

NYU SPS:
INTEGRATED MARKETING &
COMMUNICATIONS

2022
Corporate
Social Value
Index



Executive Summary

The recent growing interest in the role brands and corporations play in shaping or responding to the political, social, and cultural developments of their time has made the exploration of the key drivers of customers' brand relationships and loyalty more urgent and important. This study from NYU's School of Professional Studies demonstrates that consumers' responses to a brand are more closely aligned with their perceptions of the brand's social values than may have been traditionally taught and practiced and that this 'match' on social values is a more powerful driver than traditional product benefits.

At a time when corporations are re-inventing themselves as B-Corps or "going purpose" versus "going public," industry bodies are re-examining the fundamental definition of value and wealth creation, and civil society seems unable to cope alone with the emerging crises of our time, this study provides a methodologically robust foundation for the re-evaluation of a brand's relationship with its consumers in the areas of social value.

Drawing on a nationally representative sample of 2,500 US consumers, this study provides insights across 75 brands spanning 12 individual product and service categories. The data collected and analysis derived provides new perspectives on how the strength of the match, or affinity, between an individual consumer's social values and a brand's social values, varies according to age, gender, political ideology, and geography in the US.

The report is arranged in four major sections.

- 02** ◦ Executive Summary and Key Takeaways
- 05** ◦ Background on Key Concepts from Academic Literature and Practice
- 09** ◦ Methodology and Approach with Selected Brands as a Sample
 - Detailed Findings on:
 - 15** i. Social Values and Perception of Product Benefits
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 - 33** iii. Social Value Match - Demographic Differences
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CORPORATE SOCIAL VALUE INDEX

Key Takeaways

- Brand Social Value Match is a key predictor of Brand Relationship and Brand Reputation**
 Consumers have a stronger relationship with brands with social values that are perceived as matching their own
- Product Benefits Match is less important**
 A match between a consumer's expectation of product benefits and a brand's offerings does not impact brand relationships as much as a match between social values.
- US consumers are divided based on social values**
 US consumers are very divided when it comes to social values depending on their demographic characteristics.
- Traditional product brands dominate rankings**
 Toyota, LG, and General Electric are brands that have the highest total match with US consumers
- Luxury brands have a low overall match with the average consumer**
 This can be explained by the market positioning of luxury brands. Luxury brands primarily focus on affluent consumers compared to traditional brands like Toyota which target a broader market.

Top 10 brands

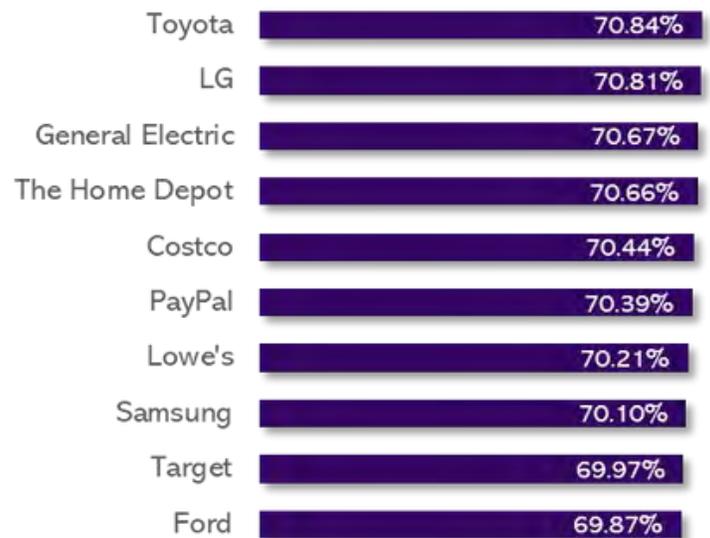


Figure 1 - Leading 10 brands based on the Total Match. i.e., the Match between Brand's Social Values and Product Benefits, and Consumer's Social Values and expected Product Benefits

Bottom 10 brands

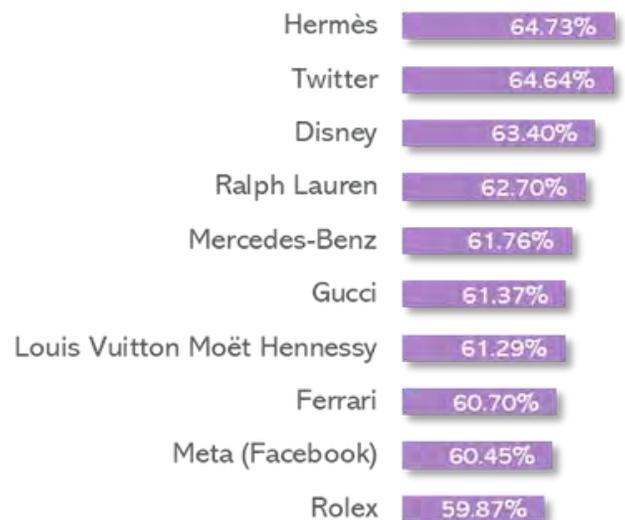
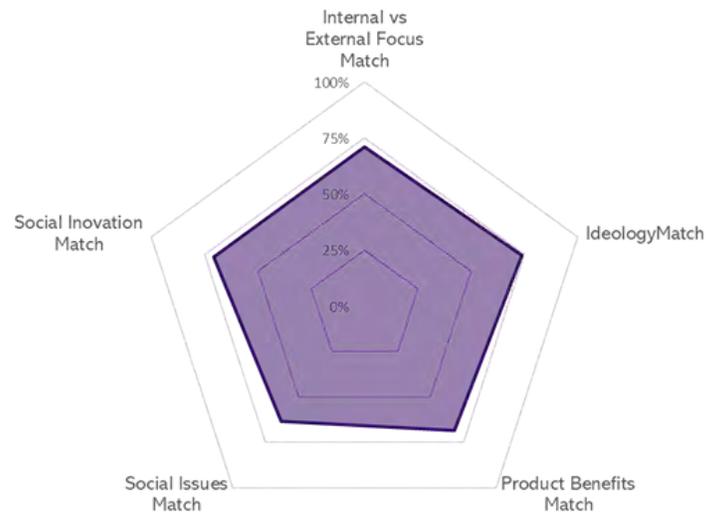
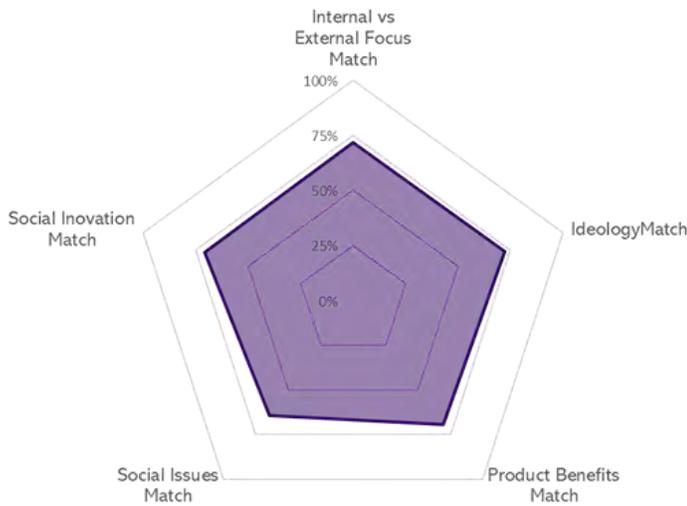


Figure 2 - Bottom 10 brands based on the Total Match

Corporate Social Value Maps

01 **Toyota**

02 **LG**



74 **Meta (FB)**

75 **Rolex**

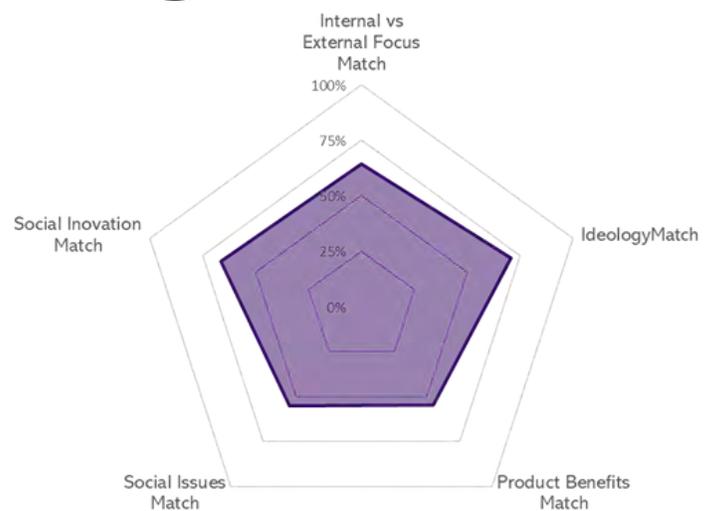
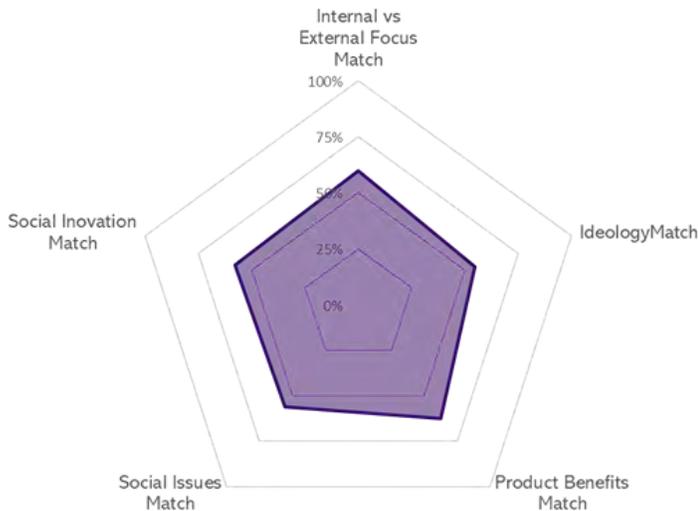


Figure 3 - Corporate Social Value Maps for the top 2 and bottom 2 brands.

Note: Maps are constructed using 5 main sub-dimensions of the Corporate Social Value Index for each individual brand

Background

Corporate Social Responsibility (CSR) and Corporate Citizenship

Corporate Social Responsibility (CSR) is one of the key concepts for modern businesses (de Leaniz & Rodríguez, 2015; Hanks et al., 2016; Holcomb et al., 2007).

CSR research mainly focused on companies' social and environmental impacts until the late 1990s, when the concept of **Corporate Citizenship (CC)** was popularized (e.g., Gardberg & Fombrun, 2006; Valor, 2005). Corporate Citizenship views a corporation as adopting citizen rights of environmental, social, and cultural responsibility towards the community while maintaining the financial responsibility to its stakeholders (Matten & Crane, 2005).

Corporations need to emphasize their commitment as a member of society, rather than external players committed to changing society (Etzioni, 1988).

The boundaries between society, the brand, and its consumers are slowly disappearing with the advent of **Stakeholder Capitalism** (see Stakeholder Theory, Freedman, 2015)

In stakeholder capitalism corporations need to include governmental bodies, political groups, trade associations, trade unions, communities, financiers, suppliers, employees, and customers in their decisions in contrast to the traditional shareholder model. (Donaldson & Preston, 1995; Friedman & Miles, 2002).

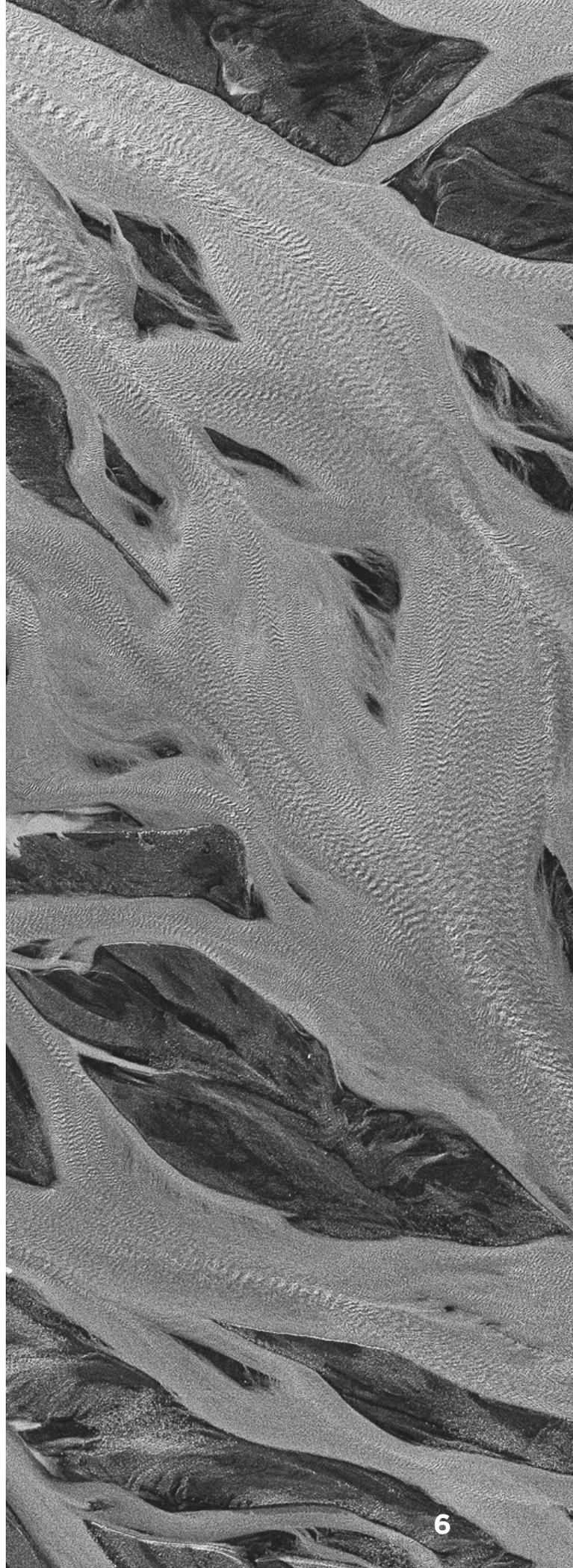
Stakeholder theory often fails to acknowledge the realities of the market and therefore some attempts were made to combine stakeholder theory with a realist theory of social change and differentiation (Friedman & Miles, 2002).

Corporate Values

Social Values

The explosion of interest in the articulation of corporate social values appears under headings like [shareholder value](#) (Rappaport, 1986; Copeland, 1994; Jensen, 2000), [stakeholder value](#) (Freeman, 1984), [customer value](#) (Murphy et al., 1996), [business ethics](#) (Velasquez, 1998; Fort, 2001), [corporate social responsibility](#) (Carroll, 1999), [environmental sustainability](#) (e.g. Tisdell, 1993; Tenbrunsel et al., 2000) or [citizenship](#) (Bolino, 1999).

No doubt many expressed corporate values are in reality superficial and hypocritical (Lencion, 2002). These are "those values that come off the shelf and can be bought in tailor-made shapes from communication agencies and other experts" (Antorini and Schultz, 2003). Thomsen (2004) examined fundamental values that are "differences which make a difference" (Bateson, 1979) and "become part of the organizational decision program" (Thyssen, 2003).



Personality

Brand Personality

Brand personality, the inference of human personality traits onto brands (Aaker, 1997).

- Enhances consumers' ability to recognize the inherent values of a brand (Morhart, Malär, Guèvremont, Girardin, & Grohmann, 2015).
- Consumers are growing increasingly fond of humanized brands and now even relate to brands in the same way they relate to people (Brown, 2010).

Consumers form relationships with brands (Fournier 1998) and develop distinct communities around brands (Muniz and O'Guinn 2001).

The act of attaching human-like characteristics to brands or other non-human entities is called **anthropomorphism**. Brand managers often encourage this phenomenon of anthropomorphizing by creating brand characters, mascots, and spokespeople.

Brands are given faces and names, and they are endowed with human emotions. Similarly, brands can develop their own set of social values, care about social issues and even have ideological leanings.

Personality Match

Personality matches are used across a number of domains:

- Predictor of successful marriages (Udry, 1967)
- Social media-predicted personality traits and values can help match people to their ideal jobs (Kern, McCarthy, Chakrabarty, & RizoIU, 2019)
- Consumers relate to brands in the same way as they relate to other people, and even form relationships with them (Fournier, 1998)
- **Consumer-Brand identification** – consumers identify brands that they believe have similar personalities to themselves (Tildesley & Coote, 2009)

Objectives

- **To investigate the key drivers of customers' brand relationships and loyalty.**
- **Specifically, to determine the relative importance of social value alignment versus product benefit match**

01

Develop three match indices

- BSV Index: match between Brand Social Values and Consumer Social Values
- BPB Index: match between Brand Product Benefits and Consumer Preferred Product Benefits Values
- Total Match: based on Social Values and Product Benefits

02

Predict brand relationship and loyalty with BSV and BPB Indices

03

Rank major corporate brands on three Match Indices

Methodology

Brand Social Value (BSV) Model is based on a set of algorithms that maximize the predictive ability of individual indices and predict Brand Relationships, Brand Reputation, Loyalty, and Purchase Intention, and thus measure Brand Strength.

Brand Social Values Match Explained

01

Reduces Measurement Bias

Our model relies on indirect measurements of relationships and brand perceptions. This way, bias, which is usually a problem in self-reported measures, is reduced.

02

Measures Consumer Bias

Compares self-reported social values match with true social values match

03

Uses Multidimensional Approach

Uses a multidimensional approach with a proprietary algorithm that maximizes the ability of the Brand Social Values Index to predict Brand Loyalty (BL), Perceived Brand Reputation (BR), and Customer Relationship with a Brand (CBR)

04

Evaluation of Social Reputation

Produces percentage value that can be used to objectively evaluate corporate social marketing strategies and reputation.

BSV Measurements

Consumers and brands have their own social values. These are measured with two corresponding instruments that allow comparison of individual values and calculation of match percentages.

The BSV Index is calculated considering the relative importance of each sub-dimension to maximize the predictive ability of the instrument.

4 Step Instrument Development

- Domain of constructs
- Qualitative study - interviews with marketing and academic experts
- Questionnaire Administration
- Scale Purification

Social Values Dimensions



Social Causes

Measures consumers' and brands' positions regarding the most important 11 social causes that are commonly used in political research., including gender inequality, state of the economy, climate change, etc



Local and Global Perspective

Measures if consumers and brands see themselves as part of a local society or a citizen of the world.



Internal and External Focus

Measures if consumers and brands focus more on personal benefits or society around them.



Ideology

Positions consumers and brands on a traditional liberal/conservative scale, considering economic, social, and safety dimensions of ideology.

Product Benefits Dimensions

Consumers make tradeoffs when they choose ideal benefits for the products and services they purchase. Similarly, brands must decide which product benefits they should focus on.

The BPB Index calculates the match between consumer preferences and the brand's product benefits. Ten carefully selected tradeoff dimensions are used to construct this index. The dimensions are:

Price	<--->	Quality
Design	<--->	Functionality
Polite Service	<--->	Fast Service
Professionalism	<--->	Easy Going Attitude
Durability	<--->	Affordability
Uniqueness	<--->	Compatibility
Privacy	<--->	Personalization
Convenience	<--->	Exclusivity
Core Product	<--->	Customer Support
Experience	<--->	Ownership

Selected Brands

75 brands were selected based on:

- Consumer familiarity
- Brand Value
- Among the Top 5 leading brands in their industry
- Revenue above USD 2 billion
- 80% of US consumers must be familiar with the brand
- Corporate brands were principally selected and generally, no product or service sub-brands from a major corporation were analyzed

12 major industries:

- Apparel
- Automotive
- Consumer Products
- Financial Services
- Consumer Services
- Foodservice
- Hospitality
- Technology
- Luxury
- Media & Entertainment
- Retail
- Telecom



APPAREL

Adidas
Under Armour
Nike
Lululemon
Zara
Ralph Lauren

FINANCIAL SERVICES

PayPal
Mastercard
Wells Fargo
Citibank
JPMorgan Chase Bank
American Express
Visa
Bank of America

HOSPITALITY

Hilton
Marriott
IHG Hotels & Resorts
Hyatt

RETAIL

The Home Depot
Costco
Lowe's
Target
CVS
Walmart
Ikea
Amazon

AUTOMOTIVE

Toyota
Ford
Honda
Tesla
General Motors
BMW
Mercedes-Benz
Ferrari

CONSUMER SERVICES

FedEx
UPS
Uber
Airbnb

LUXURY

Hermès
Gucci
Louis Vuitton Moët
Hennessy
Rolex
Chanel

TECHNOLOGY

Microsoft
HP
Adobe
Apple
Dell Technologies
Zoom
Intel
Nvidia
Alphabet (Google)
Twitter
Meta (Facebook)

CONSUMER PRODUCTS

LG
General Electric
Samsung
PepsiCo
Kellogg's
Lego
Coca-Cola
L'Oréal
Sony

FOODSERVICE

KFC
McDonald's
Starbucks

MEDIA AND ENTERTAINMENT

Netflix
Spotify
TikTok
Instagram
Disney

TELECOM

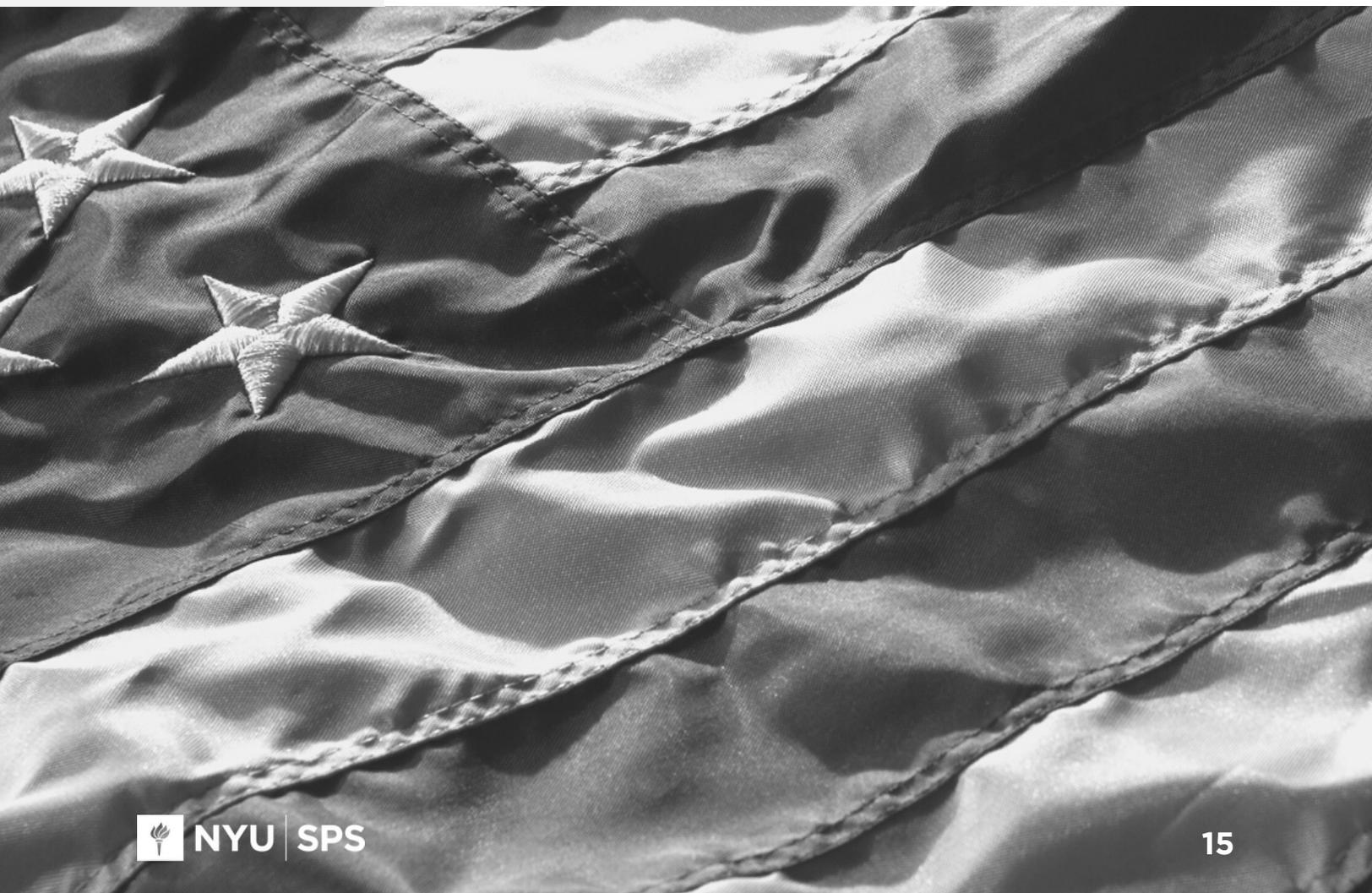
AT&T
Spectrum
Verizon
Xfinity (Comcast)

Sample

- Pilot study data were collected from 504 respondents in a US-based online consumer panel. The pilot study survey was distributed in December 2021. This study was used to refine our instruments.
- The main study data included a nationally representative sample of 2,500 US consumers. The sample matches all demographic characteristics of the US population.
- All respondents are above 18 and are familiar with the brand they were asked to evaluate.
- All responses have been vetted and verified with the use of advanced bot detection, attention check, and elimination of “survey farm” responses.

Social Values & Product Benefits

US Consumer Perspective



US Consumers' Social Values

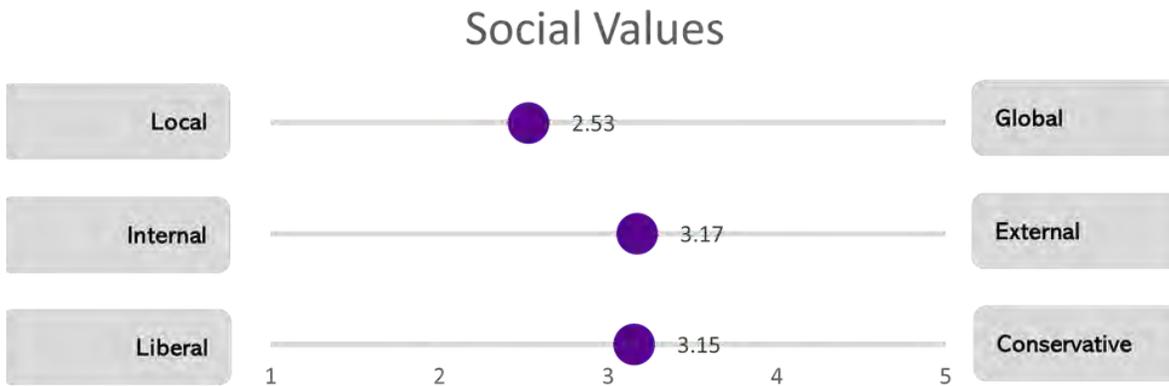


Figure 4 - Social Values of US Consumers, All US Consumers. The average score across all items

Note: Local & Global Perspective is measured with three items.

Internal & External Focus is measured with six items.

Liberal & Conservatives Ideology is measured with four items

Scores above 3 indicate that consumers lean toward positions on the right side of the scale (global, external, and conservative). Scores below 3 indicate that consumers lean toward positions on the left side (local, internal, and liberal).

52.3%

of US consumers lean toward a local perspective

Most US consumers consider themselves as part of the local community while only 15.25% see themselves as citizens of the world.

23.8%

of US consumers focus on external values such as community, social good, neighbors, and environment

Only 8.5% of US consumers are more focused on internal values such as wealth and income

48.4%

of US consumers take the centrist approach

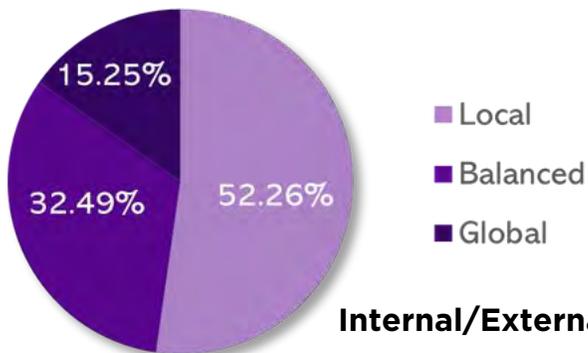
Overall US consumers lean slightly toward conservative ideology but not enough to secure a majority, since almost half are closer to a centrist approach

41.5%

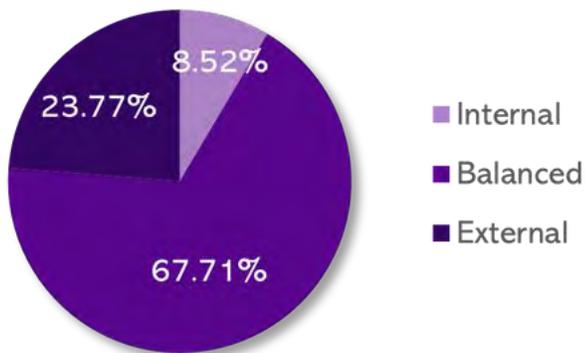
of US consumers have low innovativeness

Only 21% of US consumers believe they are socially innovative

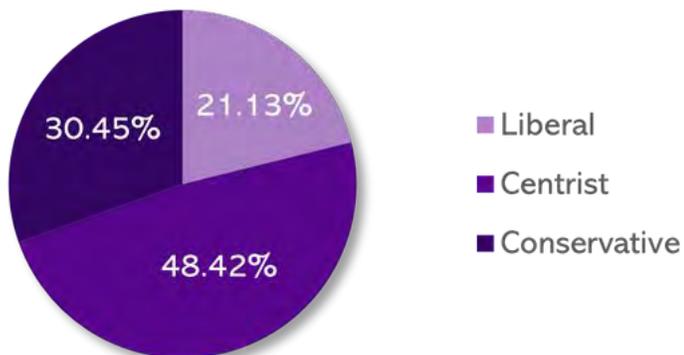
Global/Local Perspective



Internal/External Focus



Political Ideology



Social Innovativeness

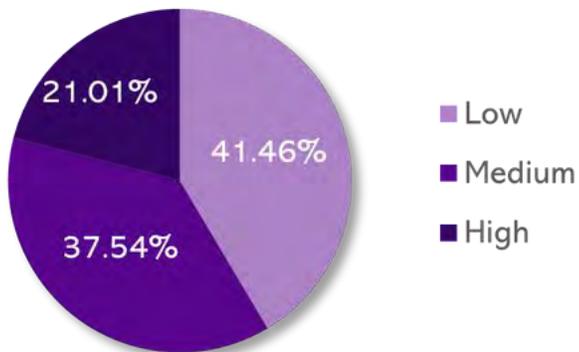


Figure 5 - Consumer Groups based on Social Values, All US Consumers

Note: All items used 5-point scales. For example, Consumers with an Ideology score between 1.0 and 2.5 were classified as liberal, 2.5 to 3.5 as centrist, and scores from 3.5 to 5.0 as conservative. The same classification was used for other social value scores.



Demographic Differences

Rural Conservatives

36.1% of rural consumers see themselves as conservative vs 22.9% of urban population. The rural population is more conservative than the Urban and Suburban

Global Urbans

The urban population is more likely to have a global perspective compared to the suburban and rural but there are almost no differences in terms of focus.

Educated Globalists

With an increase in the level of education, people slightly shift toward a global perspective.

Educated Liberals

Only those with Doctoral and professional degrees lean more liberal while all other educational segments lean slightly more conservative.

Urban, Suburban, and Rural Ideology

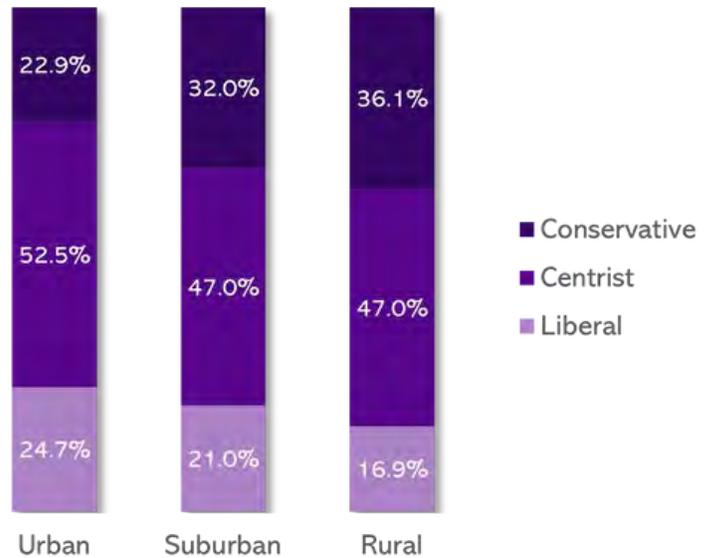


Figure 6 - Consumer Groups based on Ideology in Urban, Suburban and Rural settings

Education and Ideology

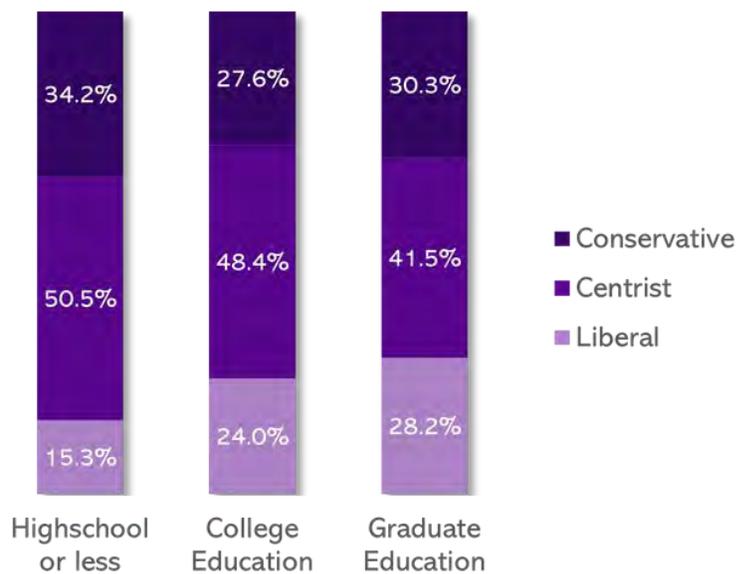


Figure 7 - Ideological differences based on education

Demographic Differences (cont.)

Gender and Ideology

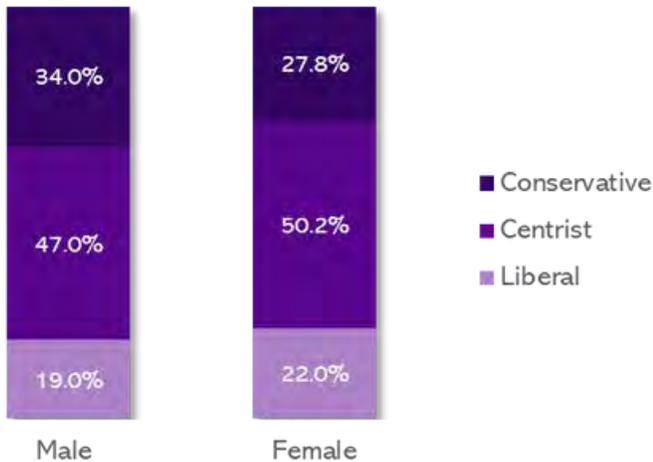


Figure 8 - Comparison of ideology groups between male and female consumers

Note: Other genders were also surveyed but the sample size was too small for statistical analysis

Gender and Ideology

Minor gender differences in Ideology: 22% of female consumers are liberal compared to 19% of male consumers. 34% of male consumers are conservative compared to 27.8% of female consumers.

Race and Ideology

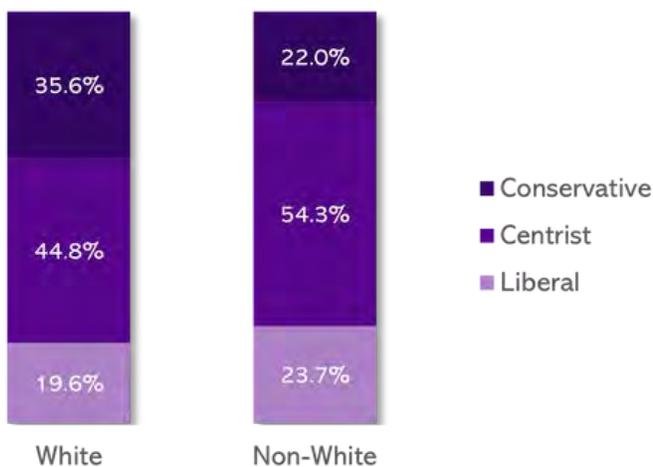


Figure 9 - Comparison of ideology groups between white and minority consumers

Conservative Whites

Consumers that identify as white are significantly more conservative than consumers that identify as one of the non-white groups

Global People of Color

22.9% of non-white respondents take a more global perspective compared to only 10.5% of white consumers.

Income and Ideology

Income does not seem to be related to ideology

Social Issues

Data reported represent top-two and bottom-two split.
 "Care" means top-two box

Social Issues Key Findings

Violent Crime

This is the leading issue with 73% of the US population saying they care about this topic

Gender and Crime

Women overall care more about social issues than men. The state of the economy is the only issue that male consumers care more about than female consumers.

Income and Economy

The higher the income the more people care about the state of the economy (76.6% care index for those making over \$150K) and Gun Laws (68.2% care index for those making over \$150K)

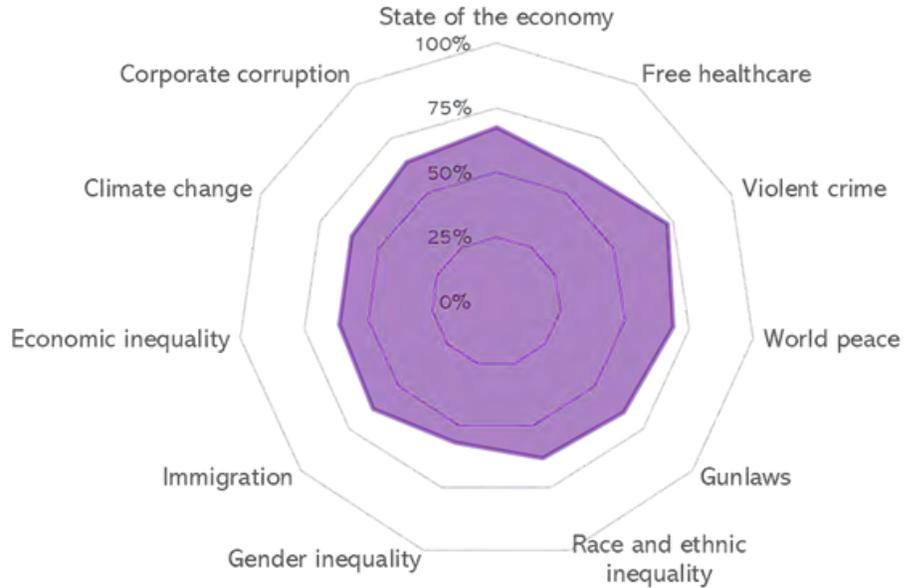


Figure 10 - US consumers' care for the different social issues

Note: Care for each social issue was measured with a single item on a 5-point scale that was transformed to the 0-100% scale

Gender Equality

Only 51.7% of male consumers care about Gender Inequality compared to 61.1% of female consumers.

Free Healthcare

Free healthcare is an important issue for low-income people (around 69% care index for those making under \$35K).

Functionality Preference

Strong Preference for Functionality over Design. Consumers prefer products that are functional, convenient, have higher quality, and are compatible with their existing products

Note: these results differ somewhat between levels of income and the geography of respondents

Income

With the increase in income consumers prefer quality over price; professionalism over an easy-going attitude; durability over affordability

Urban Attitude

The rural population has a slightly higher preference for an easy-going attitude and the urban population prefers professional service.

Product Benefits

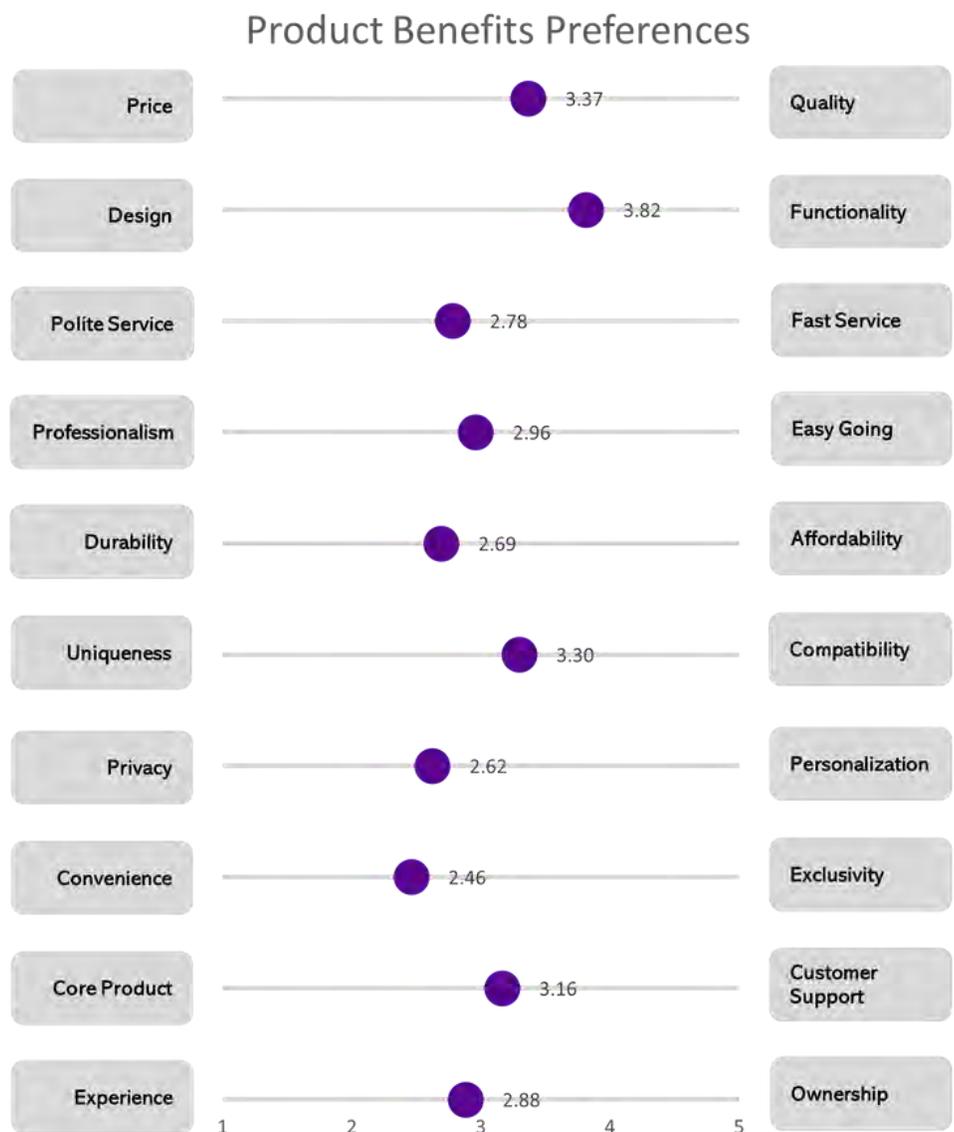


Figure 11 - Importance of different product benefits to US consumers

Note: A total of 10 bipolar pairs were used to measure the importance of different product benefits. Pairs were selected based on the results of the interviews and the pilot studies.

Relationships between Consumers and Brands



Predicting Brand Relationship



Figure 12 - Standardized Regression Coefficients for the effect of Product Benefits Match and Social Values Match scores on Brand Relationship

Note: Regression analysis was used to examine how well Product Benefits Match and Social Values Match scores explain Brand Relationship (measured with 3 items). Benefits match did not have a significant effect while Values match had a significant positive effect on the brand relationship (p-value < 0.001)

01

Social Value Match Predicts Brand Relationship

The match between Brand Social Values and Consumer Social Values has a significant positive effect on the relationship between Consumers and Brands. Consumers truly care if Brands' Social Values match their own and generally disregard if all the brand offers si the balance of product benefits they prefer.

02

Product Benefits Match Does Not Predict Brand Relationship

Surprisingly, the match between the brand's Product Benefits and consumers' Preferred Product Benefits has a small (not statistically significant) negative effect on the relationship between consumers and brands. This finding provides further support that a match on social values has become a leading predictor of brand relationships and that traditional focus on product benefits may not be as effective.

Predicting Brand Relationship (cont.)



Figure 13 - Standardized Regression Coefficients for the effect of Social Issues Match, Ideology Match, and Internal/External Focus Match scores on Brand Relationship

Note: All three match scores had a significant positive effect on the brand relationship (p-value < 0.01). The local vs Global Perspective match does not affect brand relationship.

03

Three dimensions of Social Values Match have a significant positive effect on the relationship between Consumers and Brands.

1. A match between a consumer's and a brand's ideology has the strongest positive effect
2. A match between a consumer's and a brand's importance of social issues has the second strongest positive effect
3. A match between a consumer's and a brand's focus on internal and external values has the third strongest positive effect

04

Social Values Match affects other brand strength indicators.

Social Values Match explains

- 25.9% of the variance in Brand Relationship
- 16.6% of the variance in Brand Loyalty
- 17.5% of the variance in Brand Reputation
- 11.5% of the variance in Brand Purchase Preference

Match Rates of Leading Brands

Top 10 Brands based on Total Match

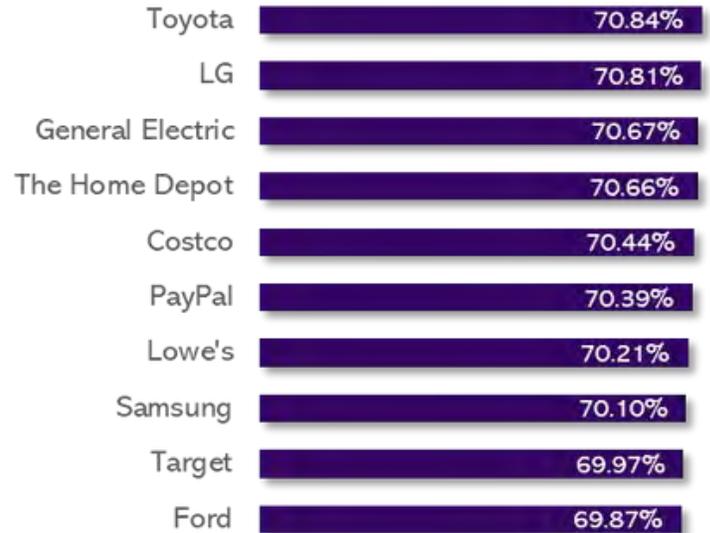


Figure 1 - Leading 10 brands based on the Total Match. i.e., the Match between Brand's Social Values and Product Benefits, and Consumer's Social Values and expected Product Benefits

Top 10 Brands based on Product Benefits Match

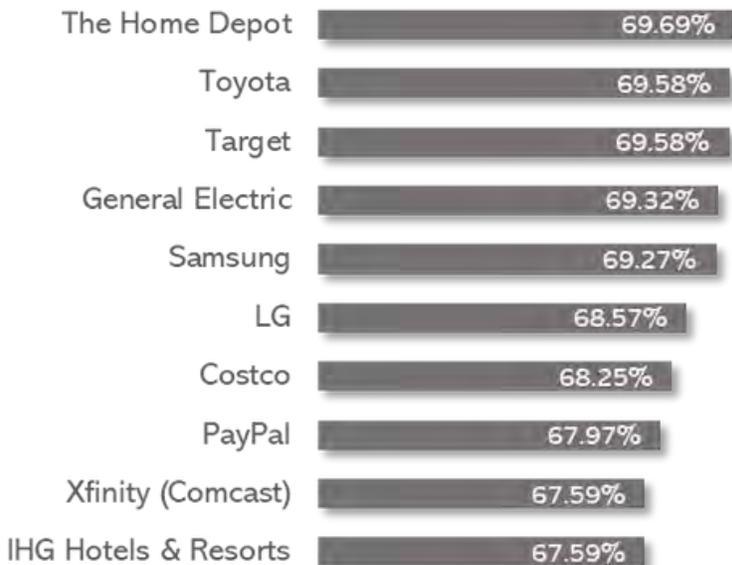


Figure 15 - Leading 10 brands based on the match between the Brand's Product Benefits and Consumer's Expected Product Benefits

Top 10 Brands based on Social Values Match

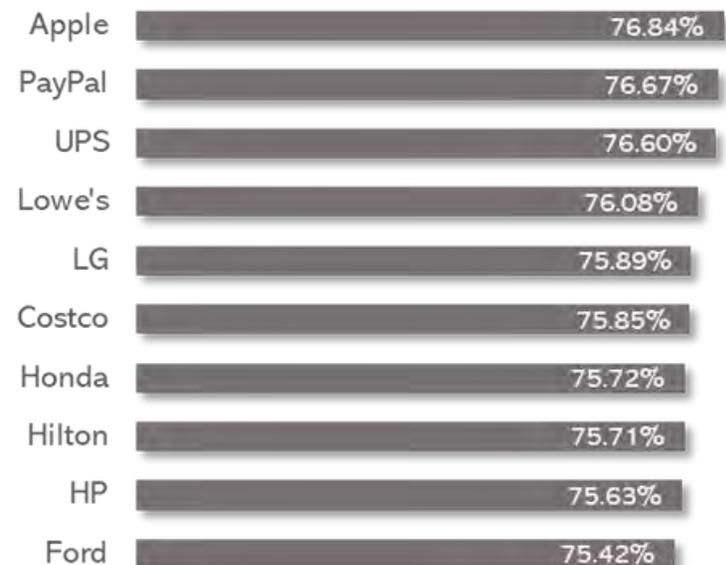


Figure 14 - Leading 10 brands based on the match between the Brand's Social Values and Consumer's Social Values

Match Ranking

Toyota

Toyota is the overall leading brand in the US

Toyota has the highest Total Match with customers with the second-highest Product Benefits Match and comes only at 16th place in Social Values Match.

Apple

Apple is Social Values leader

Apple sits at only the 28th spot in the Total Match, and only the 56th spot in terms of Product Benefits Match. However, it is number one in Social Values Match

The Home Depot

The Home Depot is the best brand in terms of Product Benefits Match

This places The Home Depot on the fourth spot overall with a relatively lower Social Values Match (19th position)

BSV Dimensions and Leading Brands

Top 10 Brands based on Internal/External Focus Match

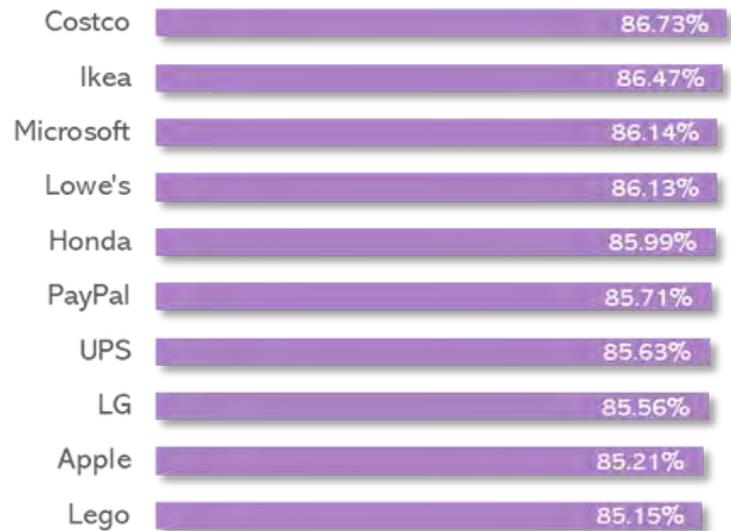


Figure 16 - Leading 10 brands based on the match between the Brand's Internal/External Focus and Consumer's Internal/External Focus

Top 10 Brands based on Ideology Match

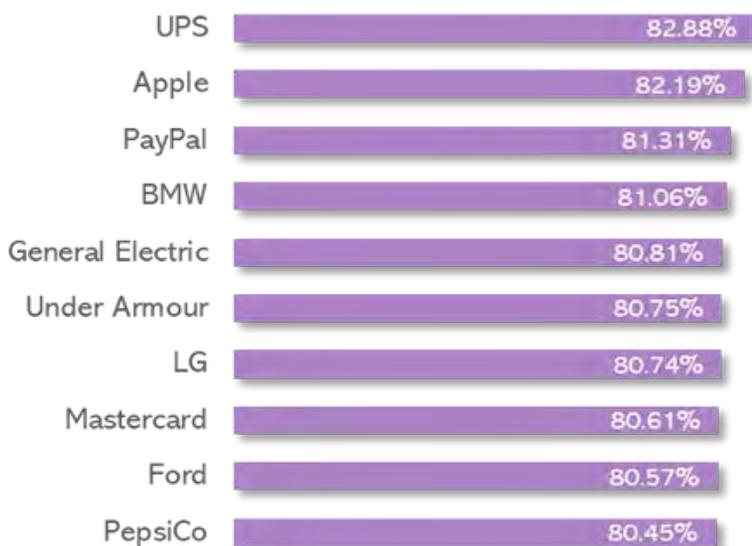


Figure 17 - Leading 10 brands based on the match between the Brand's Ideology and Consumer's Ideology

Top 10 Brands based on Social Causes Match



Figure 18 - Leading 10 brands based on the match between the Brand's Social Causes and Consumer's Social Causes

Individual Values

Costco

Costco leads in terms of Focus Match

Costco is not in the top 10 on Ideology Match and is on 9th spot for Social Causes Match

UPS

UPS ideology is the most similar to the US consumers

UPS comfortably reaches the number one spot as a brand with the highest match with customers' Ideology and Social causes.

Luxury Brands

Most luxury brands underperform in all the social values match categories

Meta

Facebook (Meta) has a poor match for both ideology and social causes

BSV Competitive Map

Benefits Match

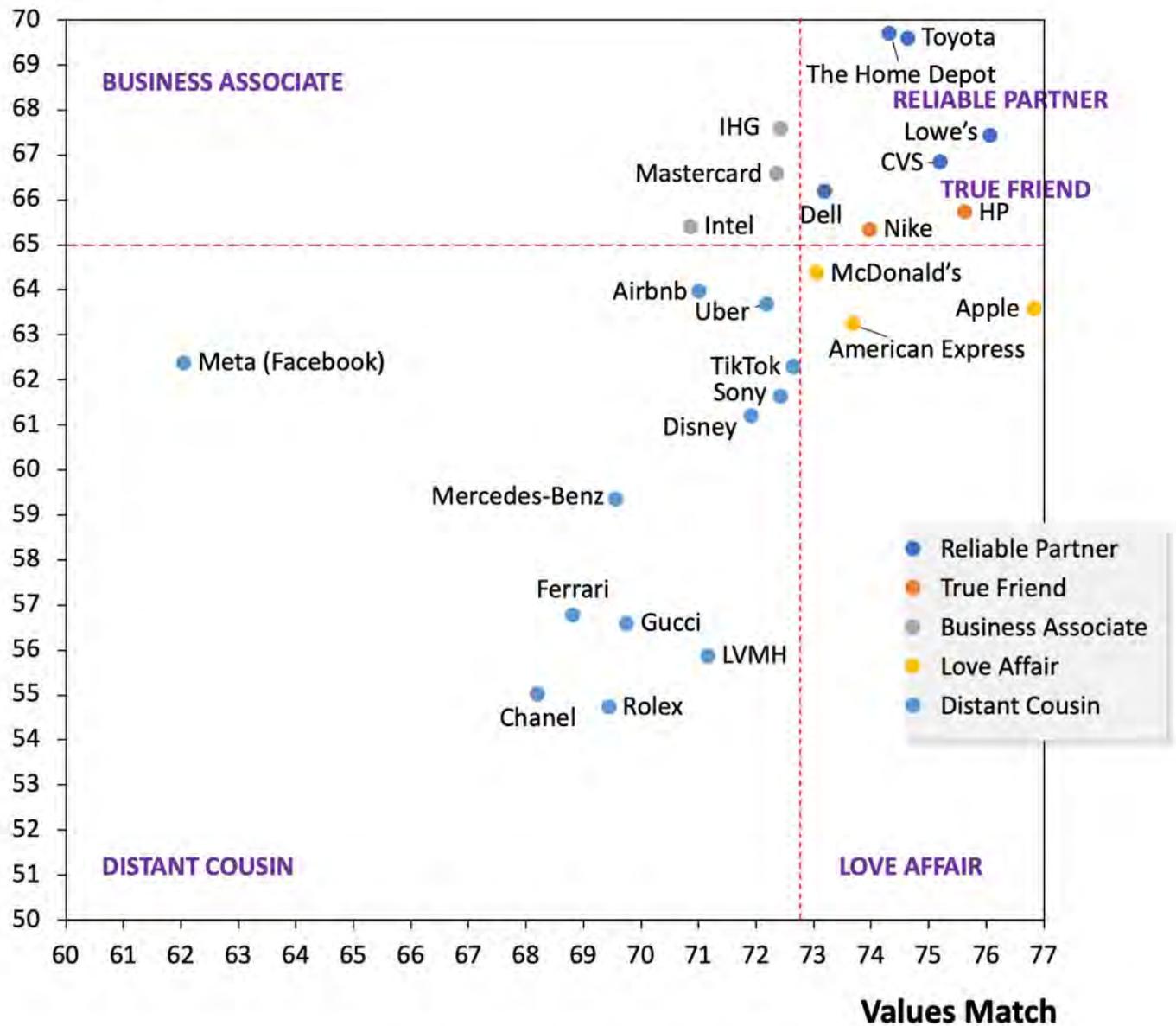


Figure 19 - Competitive Map of the selected 25 brands

Note: Brands are positioned on the competitive map based on their Social Values Match and Product Benefits Match scores.

BSV Clusters

True Friend

True Friends together with Reliable Partners are the best performing brands with the strongest relationships with their consumers. These brands establish a strong emotional connection with consumers through matching social values while having acceptably high product benefits.

- HP
- Ikea
- Nike

Reliable Partner

Reliable Partners together with True Friends are the best performing brands. These brands provide high product value and benefits that meet consumer expectations while maintaining high similarity in social values with US consumers.

- Toyota
- The Home Depot
- Lowe's
- PepsiCo
- Dell
- CVS



BSV Clusters (cont.)

Love Affair

Love Affair brands establish a strong relationship with their customers based primarily on matching social values while the value of the product benefits is more limited. Often consumers express their love and affection for these brands without even purchasing their products.

- Apple
- McDonald's
- American Express

Business Associate

Business Associates are reliable brands that provide strong product value and meet the product and service expectations of consumers without establishing an emotional connection. These brands are often disliked by consumers but still purchase their products since they fulfill their needs.

- IHG Hotels
- Mastercard
- JP Morgan Chase
- Intel



BSV Clusters (cont.)

Distant Cousin

Distant Cousins are underperforming brands that do not provide sufficient product benefits and have social values that do not resonate well with their consumers. Consumers purchase or use their products out of necessity or in situations where no other option is available. Consumers are more likely to have negative feelings toward these brands and do not believe they provide sufficient value.

- Airbnb
- Uber
- Lego
- TikTok
- Sony
- Disney
- Mercedes-Benz
- Meta (Facebook)
- Luxury Brands (Ferrari, Chanel, Rolex, Gucci, LVMH)

Total Values Match Rates- Demographic Differences



Location Differences



Urban Consumers

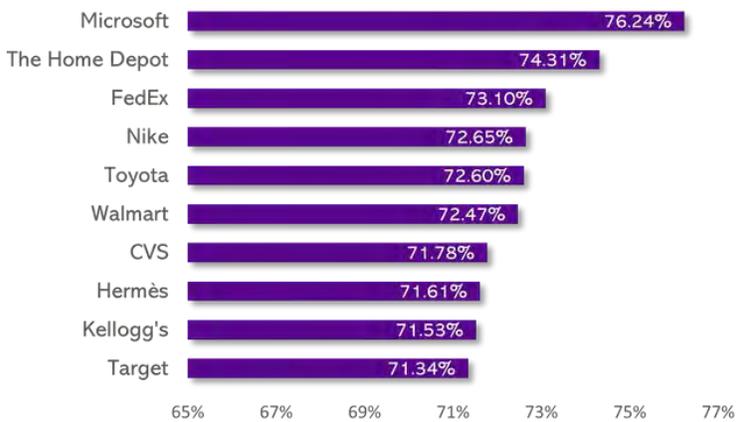


Figure 20 - Leading 10 brands based on the Total Match for urban population

Suburban Consumers

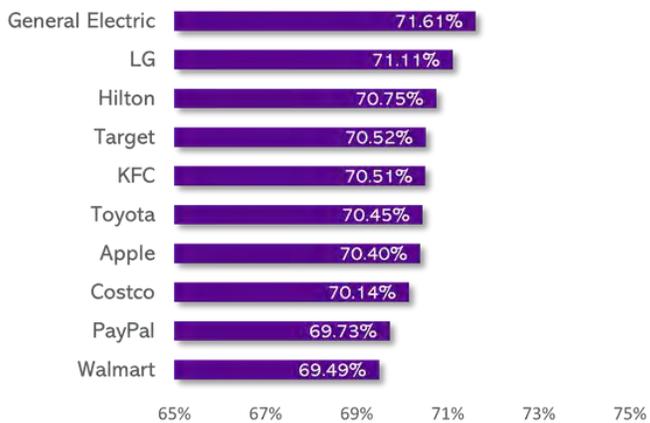


Figure 21 - Leading 10 brands based on the Total Match for suburban population

Rural Consumers

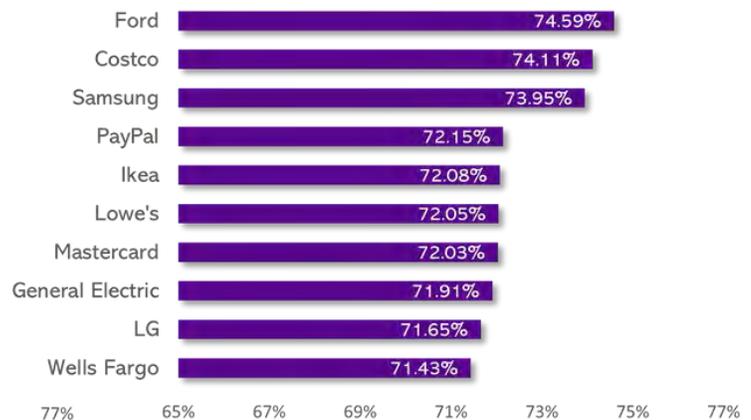


Figure 22 - Leading 10 brands based on the Total Match for rural population

Gender Differences

Male Consumers

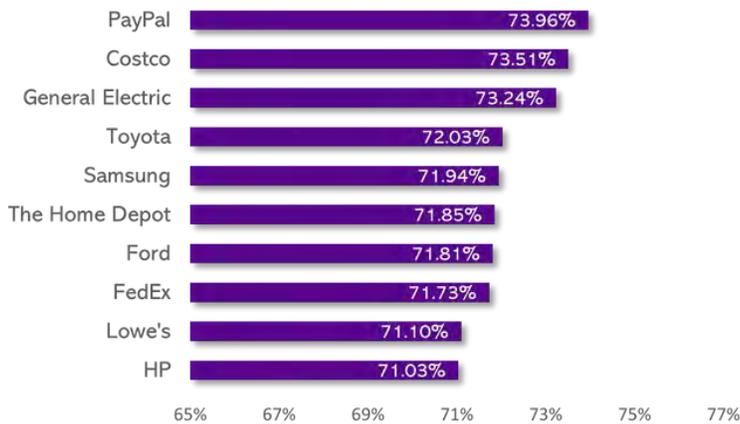


Figure 23 - Leading 10 brands based on the Total Match for male consumers

Female Consumers

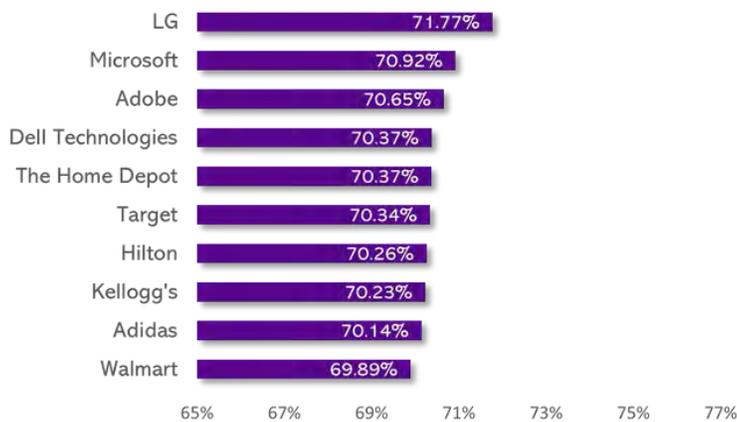


Figure 24 - Leading 10 brands based on the Total Match for female consumers

Income Differences

Lower Income 0 - \$49,999

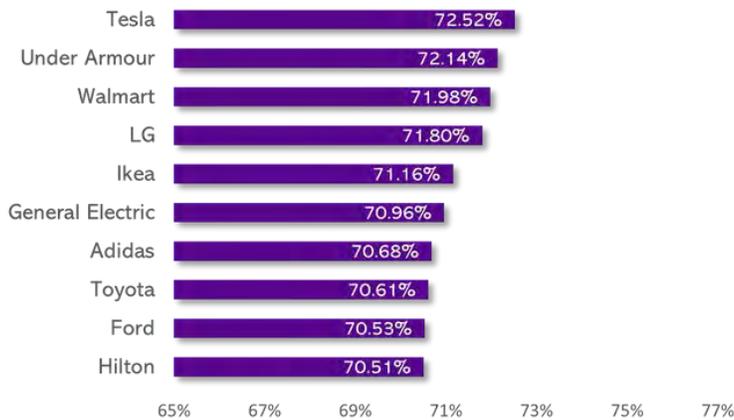


Figure 25 - Leading 10 brands based on the Total Match for lower income consumers



Middle Income \$50,000 - \$99,999

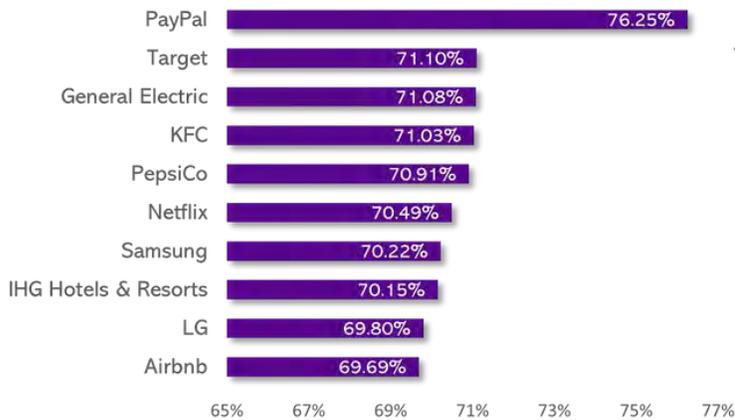


Figure 26 - Leading 10 brands based on the Total Match for middle income consumers

Higher Income \$100,000+

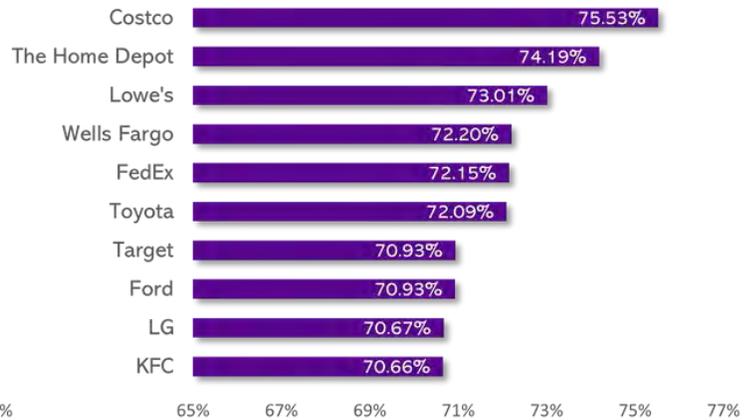


Figure 27 - Leading 10 brands based on the Total Match for higher income consumers

Racial Differences

White Population

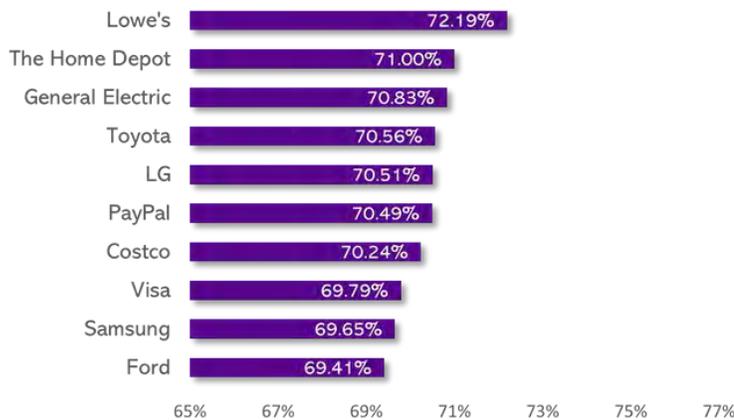


Figure 28 - Leading 10 brands based on the Total Match for white consumers

People of Color Population

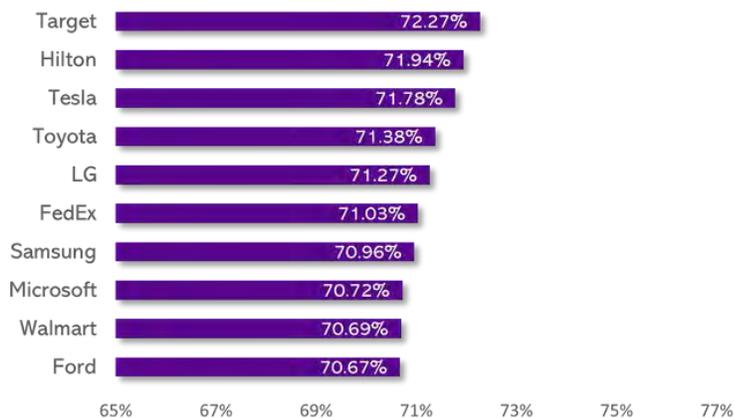


Figure 29 - Leading 10 brands based on the Total Match for minority consumers

Age Differences



Younger (18 -34)

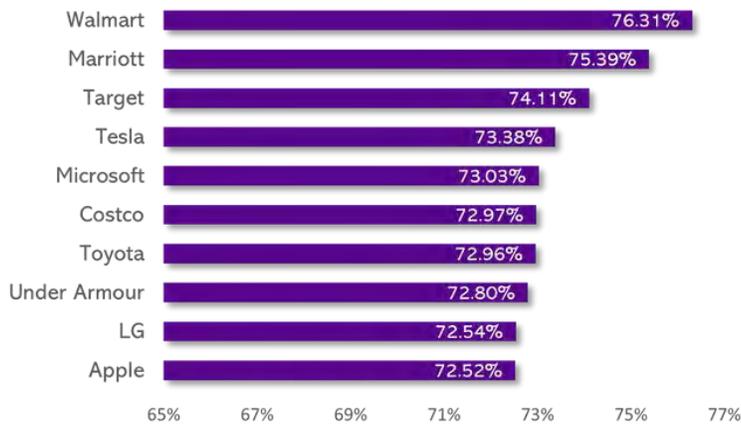


Figure 30 - Leading 10 brands based on the Total Match for younger consumers

Middle (35-49)

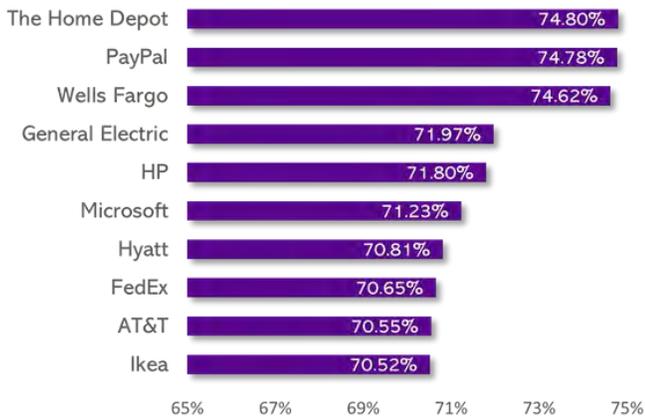


Figure 31 - Leading 10 brands based on the Total Match for middle aged consumers

Older (50+)

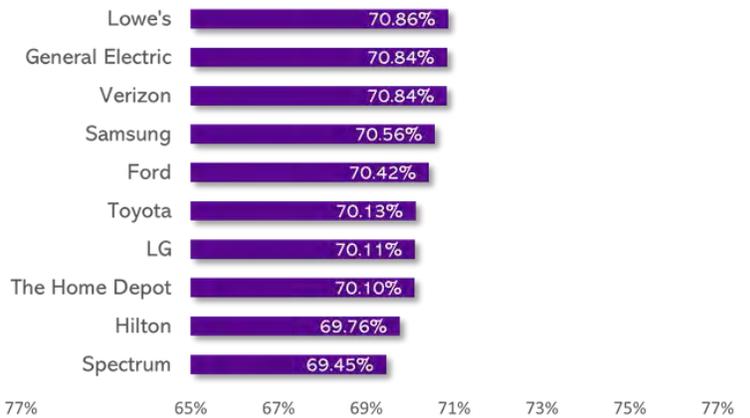
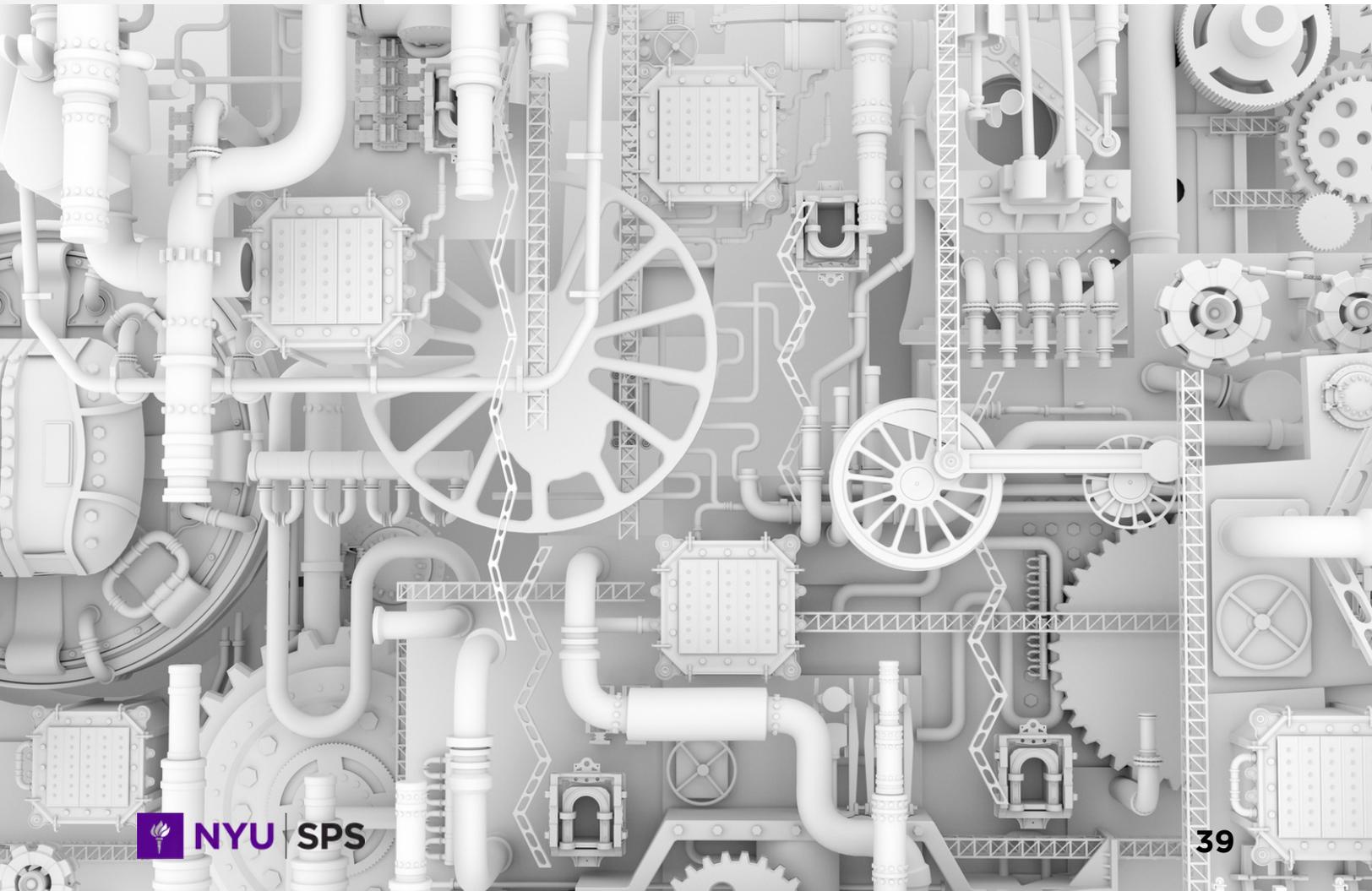


Figure 32 - Leading 10 brands based on the Total Match for older consumers

Brand Ranking by Industry

Total, Social Values, and
Product Benefits Match



Apparel

Sport brands outperform luxury brands

- Adidas, Under Armour, and Nike are overall brand leaders in the Apparel segment with the trio of luxury brands (Hermès, Gucci, and Chanel) coming last
- Nike leads in terms of the social values match as one of the best performing brands overall

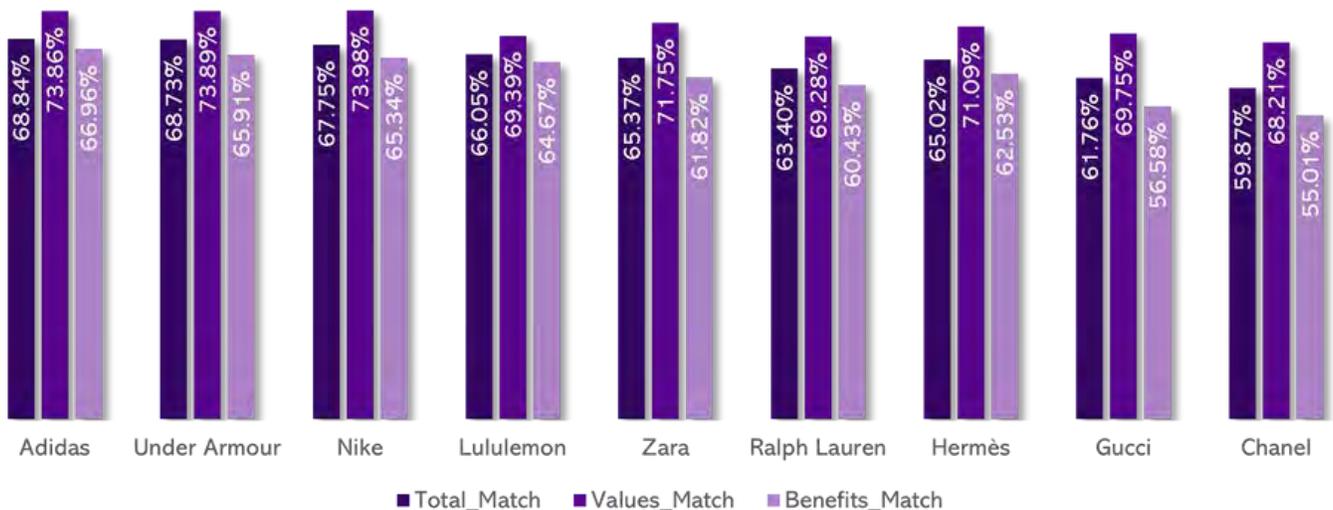


Figure 33 - Ranking of apparel brands based on Total Match, Social Values Match and Product Benefits Match scores.

Note: Some brands are classified in multiple industries (e.g. Gucci is apparel and luxury)



Automotive

Traditional mass market brands outperform luxury brands

- Toyota, Ford, and Honda are leaders among automotive brands with Ferrari, Mercedes-Benz, and BMW trailing behind them.
- Japanese brands are doing well - Honda has the highest social values match and Toyota has the highest products benefit match among automotive brands.

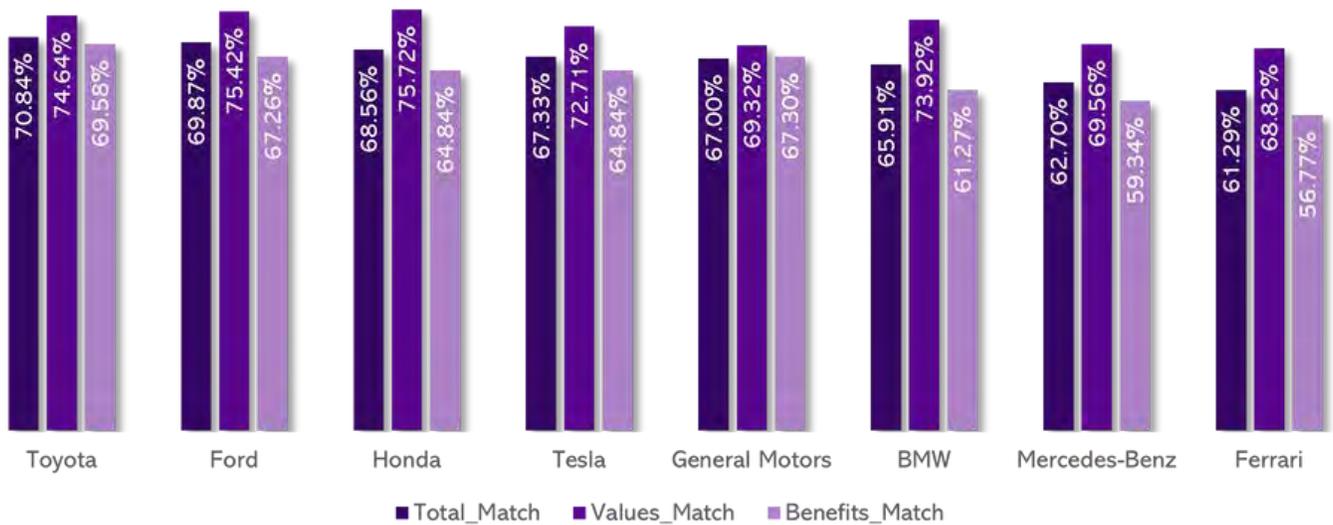


Figure 34 - Ranking of automotive brands based on Total Match, Social Values Match and Product Benefits Match scores.



Consumer Products

Korean electronic brands outperform most other product brands

- LG, General Electric, and Samsung are among the best performing brands with a total match that is over 70%.
- Rolex, being a luxury consumer product brand has one of the worst product benefit matches looking at all US Consumers.

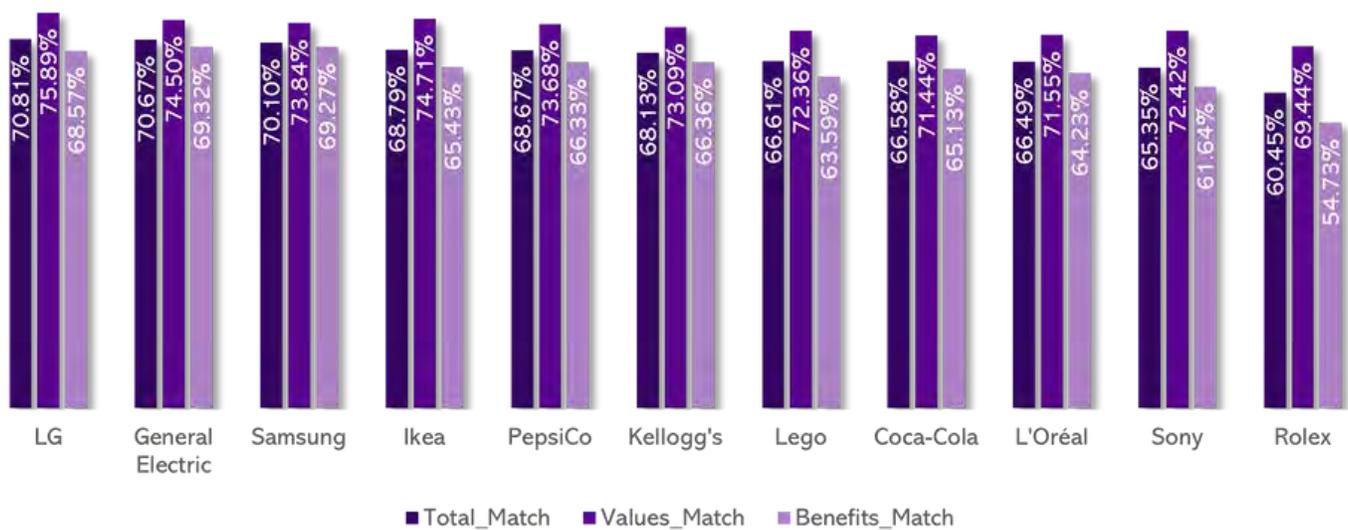


Figure 35 - Ranking of consumer products brands based on Total Match, Social Values Match and Product Benefits Match scores.

Consumer Services

Delivery services outperform sharing economy brands

- FedEx outperforms UPS for product benefits but UPS has a higher social values match
- Uber and Airbnb as the most notable sharing economy service companies trail behind delivery companies



Figure 36 - Ranking of consumer services brands based on Total Match, Social Values Match and Product Benefits Match scores.

Financial Services

Low variation in total match scores among financial services companies

- With the exception of PayPal which had over 70% total match, all other financial service companies were within the 2% range of each other.
- Visa and American Express have somewhat lower product benefit match scores but do well on social value match.



Figure 37 - Ranking of financial services brands based on Total Match, Social Values Match and Product Benefits Match scores.



Foodservice

KFC outperforms McDonald's and Starbucks

- Only three major foodservice franchises were examined
- Starbucks surprisingly has the lowest total match because of the lowest product benefit match score.



Figure 38 - Ranking of foodservice brands based on Total Match, Social Values Match and Product Benefits Match scores.



Hospitality

Hilton is the highest performing hotel brand

- Hilton received the highest total match primarily due to a very high social values match score
- IHG Hotels and Resorts had the highest product benefits match while Hyatt came at the bottom in all three match categories

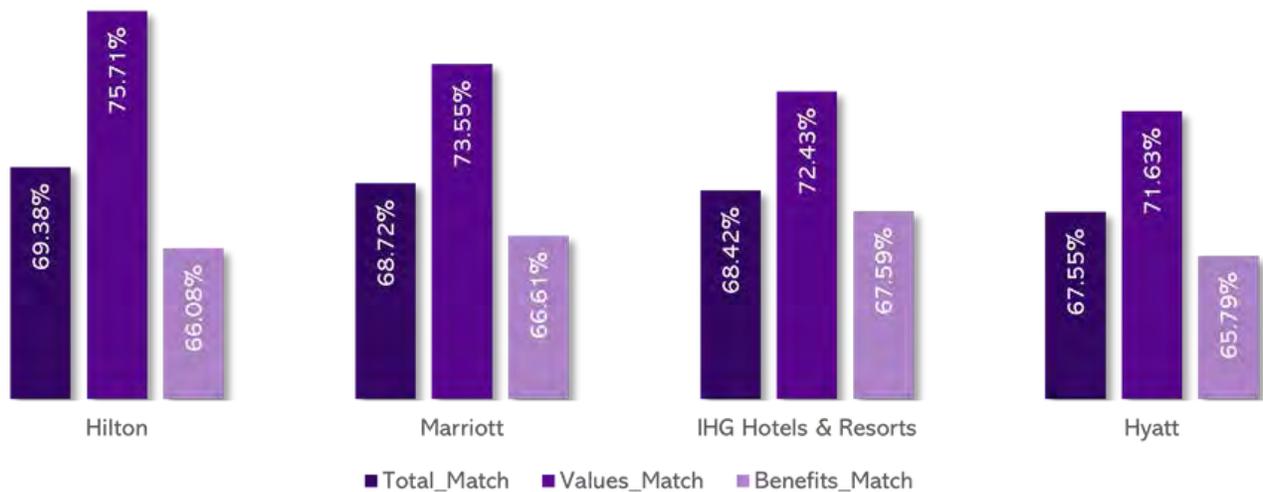


Figure 39 - Ranking of hospitality brands based on Total Match, Social Values Match and Product Benefits Match scores.



Luxury Brands

Luxury brands overall had some of the lowest match scores

- Chanel, Rolex, and Ferrari are among the worst performing brands when it comes to the overall match
- Considering that our research used the broadest possible market segment for the analysis (all US adults) this result should not be surprising. Luxury brands have a more narrow target market and primarily focus on wealthier consumers. Thus, consumers with lower incomes may have a different set of social values and expected product benefits from those of luxury brands.

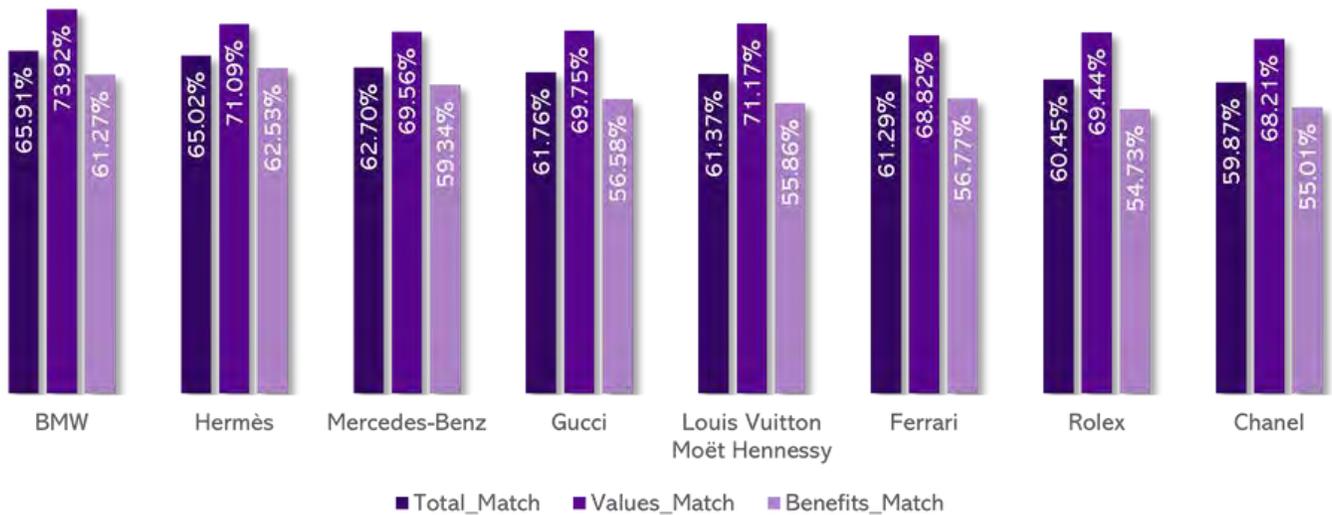


Figure 40 - Ranking of luxury brands based on Total Match, Social Values Match and Product Benefits Match scores.

Media & Entertainment

More politically active brands have some of the lowest match scores

- Meta, Disney, and Twitter are among the lowest-performing brands in this category.
- Netflix, Apple, and Spotify dominate Media & Entertainment industry due their high social value matches

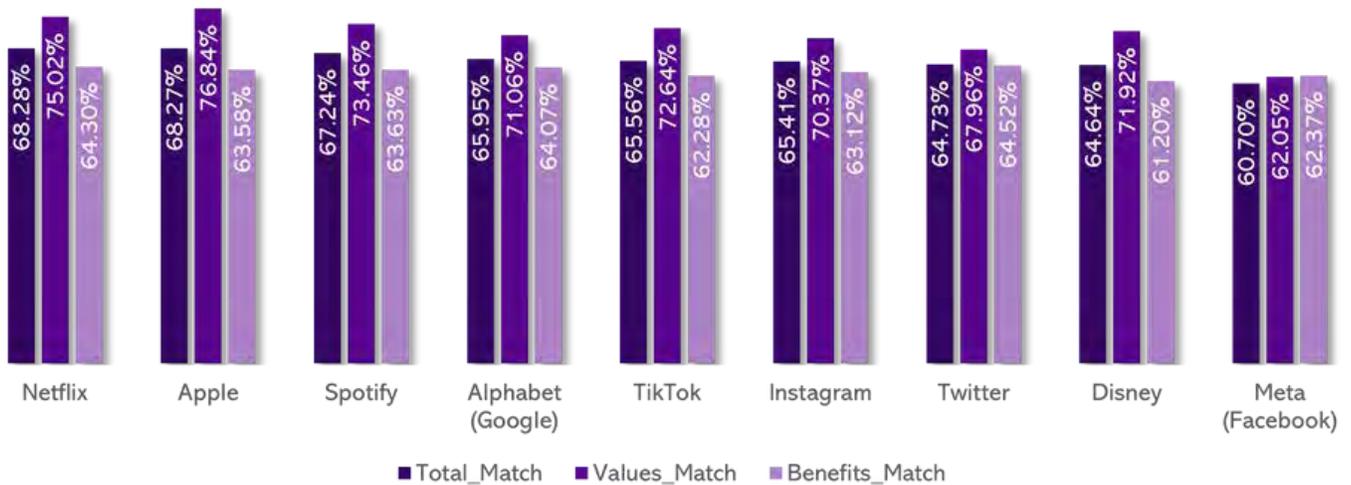


Figure 41 - Ranking of media & entertainment brands based on Total Match, Social Values Match and Product Benefits Match scores.

Retail

Some of the best performing brands overall are within retail industry

- The Home Depot narrowly came on top with the total match of over 70% with Costco and Lowe's coming close behind
- Amazon had a very solid social values match score but underperformed within the product benefits match category thus coming at the bottom position within retail industry ranking

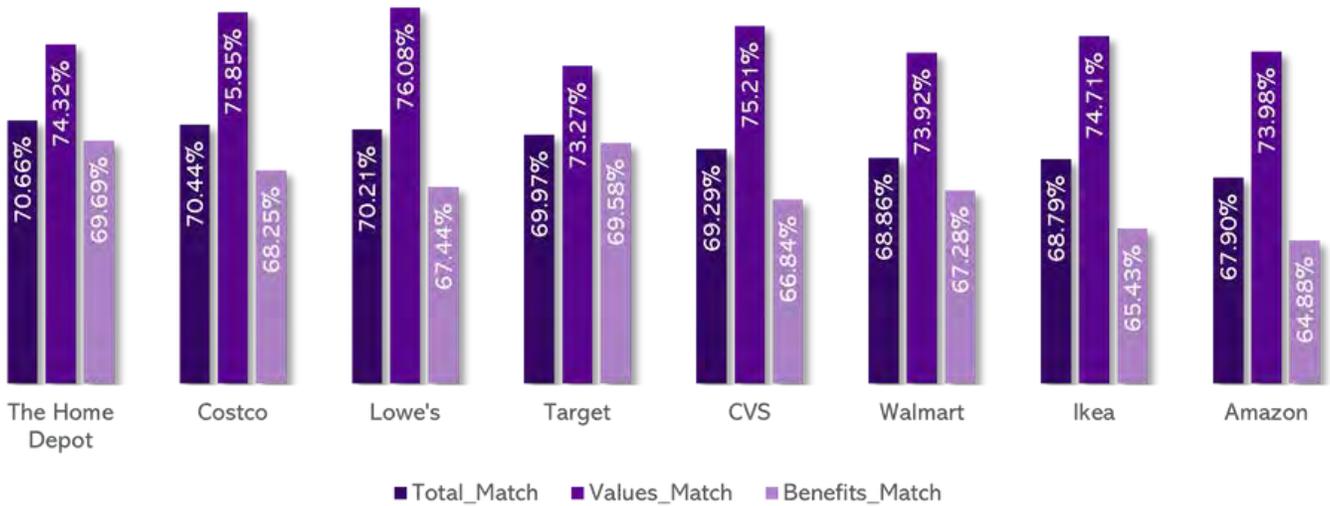


Figure 42 - Ranking of retail brands based on Total Match, Social Values Match and Product Benefits Match scores.



Telecommunications

Consistent performance across four telecommunications brands

- Four telecommunication brands had similar total match scores but Xfinity was an exception with relatively high product benefits match and low social values match scores



Figure 43 - Ranking of telecommunications brands based on Total Match, Social Values Match and Product Benefits Match scores.

Technology Brands

Product or service oriented tech brands outperform tech media brands

- LG, PayPal, and Samsung are among the highest performing brands overall with balanced product benefit and social values match scores
- Instagram, Twitter, and Meta came at the bottom of the total match ranking
- Meta had a very low social values match that could be explained by the period or rebranding

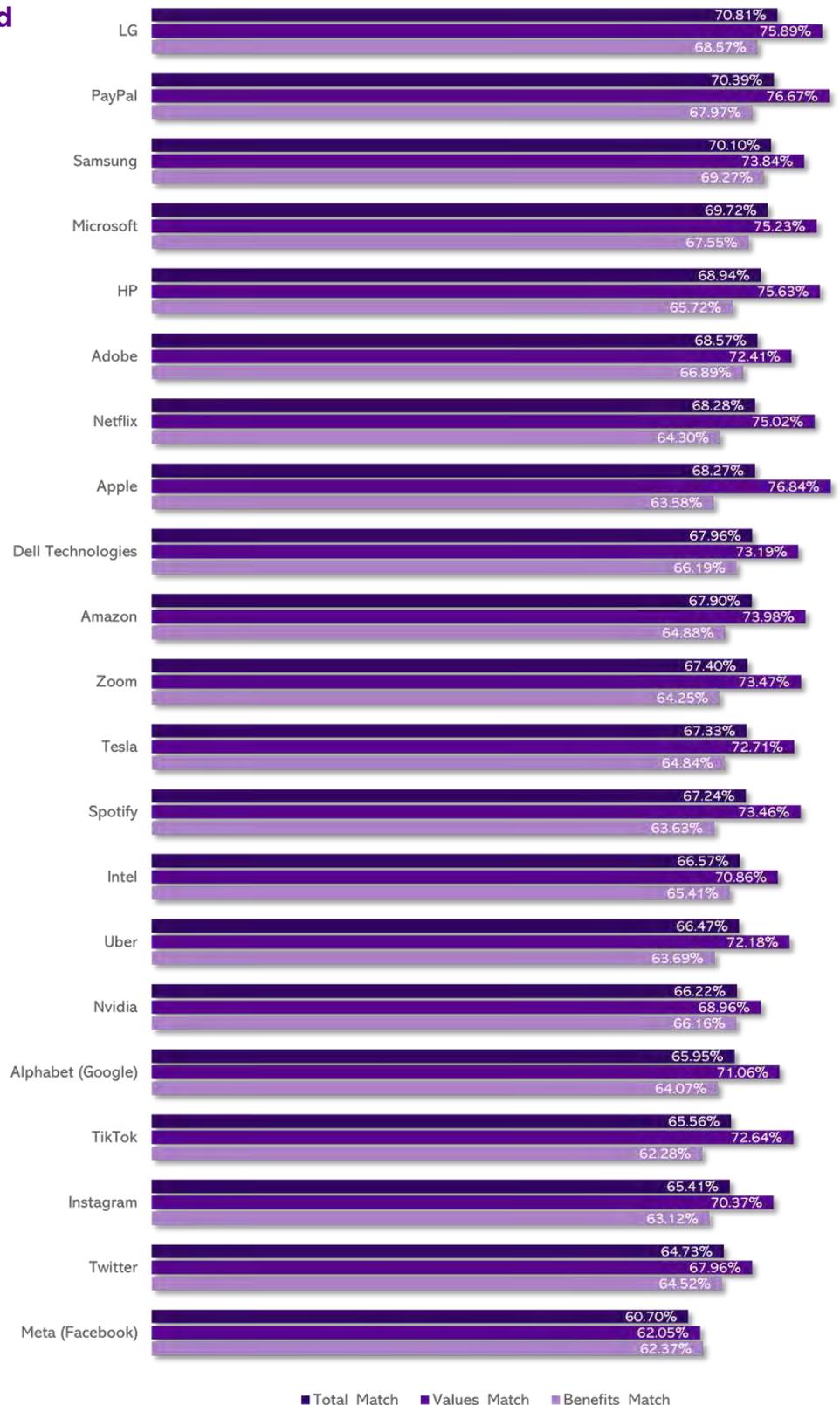


Figure 44 - Ranking of technology brands based on Total Match, Social Values Match and Product Benefits Match scores.

2022 Corporate Brand Social Value Index

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