connection	I feel very connected	Shared values with other CEOs
	Bigger picture connection	Practical	I've set up my whole business with a sense of purpose	Sense of purpose
	Sense of can do	Information	Using our skills to support others	Prosocial
	Making a difference	Compassion	I feel more like I can achieve more	Sense of purpose
	Self-esteem	Information	I feel connected to Vinnies, can do something constructive	Sense of purpose
	More knowledge	Connected	Gave me a lot of knowledge, very impactful	Insight into the cause
M18	Better understanding	High profile	Helped me find ways I can help others	Prosocial
	Call to action	Profile visibility	I wouldn't have volunteered more if I didn't appreciate what they're going through	Insight into the cause
	Community awareness	Annual event	Doing more based on experience and empathy	Prosocial
	Helping others	Generating awareness	Looking for ways to help outside the event	Prosocial
	Volunteering more	Identity	Sense of credibility, using the platform to drive the message	Sense of purpose
	Helping others	Awareness	Enables me to broaden people's minds	Sense of purpose
F1	DID NOT COMPLETE			
F2	Connectedness	Personal Feeling	Participating with other CEOs, feeling connected to the group	Shared values with other CEOs
	Purposefulness	Personal Benefit	Understanding the purpose, why you are there, helping others	Insight into the cause
	Empathy	Social Aspect	Experience of the event creates empathy	Greater empathy
	Personal Benefit	Focus on others	What you gain from the event in doing the right thing	The right thing to do
	Social Awareness	Connectedness	Greater awareness of the cause	Insight into the cause
	Consciousness	Personal Benefit	Greater awareness of the issues, the cause	Insight into the cause
	Giving (Shared Values)	Getting (Personal Benefit)	Shared values with other CEOs, giving back together	Shared values with other CEOs

INFORMANT	Construct Poles		Value Statement	Categories
F3	Social Awareness	Personal Awareness	Driving you towards greater social awareness, taking that knowledge, making it real	Prosocial
	Education	Emotional	Experience increases knowledge	Insight into the cause
	Empathy	Organisation	Greater empathy for needy as a result	Greater empathy
	Informed	Personal Driver	Increased knowledge from event	Insight into the cause
	Alignment	Acceptance	Connected to a cause that matters to me	The right thing to do
	Understanding	Academic	Increased knowledge from event	Insight into the cause
F4	New Learning	Feeling more empathy	I don't think I have considered those lived experience factors before	Insight into the cause
	Gaining experience	External consideration	Doing something I feel passionate about	The right thing to do
	Values based	Learning	Values based part of the experience	Shared values with other CEOs
	Intrinsic participation	Extrinsic participation	Feel better knowing I can directly contribute	Sense of purpose
	Values of the experience	More factual	Participating with a greater sense of purpose	Sense of purpose
	Relationships with people	Experience of what its like	Develop a culture of participating	Prosocial

APPENDIX 5 – Images from the Vinnies CEO Sleepout 22 June 2017



1. CEO Registration desk - entrance to the Sydney Cricket Ground



2. Cardboard sheets for sleeping (CEOs take one upon arrival)



3. After collecting cardboard sheet, CEO enters Sleepout area

2017

VINNIES
CEO
SLEEPOUT



OVER 350 CEOs
PARTICIPATING IN NSW
HOPING TO BREAK THE
\$2,080,000 RECORD

OVER 1,500 CEOs
PARTICIPATING NATIONALLY
HOPING TO REACH THE
\$6.5 MILLION TARGET



**TONIGHT YOU STAND HERE,
PART OF VINNIES CEO
SLEEPOUT HISTORY.**

This year the Vinnies CEO Sleepout marks its 12th year. The event is now run in 12 locations across the country including regional areas such as Newcastle, Wollongong and Townsville. To date, the Vinnies CEO Sleepout has raised over \$35 million nationally providing vital funds to support those in our community who are experiencing or at risk of homelessness. But there is still so much work to be done. We hope your experience tonight inspires you to continue to support our efforts.

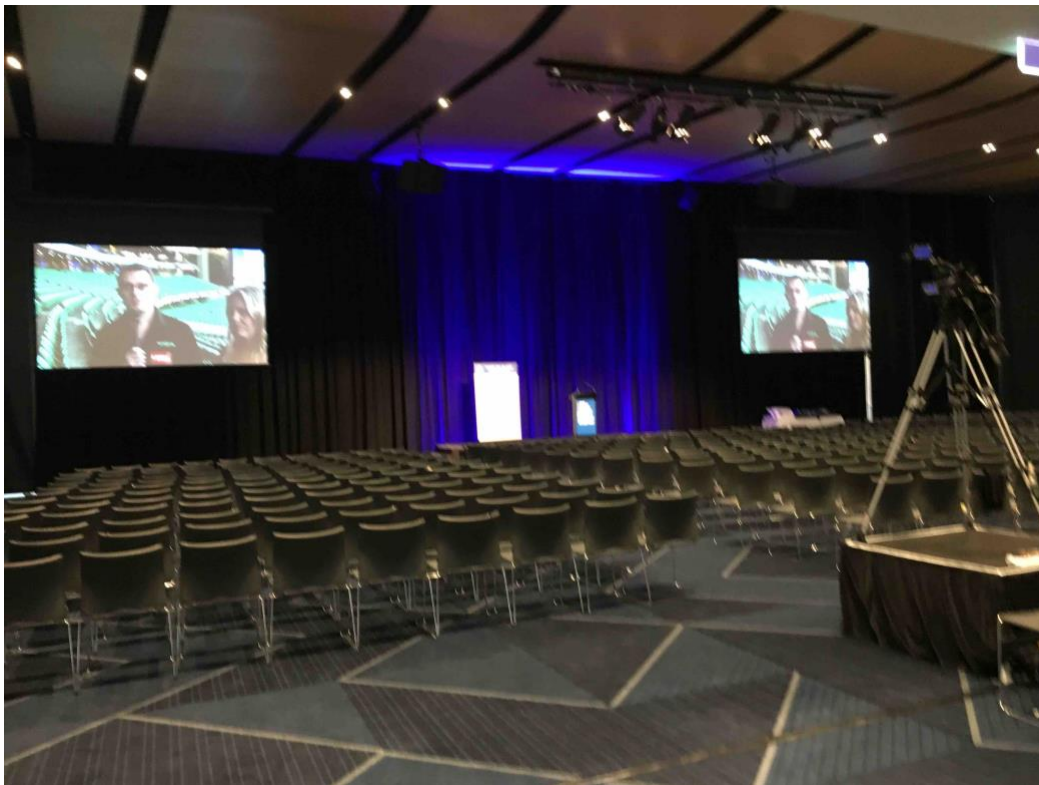
**“In my life I want to become better
and do a little good.”**

**FREDERIC OZANAM
FOUNDER, ST VINCENT DE PAUL SOCIETY, 1833**

4. Display information inside the Sleepout



5. Display information of past CEO Sleepouts



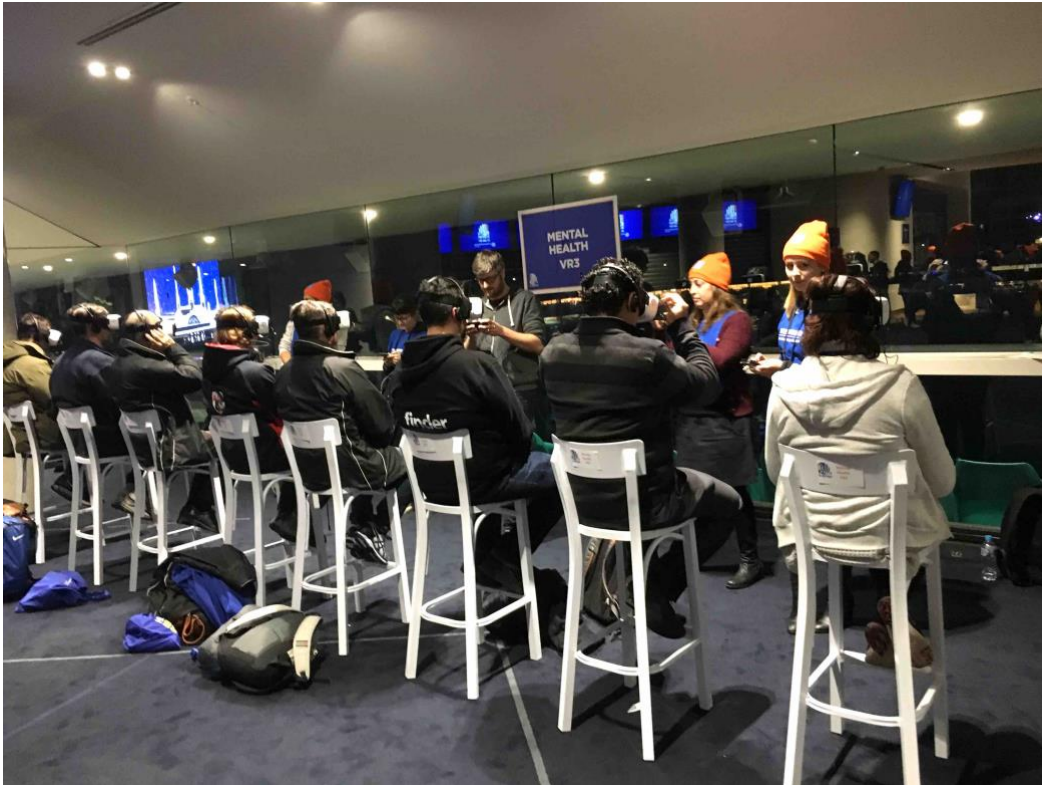
6. Setting up CEO seating area for Vinnies' speeches, videos



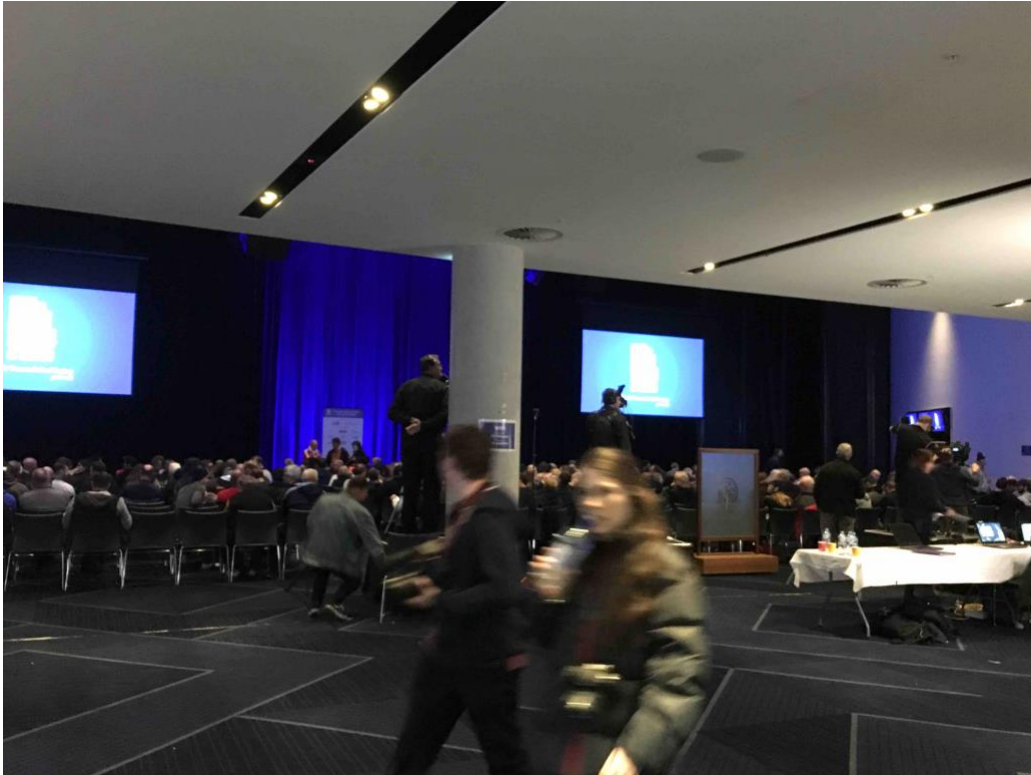
7. CEOs arriving into the main area



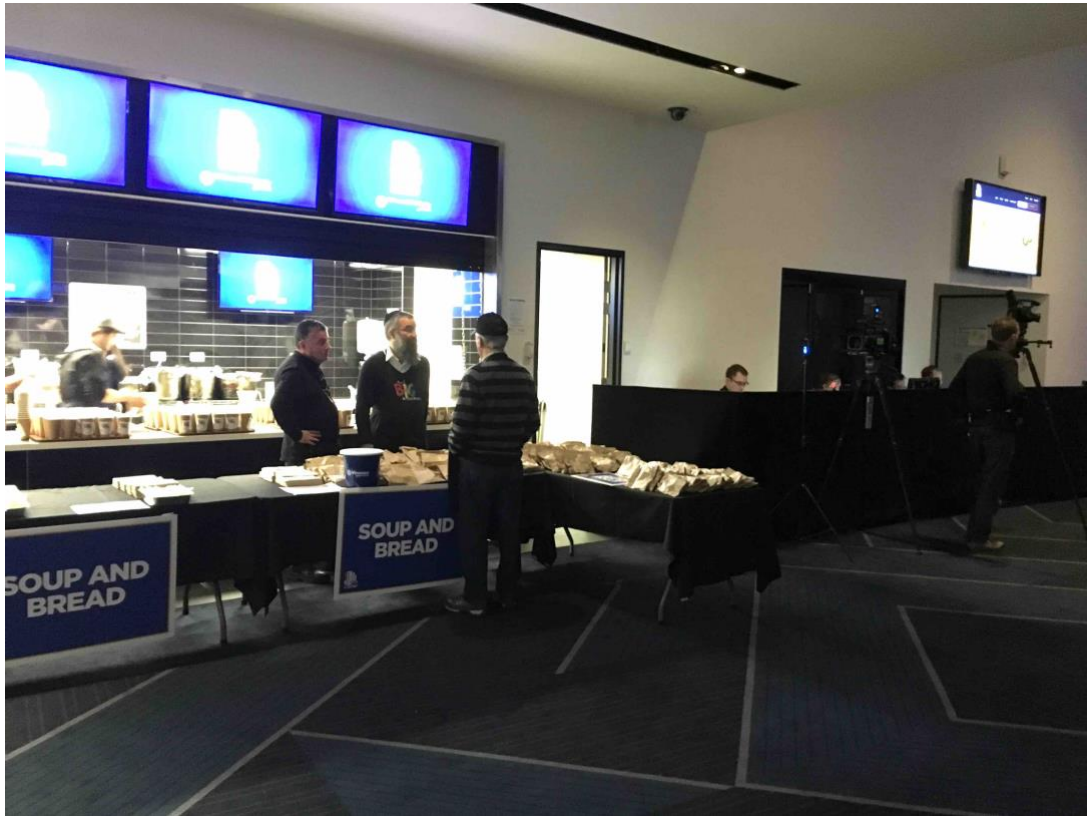
8. CEOs are asked to hold up a sign, and share on social media



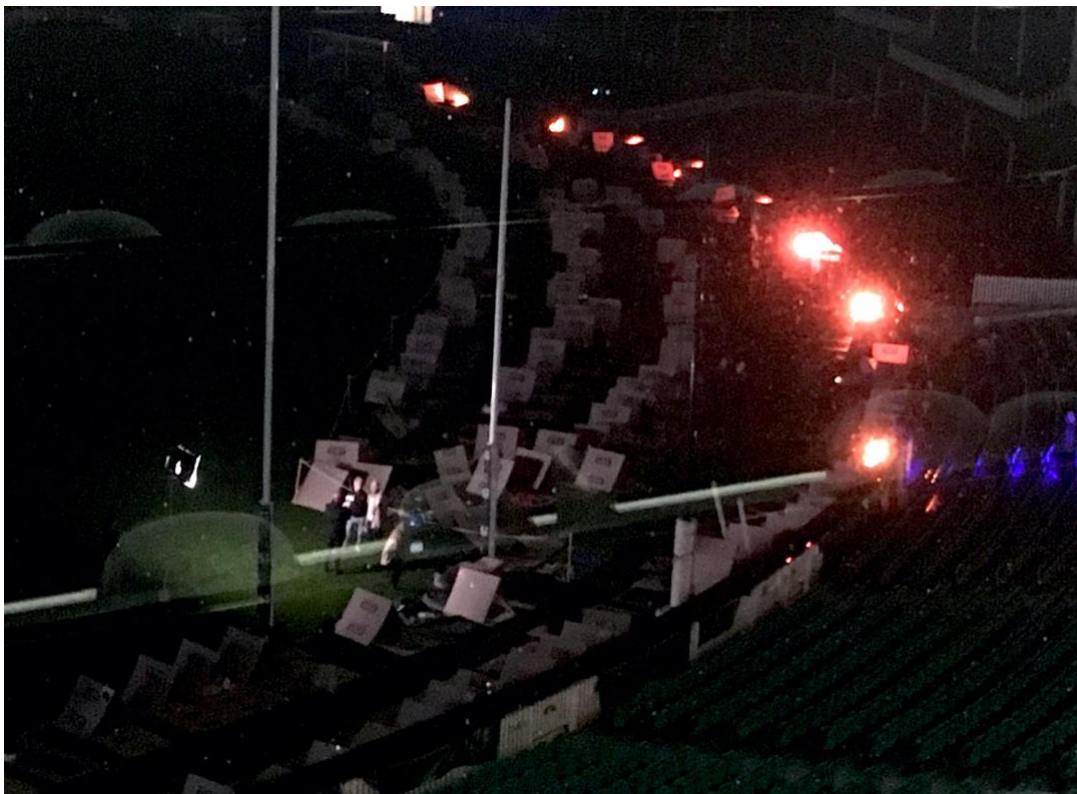
9. The experiential activity – this year, virtual reality



10. CEOs seated (approximately 300), to listen to presentations



11. After presentations, CEOs queue for soup and bread



12. Bedding down for the night – sea of cardboard ‘shelters’



13. Volunteer helpers: (l to r) Dr Aila Khan, Secondary Supervisor, PhD Candidate Jacki Montgomery