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# Beauty pageantry and corporate social investment in Botswana

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# Beauty pageantry and corporate social investment in Botswana

*Larona M. Gilika*

**RESEARCH ARTICLE**

**A research report submitted to the Faculty of Commerce, Law and Management, University of the Witwatersrand, in partial fulfilment of the requirements for the degree of Master of Business Administration**

**Johannesburg, 2021**

# ABSTRACT

Companies' sponsorship of cultural events such as beauty pageants is a common phenomenon in the global business community (Fan & Pfitzenmaier, 2002). Despite global trends in the successful sponsorship of beauty pageants, one of the major challenges facing the advancement of the beauty pageant industry in Botswana is lack of sponsorship by the local business community (Madondo, 2013).

Literature reviewed indicated that corporate social investment (CSI) is an avenue through which companies support meaningful cultural events and community projects (Rundle, 2004) and that there is both possibility and opportunity for the integration of the pageant phenomenon into a business's CSI strategy (Auletta & Jaen, 2013).

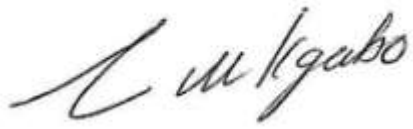
The purpose of this study was to explore and understand the perceptions held by companies in Botswana towards sponsoring beauty pageants as a CSI initiative. This study will inform the strategic positioning necessary for beauty pageants to benefit from companies in Botswana which are actively engaged in CSI.

The study was conducted using qualitative research methodologies for both data collection and analysis. Interviews were undertaken to gather the experiences of twenty (20) companies listed on the Botswana Stock Exchange (BSE) or with a CSI culture. The interviews were then subjected to iterations of analysis in order to derive the companies' perceptions of sponsorship of beauty pageants as a CSI initiative. Findings demonstrated that many companies in Botswana embrace the sponsorship of beauty pageants as a CSI initiative.

It was concluded that while companies are willing to sponsor and associate with beauty pageants through their CSI, there is need for alignment of social impact projects of beauty pageants to CSI focus areas of companies in order to achieve lasting symbiotic relationships and for purposes of sustainability.

# DECLARATION

I, Larona M. Gilika, declare that this research report is my own work except as indicated in the references and acknowledgements. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration in the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in this or any other university.



Larona M. Gilika

Signed at ……**GABORONE, BOTSWANA**……

On the ……**26TH**……. day of ……**JULY**……..... **2021**

# DEDICATION

I would like to dedicate this research to my family for the invaluable moral support they gave me throughout the execution of this project. This study is also dedicated to all my sponsors- had it not been for their financial liberality, it would not have been possible to successfully complete this project.

# ACKNOWLEDGEMENTS

I would like to express my heartfelt gratitude;

- To God who gave me grace to complete this project.
- To my sponsor for the financial support.
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# CHAPTER 1: INTRODUCTION

This section lays out the overview of the research problem as well as the sub-problems. The purpose of the study, context, significance, assumptions and delimitations of the study are also discussed.

## 1.1 Purpose of the study

One of the major challenges facing the advancement of the beauty pageant industry in Botswana is lack of participation by the local business community (Madondo, 2013). The purpose of this research therefore is to explore the perceptions held by companies on sponsoring beauty pageantry as a corporate social investment (CSI) initiative so as to;

- Determine if CSI would be an avenue for the possible funding of the pageant industry in Botswana and,
- Determine if beauty pageant sponsoring can be recommended as an initiative for CSI.

## 1.2 Context of the study

A beauty pageant is a competition, of a selection of girls or women contestants, for an ultimate title or reward (Murchie, 2010). It is usually owned by an individual or entity often referred to as the pageant director or manager who is responsible for its events and its winners (Gilbert, 2015). Tlhwale (2013) alludes to some of the recent developments in pageantry which have seen the inclusion of men and those in the lesbian, gay, bisexual, transgender and queer community (LGBTQ). However, this study only focuses on female beauty pageants. A beauty queen is a woman “chosen by a group of people to serve as a symbolic representation of their collective identity to a larger, often national, audience. Typically, beauty queens are chosen through beauty pageants or contests, which can vary by social context, setting, and judging criteria” (King-O’Riain, 2008, p.74).

The ability of the pageant industry to easily attract hundreds of participants per title and millions of followers and viewers across the world for a single crowning event is an indication of its potential to influence society (King-O'Riain, 2008). It is for this reason that companies' sponsorship of cultural events such as beauty pageants is a common phenomenon in the global business community (Fan et. al, 2002).

An international pageant such as the Miss World, whose ethos is centred on 'Beauty with a Purpose', is able to raise funding in the millions of dollars for community impact projects through the support of businesses (www.MissWorld.com). With a yearly production budget of around $100million, the Miss Universe, likewise relies largely on its official sponsors for the success of their annual crowning event (www.MissUniverse.com). Such patronage allows companies to also reach targeted markets and audiences for purposes of advertising and creating brand awareness (Fulzele & Nimsarkar (2016). In America alone, the child beauty pageant industry is valued at $5billion annually and involves a participation of over 250 000 children in more than 5000 pageant platforms (Walker, 2015).

However, within the African continent, particularly in the Southern Africa Development Community (SADC) Region, pageantry is still in its infancy and has many challenges to overcome (Madondo, 2013). Tlhwale and Alegi, (2013; 2008) suggest that South African beauty pageants are a hope to the region and can be a benchmark for the development of pageantry in Africa considering its development thus far and its influence towards the global community through the likes of the current Miss Universe 2020 Zozibini Tunzi (Mogoatlhe, 2020). For Botswana, one of the challenges Madondo (2013) stipulates is that of minimal participation the corporate community which continues to hinder the advancement of the industry and its events. After being crowned, the winner is expected to serve as an ambassador to both the pageant brand and their chosen cause (Murchie, 2010) on one hand. This involves commitment to social value creation through community outreach and charitable projects whose

success relies largely on the availability of resources in the form of sponsorships. It is the availability of such resources that determines the level of influence by a particular pageant in society (Gilbert, 2015).

On the other hand, corporate giving or CSI is one avenue used by companies to reach out to their communities in a meaningful way (Rundle, 2004). CSI is all the contributions, both monetary and in-kind, made by a company towards strategies, programs and plans meant to benefit the community (Charity Aid Foundation, 2014). The business community is therefore gradually appreciating the merits of adopting such corporate culture (Rossouw, 2015) including those in Botswana (Solis & Moroka, 2011). It is therefore vital to continuously explore strategic collaborations which are essential for achieving purposeful and sustainable CSI (Okpara & Idowu, 2013).

Therefore, in its quest to establish the perceptions towards pageant sponsorship through CSI, this study focuses on the business community rather than on beauty pageant directors or the beauty queens. These companies were considered either because they are listed on the Botswana Stock Exchange (BSE), which means there is therefore access to information concerning their corporate giving culture; or because they have a proven track record of a corporate giving culture even if they may not be listed on the BSE.

A complete cycle of a beauty pageant as stipulated by Hinojosa and Carle (2016) refers to a year which includes periods leading to the crowning event and the reigning period. For this study, focus will only be on gathering perceptions by companies on sponsoring the period after the crowning event which is the reigning year of the queen.

Identifying the perceptions of companies towards sponsoring beauty pageants through their CSI may contribute to understanding the conditions set in order to benefit from companies' CSI and provide guidance for those seeking to get sponsorship to run their pageants.

## 1.3 Problem statement

### 1.3.1 Main problem

To identify the perceptions held by companies in Botswana towards sponsoring beauty pageants as a CSI initiative.

### 1.3.2 Sub-problems

The first sub-problem is to indentify factors contributing to sponsorship or lack thereof by companies towards beauty pageants.

The second sub-problem is to identify the purposes of beauty pageantry and that of company CSI.

The third sub-problem is to investigate company's views on involvement in beauty pageantry through CSI.

## 1.4 Significance of the study

Beauty pageants have enjoyed a fair share of criticism and debate about their relevance over the years; not just in Southern Africa but the world over (Dookey, 2015). Crawford, Kerwin, Gurung, Khati, Jha and Regmi (2008) highlight much of the criticism as coming from the public who view beauty pageants as a means of objectifying and commodifying women. Nevertheless, they continue to say, societies and communities have been positively impacted as a result of beauty pageants. The reigning queen, through community engagement projects is able to contribute significantly in addressing societal issues thus achieving some form of social impact (Hansen, 2010: Tonn, 2003). According to Tonn (2003), the impact of beauty pageantry can go beyond the individual contestants to the greater societies and communities affected through charitable initiatives.

In Botswana, lack of sponsorship is one of the major challenges to the advancement of the pageantry industry (Madondo, 2013), and this study will be significant to pageant brands in informing the strategic positioning necessary for them to align more with companies actively engaged in CSI. Corporate giving is one avenue used by companies to reach out to their benefactors in a meaningful way and Rossouw (2015) argues that the business community is gradually appreciating the merits of such corporate culture.

In view of this, strategic and sustainable partnerships and collaborations are of essence in CSI especially as companies strive for purposeful giving. This research study, therefore, may be significant to;

- Companies seeking to identify a CSI initiative to support,
- Management Consultants and corporate social investment agencies seeking to recommend CSI initiatives and
- Owners or organisers of beauty pageants seeking for sponsorship

## 1.5 Delimitations of the study

While there are several stakeholders in pageantry- the pageant owners, the contestants, pageant supporters or followers and the business community, this study focuses only on the perceptions held by the business community who are the practitioners of CSI and therefore potential sponsors of beauty pageants. It was important to select companies with a CSI culture. This informed the consideration of companies listed on the Botswana stock exchange (BSE) because of the BSE's voluntary commitment to promoting long-term sustainable investment and improved environmental, social and corporate governance (ESG) disclosure and performance among companies listed on their exchange. Other companies not listed on the BSE, however with a CSI culture in their organisation as evidenced by their ESG reporting were also considered. Both

companies with and without previous history of sponsoring beauty pageants were interviewed as discovered during the administration of the interview guide.

## 1.6 Definition of terms

### 1.6.1 Beauty Pageants/contests (pageantry)

This is a competition in which entrants (in this case women), are judged according to their personality, their talent and their demonstrated ability to be an ambassador of a cause; with the winner being awarded a title (Balogun, 2012).

### 1.6.2 Corporate Social Investment (CSI)

CSI is the 'actual corporate giving made by companies towards community improvement and development causes. This could be in the form of cash and in-kind donations in addition to the monetary value of work hours given through employee volunteering schemes. It also includes any management costs incurred in implementing community investment initiatives,' (Charity Aid Foundation, 2014, p.4).

### 1.6.3 Corporate Social Investment Initiative

'CSI initiative refers to plans, projects, programmes and strategies that corporations or firms implement which are beneficial to the community in terms of development', (Ismail, 2009, p.199).

## 1.7 Assumptions

The following assumptions were made regarding this research project:

- The respondent companies reflected normal perceptions and experiences during the interview.
- The respondent companies reflected honest views and experiences with minimal biases.
- The respondent companies particularly those listed on the BSE had a CSI culture in their organisation.

# CHAPTER 2: LITERATURE REVIEW

## 2.1 Introduction

The literature review endeavours to explore matters that are most relevant to the main research problem. This section will begin to provide insights into beauty pageantry as an industry that creates social value through its social impact. Furthermore, the review will examine the impetus for corporate sponsorship of beauty pageants and enunciate the salient benefit of corporate giving towards pageantry. The review also considers corporate social investment (CSI) literature with a focus around the guiding principles adopted by companies in the selection of CSI initiatives. This is to establish the relationship between social value creation by pageantry and corporate through CSI.

This section will cover the following topics:

- **Beauty pageantry**: To give a brief background on how pageantry has evolved worldwide over the years. The purpose and impact of beauty pageants is also discussed.
- **The Business of Pageantry**: A brief exploration of how beauty pageants are run is discussed in detail to give a solid foundation to the study.
- **Corporate Citizenry**: The facts around corporate social investment (CSI) are explored including what companies perceive as CSI that works for them.

## 2.2 Beauty Pageantry

Women, beauty and pageants are a global phenomenon that date far back as biblical times. Perhaps it is for this reason that there exists a variety of sentiments by various observers and stakeholders around beauty pageants. In their book of 2004 entitled: '*There she is, Miss America',* Watson and Martin make a comparative analysis of perspectives held by stakeholders of the pageant industry. These perspectives capture the prejudices that emanate

around the subject of pageantry. To some, beauty pageants are a platform for women to build character under the confines of healthy competition (Mbabazi, 2019). However, Watson et. al (2004) allude to the fact that there are differing views held by many stakeholders looking at beauty pageants through many lenses. Such observers may include the general public- societies, activists and the media. To some, pageantry is a form of public spectacle, a platform for entertainment and a mere exploitation of women. As a result of these varying opinions, cultural contributor and critic Banet-Weiser (1999) strongly believes that the pageant industry deserves more critical academic enquiry.

### 2.2.1 The Evolution of Pageantry

The notion of women competing amongst one another to establish the winner finds its roots in the old city of Troy (Anyango, 2009: Riverol, 1983). According to Anyango (2009), beauty pageants were a form of entertainment of the mythic time. She further mentions that Paris of Troy had to choose which of three women was the most ideal for him. In those times, winning such a contest was solely reliant on being the most beautiful. Since a choice had to be made, adjudication was of necessity hence the appointment of Paris to decide the outcomes (Riverol, 1983). This is what led to the enactment of pageant judges as a practice that has become central to determining who ultimately wins modern day pageantry (King-O'Riain, 2008).

A similar account is found in the bible, in what Powell (undated) claims was the first beauty pageant ever recorded in history. The bible (Esther 2:1-19, New Living Translation) shows an occasion where young virgins from various provinces of the Persian Empire were brought to a king named Xerxes to select his queen. These young ladies were kept in a secluded place under the care of one of some of the King's subjects, where they underwent a twelve-month beauty treatment (Esther, 2:3). Hailing as queen from these women was the Jewish virgin- Esther, who later used her influence as the queen to appeal against the genocide of her people, the Jews (Esther, 8:5). The same book of the bible, Queen Esther's uncle is quoted saying to her that perhaps she was

born for such a time as this- referring to how she was instrumental in saving her people from what would have destroyed an entire generation of the Jewish people.

From the biblical account, there appears to be certain practices that identify with some of the customs of today's beauty pageants, from what the scriptures reveal about Queen Esther's account.

### Morden Beauty Pageants

Literature research on the origins of modern beauty pageants suggest that they came into existence as an unintended consequence (Anyango, 2009). The Miss America competition, the first of a string of modern pageants, was held on the 7th of September 1921 at a coastal resort in New Jersey- Atlantic city (Crawford et. al, 2008: Anyango, 2009). As a way of extending the tourism season, the merchants of that time led by Conrad Eckholm organised the first instalment of what later became the Miss America pageant. This was a year after women in America had been granted the right to vote (Crawford et. al, 2008).

According to Crawford et al. this beauty contest served as a form of entertainment for tourists during their prolonged stay beyond the Labour Day weekend. To the merchants, it meant more days to trade off more of their commodities to the tourists, which in turn increased margins. According to Riverol (1983) this event was so successful that it was incorporated into the following year's itinerary as the Atlantic City Bathing Contest. Unknown to the merchants, this began a tradition and an institution that led to the birth of modern beauty pageantry through the Miss America which subsequently influenced the development of culture, practices, rules and regulations in beauty pageantry.

Nevertheless, as pageantry evolved, Watson et.al (2004) mention that it suffered a tarnished image. Allegations of defrauding contestants, acceptance of married contestants to participate, falsified residences by some contestants, as well as their behaviour which was classified as immoral, were the primary

causes of this tarnished image. They further state that these controversial occurrences led to a backlash from the media and the public that lasted for decades; yet at the same time crafted a pageant culture and custom as found today. While citing Cohen, Wilk and Stoeltje (1996), Crawford et. al (2008) also acknowledge the proliferation and the popularity of beauty pageants. In their literature, they furthermore corroborate the criticism suffered as the pageant phenomenon spread throughout various cultures of the world and how these hurdles formed the basis upon which its identity was established.

Watson et.al (2004) continue to argue that International beauty pageants such as the Miss World and the Miss Universe pageants were the propellants of the globalisation of the institution even into the African diaspora. Today, the Miss World and the Miss Universe pageants have reached more than seventy-eight (78) nations who send national representative contestants to both pageants annually (Hinojosa et.al, 2016). *Table 1* below is an illustration of several events or incidents that led to the development of the pageantry institution.

***Table 1: Chronological Development of pageant customs- Miss America (Source: Watson and Martin, 2004)***

| Period | Event |
|---|---|
| **1920's** | - First Miss America crowned at age 16.<br>- First radio broadcast of the pageant.<br>- Contestants prohibited from winning the pageant more than once.<br>- Cosmetic industry merged with the pageant industry. |
| **1930's** | - Addition of talent segment to pageant<br>- The employment of only female chaperons.<br>- Refinement of pageant contract to include the following rules; 'never been married, pregnant, borne a child, been arrested...and should be in good health and of a white race' (p.5) for those intending to participate. |
| **1940's** | - First academic scholarship program was introduced as an award for the winner.<br>- Contestants prohibited from participating in the pageant more than once.<br>- Allows entries from college students, first college student wins Miss America 1943.<br>- First crowning of winner wearing an evening gown instead of the norm, a bathing suit. |
| **1950's** | - Alignment of reign to the period of a year.<br>- The first television cast of the Miss America- attracted twenty-seven million viewers.<br>- The introduction of contestant performances and choreography.<br>- The introduction of corporate sponsorship for the pageant.<br>- 1951 winner refuses to pose in swimsuit to fulfil corporate sponsorship of a swimwear manufacturer- Catalina Swimsuits.<br>- Catalina Swimsuits withdrew sponsorship and started the Miss Universe and Miss USA pageants as competitor titles to Miss America in 1952.<br>- The UK based Miss World started in 1951, a year before the Miss Universe. |
| **1960's-1980's** | - Protests by 200 livid feminists against the pageant's swimsuit competition during a live telecast of the pageant.<br>- Catholic Church threatens to expel contestants from their schools and to ban them from the sacraments if they did not withdraw their entries.<br>- The introduction of 'The Platform' by Miss America Organisation which allowed contestants to present a topic about the issue they cared deeply about. They were then judged on their passion and knowledge of it. They would then spend a year campaigning for that cause, if they won. |
| **1990's** | - 20% to 80% vote to continue with the swimsuit segment as part of the competition after a nation-wide telephonic poll. |
| **2000's** | - The reinvention of the swimwear segment to resemble fitness and lifestyle. |

Table 1 above gives a summary of the events that helped to shape the pageantry institution.

### 2.2.2 The Purpose of pageantry

Perhaps the most alarming thing about beauty pageants as expressed by Napolean (2003) is the fact that those involved in them one way or the other claim that beauty is not the impetus behind them. His discontent comes from the fact that the word itself is suggestive of a focus on beauty.

In the 1910's, pageantry to the women suffragists (Watson et.al, 2004, p.27) was devoid of the 'beauty' element and carried a different purpose from the succeeding pageantry of the 1920's. To them, 'pageants were the most powerful and convincing way to bring the equal rights campaign to the public'. Watson et al (2004) continue to paint a vivid picture of this form of pageantry in the following manner;

> *'Suffrage pageants consisted of a series of short scenes or tableaus that generally depicted important women in history such as Joan of Arc and Florence Nightingale, and showcased women's contributions to the community as mothers, pioneers and workers...On stage women portrayed historic figures or virtues such as courage and justice which helped to normalise the presence of women in the public sphere and gave the participants confidence in their abilities and role models to emulate', (p.28).*

The rise of modern beauty pageantry, however, meant the death of purpose in pageantry for these women who previously used the platform to campaign for meaningful causes which included their right to vote. In her contribution to Watson et.al (2004), Kimberly Hamlin alludes to the frustration felt by the suffragists when modern pageantry took off. To these women, it was just a means of reducing other women to what men thought about them- as no more than their physical appearances and looks. This however saw a turn of events during the 1960's when feminist protests challenged the interpretation of 'beauty' by beauty pageants (Napolean, 2003). Historically, according to

Balogun (2012) women participating in a beauty contest would be judged on their physical beauty alone. However, Crawford et. al (2008) state that this criterion has been subjected to a paradigm shift over time because of key societal debates on the true definition of beauty. They further argue that beauty entails a lot more than the purely aesthetic component and extend a definition of beauty to encompass; physical fitness, intellectual capacity, public speaking ability, character and special talents, all of which form the 'total package' of a beautiful woman. Crawford et. al (2008) further extends criticism to beauty pageants as being rooted on prevalent practises of capitalism, militarism and racism.

In present day pageantry, the purpose of beauty contests remains the source of much debate. Beauty pageants raise questions of national identity, gender and morality within the confines of home-grown facts, beliefs and practise (Crawford et. al, 2008). As a result, while citing Cohen et al (1996), Crawford et.al (2008) proposes one way of analysing beauty pageants and their purpose which is by contextualising them locally within the premises of social and cultural specifics. To a united America, beauty pageantry is a tradition that identifies a national symbol in the form of a beauty queen (Riverol, 1983; Cohen et.al 1996). In the Pan-African context, beauty pageants serve the purpose of constructing gender nationalism about women (Balogun, 2012).

In a comparative case study of Nigeria's two national beauty pageants- 'Queen Nigeria' and 'The Most Beautiful Girl in Nigeria', Balogun (2012) discovered that the two pageants branded themselves differently in order to send different messages to different audiences. She highlights that the Queen Nigeria pageant brands itself as a local pageant centred on upholding the patriotic Nigerian feminist culture for the purpose of uniting the Nigerian population. 'The Most Beautiful Girl in Nigeria', pageant, however, positions itself to align to cosmopolitan ideals of women set by international pageants, such as the Miss Universe and the Miss World. This pageant then becomes a strategy to integrate Nigeria into the global community. She further warns that 'while all

nations must contend with the task of appealing to domestic and international agendas, the challenges of this process becomes heightened mostly in emerging nations who run the risk of pulling the nation apart if they fail to manage these competing interests' (p.360).

Another way to understand the purpose of beauty pageants is by understanding key role players in this institution (Watson et.al 2004). To the contestants, the reason for participating is to undergo the process of personal development, through training and charity involvement (Balogun, 2012). Borrowing from some of the skills learnt such as self-confidence, etiquette and competitiveness, contestants are believed to be well equipped to tackle the challenges of the outside world beyond the pageant. According to Chen (2013) some pageants offer an opportunity for the contestants to further their academic achievement through a scholarship program which then forms the basis of the competition making it a scholarship pageant rather than a beauty pageant. The paradox of beauty pageants is that while they are an opportunity for personal achievement and community responsibility for contestants, they project very conservative notions of beauty at the same time (Banet-Weiser, 1999).

Even more rewarding is becoming a beauty queen which, according to Balogun and Cohen et.al (2012; 1996) has the power to transform an individual into an influential public figure or a person of note within the society. It appears that the notion of civic responsibility of pageantry as suggested by Banet-Weiser (1999) has received a limited consideration in academic research. Cohen et.al (1996, p.6) also argue that the 'failure to grant beauty pageants serious attention may reflect a reluctance to deal with beauty itself as a serious matter'.

### 2.2.3 Social Value Creation

The process of social value creation is believed to occur in three ways following a continous process as illustrated in Figure 1 below.




***Figure 1: Social Value Creation Process:*** *(*Source: REDF Workshop, 2020)

According to the REDF Workshop (2020), figure 1 above demonstrates the relationship between economic value and social value. They assert that economic value is achieved when actions or a set of inputs are processed to deliver a product or service that is of a higher market value. Social value on the other hand comes about when actions, inputs and processes are put in place that end up improving the lives of individuals or society as a whole (REDF Workshop, 2020). In agreement, Singh (2016) posits that social entrepreneurs view social value creation as causing social change or making social impact primarily through focussing on tackling people's social problems, issues or meeting social needs. He argued that such social change endeavours are mostly targeted at causing changes in perceptions, norms, attitudes, behaviours and traditions by bringing about more awareness on particular social matters and empowering communities towards socio-economic participation. These initiatives have proven to impact people's lives beginning from grassroots level to the international level (Singh, 2016). Singh adds that social entrepreneurs therefore create value not only for the poor and marginalised people, but also for the affluent sections of the society.

Beauty pageants have arguably been proven to have an impact on women and society at large as they are used as channels for behaviour change and various campaigns (Mbabazi, 2019). With increased involvement of America in World War II, the Miss America pageant was threatened and its continuation became the subject of much debate. However, the leaders of that time allowed for beauty pageants to continue because they gave hope at a time filled with darkness resulting from the wars, (Watson et.al, 2004) thus demonstrating how beauty pageants can add positively and make a meaningful impact to a society.

Weigelt (2011) views social impact from the perspective of business as the actions of an organisation that result to a society's wellbeing. The achievement of societal well-being then becomes a form of social value creation according to the Centre for Social Value creation at the Robert Smith University of Maryland, (2017). The institution continues to highlight that some of the terminology that relate closely to social value creation include sustainability, social responsibility, social entrepreneurship and triple bottom line. It is through social value creation that both profit driven companies and non-profit organisations can achieve a balance between profits and the greater public good in the form of social and environmental well-being.

In a study undertaken by Hansen (2010) to establish whether beauty pageants made any contribution to society, a survey was distributed to a focus group of twenty-five middle aged students. Nine of the participants responded positively to say that pageants do contribute to society, however four of the nine felt that the contribution was negative. From the study, Hansen established that the main driver of social impact is the 'beauty queen' who achieves this by fulfilling her responsibilities during her reigning year which include championing a cause or causes of their choosing. This is consistent with Balogun and Cohen et.al (2012; 1996) who identify the 'beauty queen' as an influential person within society. Although the sample size of this research was not large enough to generalize the results, it points towards some insights which, according to Cohen et.al (1996), have received little if any, academic attention.

Apart from being a form of good entertainment, Hansen points that beauty pageants serve the purpose of helping to discover and groom leadership capabilities in women. This is possible through the opportunity given to them to promote and drive good causes within the communities of their choice or as assigned by the pageant officials. Hansen (2010) further argues that the impact is both tangible and intangible and can be viewed from a dual perspective;

a) The direct effect of investing in a woman by preparing them to take up the role of ambassadorship within their society as a beauty queen and,

b) The ultimate impact on communities because of the efforts of the beauty queen- towards community involvement.

In her interview with Erica, a former beauty queen, Hansen (2010) points out that the most impact on society is achieved through community engagements by the beauty queen. These community engagements come with so much exposure and experience for the lady that Hinojosa et.al (2016) argue that they can be a stepping stone into a career path of great influence and power in politics or in business. Former Miss Venezuela and Miss Universe winner Irene Sáez is one such example of a beauty queen turned politician. Referring to her case, Hinojosa et al (2016) argue that the potential to impact societies on a greater pedestal through politics is a real possibility for pageant winners.

Nevertheless, societal impact is not only limited to those who win present day pageantry. According to Hinojosa et.al (2016) many pageant contestants are also expected to participate in volunteer work to which, in some pageants a score is allocated. They explicitly outline this arrangement as follows (p.30);

*'Pageant contestants are also often required to develop an issue platform and to spend volunteer time working on this issue. Contestants are judged on this issue platform, 'measured by the size, funding, and longevity of the particular volunteer organizations' (Banet-Weiser 1999, 43). Dedication of time and effort to educating themselves and formulating their ideas on the topic, and ultimately the presentation of this issue is readily applicable to the world of politics. While these platforms are often noncontroversial, contestants can advocate more divisive platforms, including gay rights and reproductive rights for women (missuniverse.com). These issue platforms also are often accompanied by advocacy work, providing women with the opportunity to champion their causes by raising awareness and funds."*

One of the ways in which the dignity of the pageantry institution can be resuscitated is by emphasising on its social value creation potential (Crawford et.al, 2008). Crawford et al (2008) further cite an example from the Pan African Network Trust (2000), involving a female cabinet minister in Zimbabwe who was of the view that beauty pageants should be judged solely on the participants'

inherent culture of active citizenry which is their contribution to social upliftment in their communities and the nation at large.

Similarly, beauty pageant organisers in Botswana have come up with different beauty events for different purposes. For example, an article by Kgakatsi (2016) highlighted that the Miss Rural Area Development Programme (RADP) is a pageant with the goal of identifying talent and promoting the inclusion of young women based in rural communities by building their self-esteem and preparing them to participate in national events. Over and above showcasing the talents and ambitions of young girls aged between 8 and 16 years old, the Little Miss Princess of the World Botswana pageant seeks to provide the world with a foretaste of Botswana's culture through their international representative ("Palesa Motsewetsho", 2021). Through this contest, participating children have their confidence boosted as they draw inspiration from each other. The events leading to the crowning night also instilled discipline within the children. The organiser also hosts a cultural show to market Botswana to the international community annually. Consequently, "Palesa Motsewetsho" (2021) asserts that these events help in moulding leaders from a tender age. The Junior Miss Botswana on the other hand is a pageant whose main objective is to raise awareness for charity work (Molosi, 2019). Molosi (2019) further mentions that the organising team together with the reigning queen donated P88 000.00 to a nonprofit organisation called Child Line after holding a fundraising beauty pageant.

Miss World has adopted the 'beauty with purpose' national projects for all its participating countries (Smith, 2020). It is through these projects that the pageant, through its contestants, creates social value in the many affected communities. Smith (2020) further lamented that the 2019 Miss Botswana representative was at a disadvantage going for the Miss World 2019 international competition without having started a community project targeted at bettering the lives of Batswana. Such projects as advocating for a water purification plant, sustainable diamond mining and conserving the *mophane*

worm which is on the edge of extinction; among others, are some of the unique projects to Botswana which could have increased her chances at the coveted title (Smith, 2020).

## 2.3 The Business of Pageantry

### 2.3.1 The Value Net

According to the International Directory of Pageants, there are over 3,000 beauty pageants worldwide and just like the merchants of the New Jersey, beauty pageant events across the world are still being used as a means of advancing business interests (Crawford et.al, 2008). Pageant titles that have managed to establish global and prestigious brands for themselves are the Miss Universe, Miss World, Miss International and the Miss Earth titles - popularly known as the 'Big Four' (Yalong, 2016). These pageants attract an average annual contestant participation of over eighty nations including African countries from the SADC region such as the Republic of Botswana, Namibia and South Africa. The Miss World 2000 event alone attracted one hundred and fourteen (114) national representatives (globalbeauties.com, 2015) which translated into a global viewership of over one billion people (Blott, 2015). However, as a prerequisite to represent their country internationally, a contestant is required to enter and move through various rounds to win the local contest (Balogun, 2012). It is only after they manage to win locally that they will proceed to compete internationally.

As a form of entertainment, it is evident that pageants have managed to attract substantive viewership and followership (Watson et.al 2004). Since the revolutionary effect brought by the live television casting of pageant events, as mentioned above, international pageants' crowning events can reach audiences of over a billion people (Blott, 2015). Examples being the Miss World beauty pageants of 2000 and 2015 which attracted 2.3 billion viewers (Hinojosa, et.al 2016) and over one billion viewers as mentioned above respectively.

When scaling it down to a single pageant in order to understand its value net and the industries it affects, Chen (2013) argues that the needs of the contestants are a good pointer to the business of pageantry. In the United States of America alone, an estimated 2.5 million females compete in over 100,000 pageants every year making it a very lucrative market in and of itself (Chen, 2013). At least seven out of ten contestants engage a pageant trainer who charges an hourly rate of no less than $100.00 (Deninno, 2014). In addition to this, Deninno mentions that contestants require hair and makeup, outfits of different kind including bathing suits, interview outfits, evening gowns; as well as regimes that help to keep them fit to mention but a few. Furthermore, they allude to the fact that pageants also charge a non-refundable entry fee for those wishing to participate.

When citing Goodman (1989), Morgan (1991) points that many contestants of pageants owe their beauty to cosmetic or plastic surgery. Giving the Miss America pageant as an example, some of the procedures popular with contestants include rhinoplasty which is surgery of the nose, augmentation mammoplasty which is surgery to increase breast size and cosmetic dentistry (Morgan, 1991). This is done by contestants in order to align to indigenous beauty ideals with the hope of increasing their chances of winning the pageant title. Corporate training, personal development coaching, fashion and clothing manufacturing, cosmetics and aesthetic plastic surgery, hair, health and wellness, media and event management are among the many industries that leverage off beauty pageants (Crawford et al, 2008).

### 2.3.2 Corporate sponsorship

A beauty pageant being a cultural event is often used by sponsoring companies and corporate as a means to reaching a targeted market or audience (Fan et. al, 2002). In their study of events sponsorship in China, they express that, ‘sponsorship of popular sports, music and local cultural events are reported to be particularly effective in forging direct contact with the opinion leaders, gathering marketing intelligence and encouraging product trials,’ (Fan et. al,

2002, p.17). According to Fulzele et al (2016) a major part of sponsorship for Indian beauty pageants comes from the cosmetics and clothing industry. This, they explain, was propelled by the globalization of beauty pageants and the success rate of Indian contestants at international beauty pageants. The cosmetic companies therefore use their sponsorship as a way of entering particular markets of interest by sponsoring prizes and conferring brand ambassadorship on the finalists and the winner (Fulzele et al (2016).

According to Sheperd (2015) pageantry is a stepping stone into the world of media. While referring to Miss South Africa, Sheperd argues that pageantry is another platform for advertisement in South Africa which is why companies sponsor the event. Just like Fulzele et al (2016), Sheperd also points that most of the winners of pageants become famous and pursue a media related career which companies use to advance their business interests through continual sponsorship. Many of these winners enter into a mutually beneficial arrangement with these companies and are made brand ambassadors of such ventures (Sheperd, 2015).

The Miss Teen Ekurhuleni South Africa is a local beauty pageant that aims to identify a young lady who will be an ambassador of the Ekurhuleni community in South Africa. In their invitation to corporate for sponsorship of the event, Figure 2 highlights the benefits that accrue to the sponsoring companies of the pageant according to the pageant website www.missekurhulenisa.co.za.




***Figure 2: Benefits to sponsoring companies of Miss Ekurhuleni pageant:*** *(source:http://missekurhulenisa.co.za/Images/proposal-miss-ekurhuleni.pdf)*

More than just offering ambassadorship or endorsements to pageant winners; pageant sponsorship often incorporates sponsorship of the pageant prizes and other associated costs related to any activity of the pageant's crowning event (Hardy, 2014). The Nepali pageants for example, are often successful in attracting sponsors whose interests differ from those of most pageant sponsors by focusing more on the development of the individual contestants (Crawford et al, 2008). According to Crawford et al, (2008) sponsors focus more on channeling resources towards the extensive training of contestants. They further explain that such training sessions run for periods of six weeks and are conducted by experts who coach in different areas such as personal management, culture and history.

### 2.3.3 The Business Model of Pageants

The prevalent model with which most beauty pageants are run is as an event managed by an entity; and this could be a non-profit organisation or a profit-based business (Chen, 2013). An example is the Miss Venezuela beauty pageant which is a production of one of the largest television companies in

Latin-America called Organisation Cisneros (OC), (Auletta et al, 2013). They further point that the OC was made up of thirty companies in 2010 with a strategic focus around the entertainment industry especially television broadcasting and production. To the television moguls, the professional training of the young women through the Miss Venezuela Organisation was a strategic move to set them up into careers as actresses, television entertainers and as affiliate business women (Auletta et.al, 2013). All this was strategically done to shape the channel's cast and staff. A similar model has been adopted by the Miss Universe pageant, which is also run alongside and as a complement of the owner's other business ventures (Balogun, 2012).

The pageant also acts as an agent and actively looks out for opportunities in the media space such as advertisement and filming for the finalists and the winners (Morley-Smith, 2012). When referring to the Miss Universe pageant business model, Morley-Smith (2012) also points that most income comes from audition fees paid by contestants and sponsorships. They explain that every participating nation is expected to pay a license holder's fee annually to the organisation which also secures their participation in the international competition.

## 2.4 Corporate Citizenry

### 2.3.3 Background

Cochran (2007) argues that corporate social responsibility (CSR) has developed over the years into a concept central in decision making processes for today's business. Present day corporations are constantly in search of innovative ways to respond to the environment and their communities through culture and practices that uphold the notion of corporate social responsibility. Beyond the provision of employment to the average citizen, the payment of taxes and increasing shareholder value which are central to financial value creation of a business, corporations have gradually over the years embraced the concept of creating social value (Friedman, 1962; cited in Moir, 2001).

According to Moir (2001) corporate citizenry or CSR, involves the activities of a firm, both internal and external, that deliver the dual benefit of economic and non-economic value to the firm and the society at large. Cochran (2007, p.449) further asserts that, 'in today's business environment, executives must either embrace corporate social responsibility or risk serious consequences.' He continues to state that CSR came about because of modern corporate philanthropy of the 1950's which was characterised by corporate giving that did not necessarily benefit the company or its bottom-line. These included donations to institutions of education, socio-cultural centres and any other social services organisations. He emphasises that this kind of corporate giving had to come from 'the heart' of the company. As a result, in the 1950's stigma was attached to philanthropic acts that targeted improving a business' bottom-line, the argument being that they should not be considered as philanthropic, rather just as business decisions (Cochran, 2007).

Contrary to these views, Michael Porter and Mark Kramer, in their 2002 Harvard Business Review article titled '*The Competitive Advantage of Corporate Philanthropy',* highlighted, that a company's charitable giving can be used to enhance the quality of the business environment where it operates thereby improving its competitiveness. To them, 'social and economic goals are not inherently conflicting but integrally connected' (Porter & Kramer, 2002, p.3). As a result, they proposed that firms should deliberately position their social involvement to ultimately affect their economic goals and this they termed 'shared value'.

In the 2015 publication of '*CSI- The human face of business'*, the Chief Executive Officer of Tshikululu Social Investing, Tracey Henry, through her contribution shared that achieving shared value as a firm meant embedding a distinctive social value proposition into the business philosophy and strategy. In the South African context, Henry makes mention of some of the corporations that have adopted this concept which includes Discovery, Anglo American, First Rand and South African Breweries. In the same publication Pletsen discusses

yet another addition to profit and social goals that business needs to embrace and this is the concept of purpose. He argues that three goals, namely profit, purpose and impact, need to be embedded in a business's strategy and woven into the firm's culture.

### 2.4.2 Corporate giving and Beauty Pageants

The Latin-America conglomerate Organisation Cisneros adopted a long-term stance toward corporate social responsibility under the leadership of Corporate Affairs Manager Antonita Mendoza in 2009 (Auletta at.al 2013). They mention that this involved embedding the CSR strategy into the business plan by including the Miss Venezuela brand. They further state that this move led to the development of a culture of social investment within the organisation, including the Miss Venezuela brand, which benefited rural communities mostly. The Miss Venezuela brand through the pageant contestants became pivotal to the execution of social investment initiatives. These initiatives included interactions with children in rural schools through workshop environments and more casual platforms such as game fields.

According to Miss Mendoza, this strategic decision was adopted in order to encourage the creation of social capital in Latin America. She is quoted saying, 'the contest became more human, more in tune with the country: the image of a beautiful woman who also showed social awareness', (Auletta et al, 2013, p.403). Due to the impact caused by this alignment of strategy a partnership was established with one of the institutions of learning where entrepreneurship programmes were offered to women from vulnerable backgrounds and contestants took part in motivating such beneficiaries.

Swarnalatha and Anuradha, (2017, p.306) assert that, 'development of corporate and society is unattainable without an active support of women. The government, media, NGOs should collectively join hands with corporate in common interest of upliftment of women'. They further point that education and economic inclusion form the basis for women empowerment asserting that the

latter particularly transforms women into powerful drivers of social change. They argue that a rural woman with increased income leads to improved nutrition, health care and education for herself and those she takes care of. The community activities of the Miss Venezuela contestants were recorded to form a six-minute video segment during the Miss Venezuela show (Auletta et al, 2013). This they explain created a potential emotional bond among the Venezuelan people at an era of social and political division.

## 2.5 Conclusion of Literature Review

The literature review reveal that the purpose and impact of beauty pageants is diverse, covering both the negative and positive. With regards to the positive, social impact is among the pursuits of most beauty pageants. Winners of beauty pageants are expected to champion a social cause of their choice during their reigning year; these have positively affected a number of vulnerable communities such as women and mothers, the girl child, orphans, special needs people, working class and unemployed youth.

Social impact begins with the agent of change. The degree to which the individual participants or beauty queen are invested on, which is often considered as women empowerment, determines the extent of the social impact they will eventually be able to champion in their communities and spheres of influence and these require financial resources to achieve.

Meanwhile, the literature review discloses that businesses similarly, just like beauty pageants; have an agenda for social value creation. The business community achieves this primarily through corporate social investment initiatives. This literature further demonstrates the possibility for integration of the pageant phenomenon into a business's corporate social investment strategy as shown in the case of the Miss Venezuela pageant. Given that it is context and industry specific, the merits of adopting a similar model of integrating

beauty pageants into a CSI strategy or as a CSI initiative may need to be tested with every variation to context and industry.

The business community has proven its readiness to give towards beauty pageants for the purposes of marketing and advertisement. However, the literature reveals that there lacks a conscious consideration of giving towards beauty pageants with a different purpose in mind which is that of advancing social value creation.

As a result, the following research questions have been derived to answer the research sub-problems identified;

### 2.5.1 Research Question 1:

What is the perceived business case for sponsoring beauty pageants by companies in Botswana?

### 2.5.2 Research Question 2:

How is social value created in the business community in Botswana?

### 2.5.3 Research Question 3:

What is the potential for attracting company CSI as sponsorship for social impact initiatives by beauty pageants in Botswana?

# CHAPTER 3: RESEARCH METHODOLOGY

In this chapter, the research methodology that was adopted to respond to the research questions and address the research problems will be detailed. This involves the research paradigm and methods, research design, data collection and analysis techniques employed as well as the interpretation of the data. Limitations to the study will also be highlighted.

## 3.1 Research methodology/paradigm

The philosophical stance guiding this study is the interpretive approach to research. According to Fisher (2010, p.59), 'interpretive research seeks people's accounts of how they make sense of the world and the structures and processes within it'. He further states that the interpretive approach means that 'reality' is not just an account of what is seen; but a social construction resulting from an interpretation of people's values, human interactions and the exchanges taking place.

The study was conducted using a qualitative research methodology. According to Dawson (2009), a study is qualitative if it probes behaviors, attitudes and experiences by utilising research methods such as interviews or focus groups. Although this study used the qualitative methodology to analyse the data, presentation of some of the data is in graphical and numerical formats in order to substantiate the qualitative reporting.

## 3.2 Research Design

The research design adopted for this research study is an exploratory one. An exploratory study is one undertaken with the purpose of gaining better insights of the problem without giving final solutions, especially where there is no or less research done about the problem (Kumar, 2011).

The main problem of this research is to investigate the perceptions of the business community in Botswana on adopting beauty pageants as a CSI

initiative. This is an area that is yet to get academic attention in Botswana and it is for this reason that the study adopts an exploratory approach. Considering this, semi structured interviews and archival documents were used as data collection tools.

## 3.3 Population and sample

### 3.3.1 Case Site and Population

The case site for the research is in Botswana and considers companies either listed on the Botswana Stock Exchange (BSE) and/or those that have a CSR/I culture. Table 2 illustrates the deciding factor for selecting stakeholders for this project.

***Table 2: Case site stakeholders***

| **Stakeholder** | **Deciding Factor** |
|---|---|
| Sponsoring corporations | - Companies registered with the Botswana Stock Exchange (BSE). This is because the BSE has a voluntary commitment to promote long-term sustainable investment and improved environmental, social and corporate governance (ESG) disclosure and performance among companies listed on their exchange. The assumption then is that companies listed on the BSE have a CSI culture as encouraged by the BSE although it is not a requirement for listing.<br><br>- Companies proven to be engaged in CSR/I. This will be determined by the identification of any report of their CSR/I activity such as newspaper article and/or company CSR/I or ESG reporting on their various platforms such as website and social media. |

### 3.3.2 Sample and sampling method

The study uses a purposive sampling technique (Tongco, 2007) which identifies informants from the case site based on the qualities they possess. As previously indicated, the sample has been derived from companies listed on the BSE and those with a proven CSI culture as these address demands of the research problem. The sample population is summarised below in Table 3 and also shows the designations of the company representatives that were interviewed.

***Table 3: Sample Size***

| **Stakeholder** | **Sample Number** | **Description of sample** |
|---|---|---|
| Sponsoring corporate | Twenty (20) companies:<br>- Ten (10) companies listed on the BSE<br>- Ten (10) others not listed on the BSE | The respondent companies were generally represented by:<br>• Managing Directors<br>• Corporate affairs managers<br>• Social investment manager<br>• Business development manager<br>• Public Relations managers<br>• Marketing managers<br>• Programme coordinators<br>• Communications officers |

## 3.4 The Research Instruments

The research instrument that has been used is semi structured interviews according to appendix A. As emphasised by Dawson (2009), the same questions were asked in all interviews for consistency purposes. However, the interview guide was left flexible to allow for the rise of other important information during the interviews since this is an exploratory study. At the end of

every interview, a summary form according to appendix B was completed as a way of evaluating if there was anything that needs adjusting with the interview schedule and process.

Archival data in the form of company/organisation newsletters, brochures, reports and online sources such as websites, social media posts, as well as newspaper articles have been used minimally to gather more supplementary information for confirmation of some of the information gathered during the interviews conducted.

### 3.5 Procedure for Data Collection

The semi-structured interviews used for this research utilised an interview guide according to appendix A. Two recording methods were used to gather information during interviews; an audio recording device and a written record. Specific interviewees were selected according to the sample description and categories identified in Table 3. The twenty companies interviewed were then determined through a further convenience sampling. Most companies were approached at the level of the Chief Executive Officer (CEO) to request for the interview, however, most of those eventually interviewed were subordinates responsible for or working on the CSR portfolio of the respondent company. Each one of the interviewees signed a project consent form according to appendix C prior to the interview once they understood and agreed to be interviewed. Fisher (2010) highlights the importance of disclosing how the information gathered from the respondent will be used after the interview. Respondents were assured of the academic nature of the study and further to this, respondents were guaranteed confidentiality. Companies were contacted either telephonically or through electronic mail to establish a list of willing interviewees. In this communication, an arrangement for the convenient time and venue for the interview was made. During the interviews, audio recordings were done using a *Huawei* Nova Plus smart phone together with written recordings. The audio recordings were further transcribed according to appendix D in order to allow for the easy extraction of data.

### 3.5.1 Ethics

Some of the most crucial ethical issues to be considered while conducting qualitative research include confidentiality, anonymity and informed consent (Sanjari, Bahramnezhad, Fomani, Shoghi & Cheraghi, 2014). Although the respondents could be disclosed in terms of the company name, confidentiality was guaranteed in as far as their specific contribution was concerned. This means that this study does not link any narrative to any specific company in order to maintain anonymity.

## 3.6 Data Analysis and Interpretation

The research questions established in chapter 2 form the basis for analysing the data. As a data analysis strategy, 'theoretical propositions help to focus attention on certain data and to ignore other data' (Yin, 2009, p.130) and as such, data from interviews was selected based on how they address the research questions with emphasis on the major themes that emerged from the interview process. Content analysis has been used as a technique for interpreting data gathered from interviews and documentary evidence. This technique was used to establish exactly what the respondents and other sources of evidence are saying relative to the research questions.

## 3.7 Limitations of the study

Bias was initially indentified as a potential limitation to this research because of the personal experiences of the researcher who is a title holder of a beauty pageant. These potential biases included what Rajendran (2001) refers to as interviewer bias and response bias.

To mitigate for interviewer bias, the researcher stuck to the approved research questions and allowed respondents to objectively share their perceptions without interference. Furthermore, there was an audio recording of the respondents for a more accurate capture of the description of their experiences.

To mitigate for response bias and the need for respondents to give what they deemed to be the correct answer, especially concerning their CSI engagement, the consent form was clear about the nature of the study being 'exploratory'. This gave respondents the freedom to be authentic about their views. An equal number of respondent companies were interviewed under those listed and those unlisted on the BSE.

Furthermore, both companies- listed or unlisted, with a track record of sponsoring beauty pageants and those with none were interviewed to minimise response bias. The declaration of confidentiality by the researcher also gave respondent companies more liberty to be sincere and truthful in their responses.

### 3.8 Validity and reliability

According to Shenton (2004), an important construct to what determines the trustworthiness of qualitative data as its transferability.

The research uses interviews as the main source of evidence with documentary evidence such as archival data and online sources of companies or organisations as secondary evidence. By being a site specific study for Botswana, generalisation of the findings cannot be immediate. However, over time, through replication of the study across other countries in the SADC region, generalisation will be possible.

### 3.9 Demographic profile of respondents

Initially the study set out to sample companies listed in the Botswana Stock Exchange. Due to difficulties in locating a sample of sufficient size within this sample, the sample was extended to companies not listed in the BSE however with a proven track record of a CSI culture as outlined in Table 2. Ten (10) listed companies and ten (10) unlisted companies were interviewed, making a total of twenty (20) companies. The following Figure 3 demonstrates the sectors represented by the respondent companies.

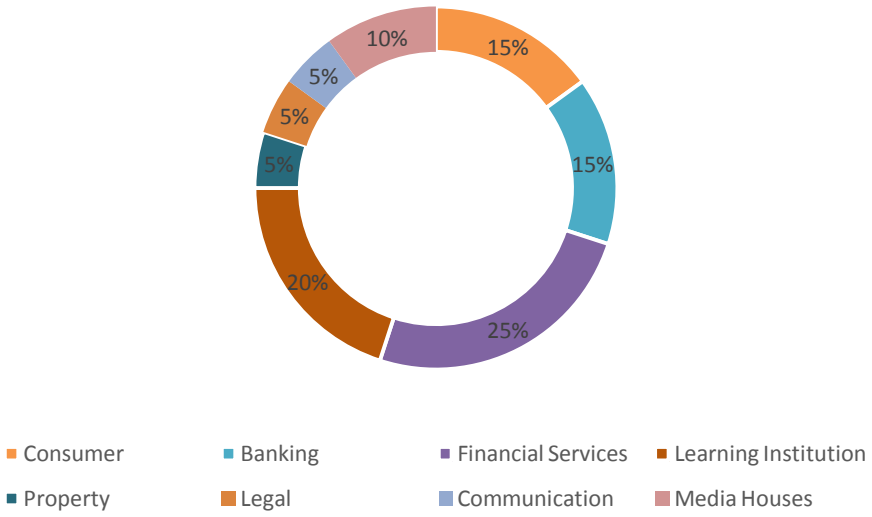



***Figure 3: Sectors of respondent companies***

The above Figure 3 illustrates the sectors represented by the respondent companies.

# CHAPTER 4: PRESENTATION OF RESULTS

## 4.1 Introduction

This chapter sets out to present the results of the data collection exercise for all the three research questions identified at the end of chapter two. It also discusses the aims of the interview guide under every research question with sporadic references to quotes uttered by informants for purposes of clarity. Furthermore, graphical illustrations will be used where fitting to represent the data collected from the respondents.

## 4.2 Results pertaining to Research Question 1: What is the perceived business case for sponsoring beauty pageants by companies in Botswana

Research question 1 aimed at investigating whether companies in Botswana sponsor beauty pageants and/or beauty queens and their motive for sponsoring them. It also investigated the nature of their experience especially those that sponsored pageantry.

### 4.2.1 Sponsorship of beauty pageants and/or beauty queens

From the responses, seventy percent (70%) of the companies interviewed confirmed that they did sponsor the pageantry industry in one way or the other while 30% had no previous involvement whatsoever with beauty pageantry. The same applies for both listed and unlisted companies as illustrated by Figure 4 below. For companies that have previously sponsored pageantry, there seems to be a stronger inclination towards sponsoring beauty pageants as an event instead of sponsoring beauty queens as individuals, as illustrated in Figure 5 below. Of the respondent companies that have given sponsorship, 40% preferred to focus on sponsoring the beauty pageant event itself while only 30% of them went on further to sponsor the beauty queens as well.

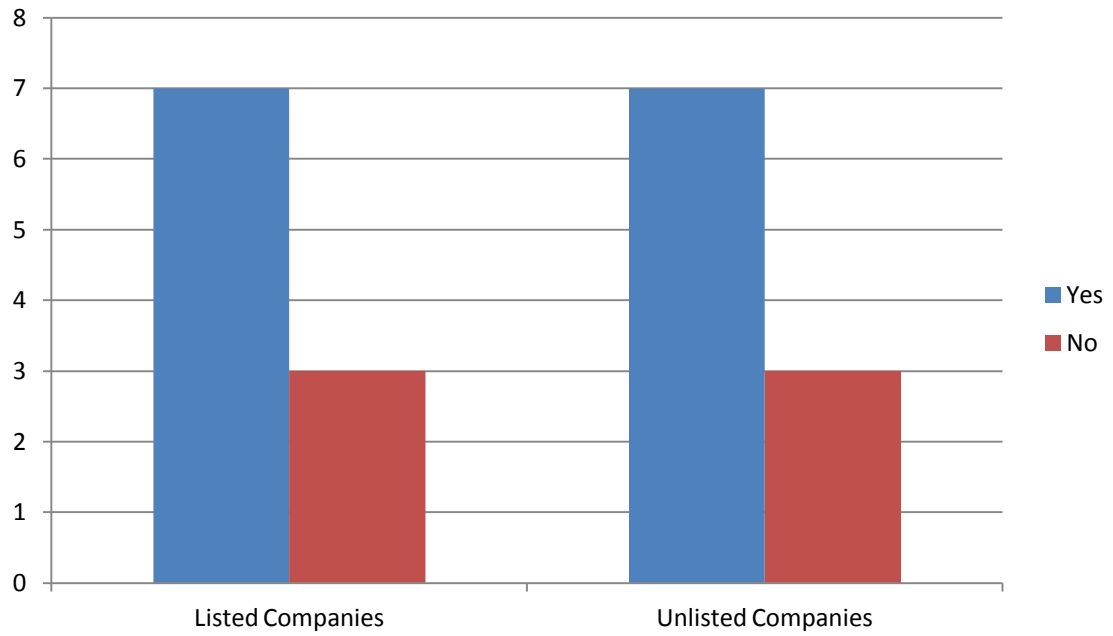



***Figure 4: Previous pageantry sponsorship by listed and unlisted companies***

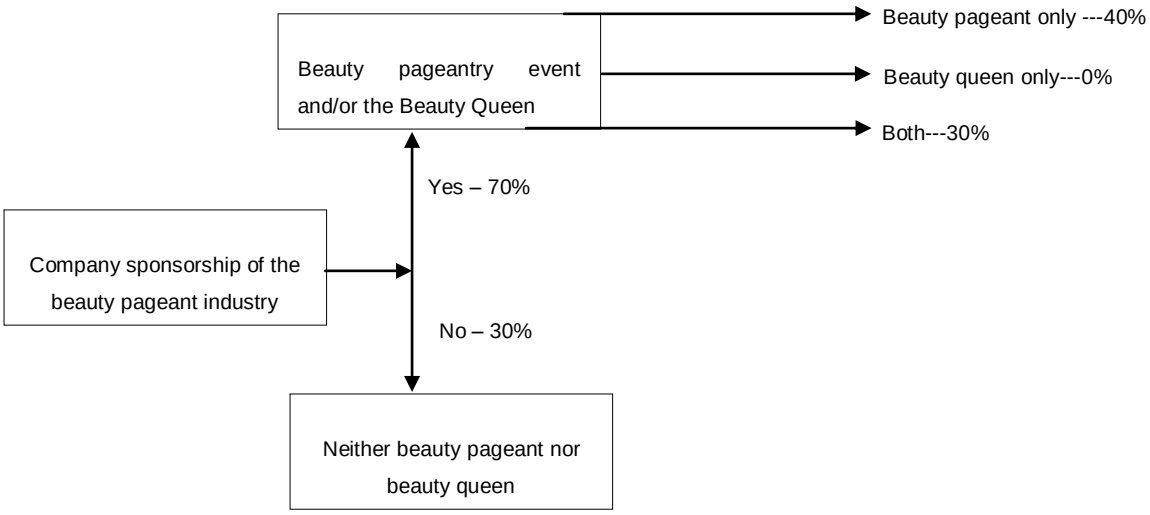



***Figure 5: Company Sponsorship***

Figure 4 and 5 above summarises previous pageantry sponsorship by listed and unlisted companies and; company responses on sponsorship of the beauty pageant industry respectively.

### 4.2.2 Nature of Sponsorship

For the companies which indicated their sponsorship for beauty pageants and/or beauty queens, sponsorship was either in the form of cash donations and/or in-kind donations. These cash donations included contributions of money by some respondent companies towards preparations of the pageant event or towards the cash prizes of the beauty queen and other contestants. Some of the cash donations went into financing community outreach projects carried out by the beauty queen. When asked how they had sponsored one respondent said, "*I think it was a P10 000.00 Cash donation towards the pageant…"*

The following are examples of the 'in-kind' sponsorship given by some of the companies;

(a) The company buying a significant number of the event tickets. An example is one company that confirmed they had given a cash donation and, "…*we also bought tickets for our staff to attend the crowning event".*
(b) The company buying some of the requirements for the event like refreshments for the participants and the whole organising crew including judges.
(c) Sponsoring mentoring programmes where the company offers mentorship to the winner in the area of their mandate or choice. One respondent company confirmed that, "*Here at the … (*name of company withheld*) it was monetary and we also offered a bit of mentorship to the queen on issues of the capital market*".

Others opted to deal with the pageant suppliers directly as it allowed them to monitor and evaluate their sponsorship and its outcome better. For example, one of the sponsors bought television rights directly from the media house. In their own words the interviewee said, "…*when we did sponsor the Miss Botswana pageant, we paid for its adverts on BTV and bought the broadcast rights from them as well."*

Figure 6 illustrates the findings presented above.

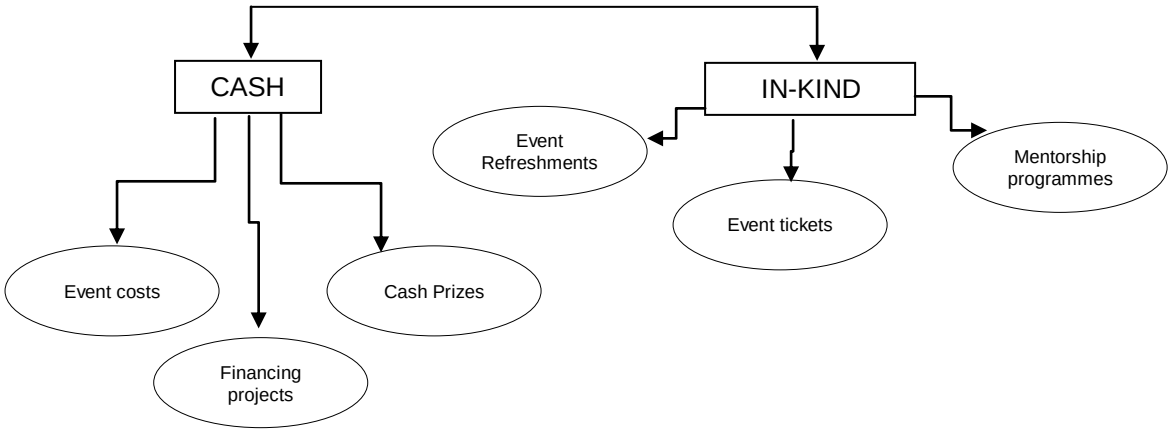



***Figure 6: Nature of sponsorship***

### 4.2.3 Motivation for sponsoring

For companies that had sponsored beauty pageants or beauty queens before, various reasons were advanced and they are as follows;

- To be identified with a big event. For example, one of the respondent companies said, *'It was really the fact that it was a big event and we wanted to be part of the making of history when we sponsored Miss Botswana 2016 which marked the 50th Botswana Independence Anniversary. Otherwise, besides that we don't usually sponsor pageants".*

  It is apparent that for this respondent, sponsoring a pageant was a once-off thing influenced by the magnitude of the event.

- To create a symbiotic relationship. Some companies perceived that sponsoring such events would offer them the platform to penetrate further into their target market. A beauty pageant presented an opportunity to be more visible to both existing and new customers and clients. Therefore, while the pageant enjoyed support in the form of sponsorship, the company enjoyed 'free' advertising reaching out to a far

bigger market than what they ordinarily would have been able to access. One respondent said, *"... it was more of a symbiotic relationship where we provide the financial resources and in turn she also assists us by extending out key messages about capital markets*."

- To raise brand awareness. Companies sponsoring a beauty queen use the opportunity to make her their brand ambassador. One of the respondents whose company sponsored a beauty queen mentioned that, *'We decided to sponsor her because we felt that we could use her to promote our mandate as a company'.*

- To help the pageant and/or the beauty queens. For some companies, sponsoring beauty pageantry was simply for charity purposes. Furthermore, they emphasised that they neither realised nor did they expect any returns from the sponsorship because it was done purely as a corporate social responsibility initiative and never meant to benefit the company in any way. One respondent reiterated that she had identified the gap that beauty queens needed some preparations before they could show up on the international stage. As a result, she sponsored by offering pageant winners free coaching in business etiquette, presentations, communication and personal branding. In her own words she said, "I felt I needed to do that because I needed to help young and upcoming role models to position themselves well when they go to represent us wherever on the international platform…"

To quantify the responses as illustrated in Figure 7, most of the respondents (60%) confirmed that they sponsored either to use the platform for marketing their services and products or for company brand awareness purposes (30%). Nonetheless only 10% of the respondents indicated that the impetus for sponsoring the pageant industry was to give back to the community.

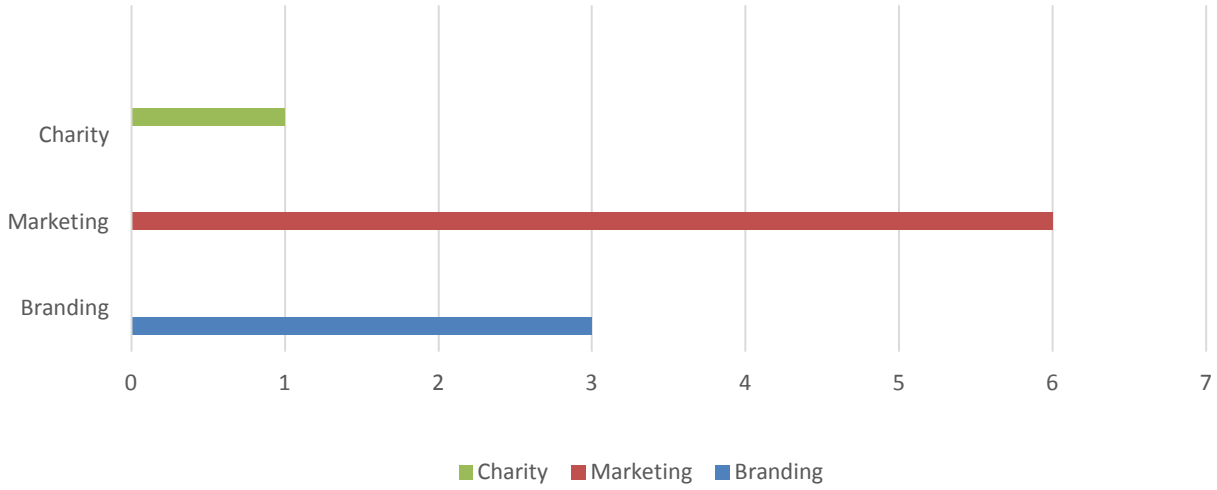



***Figure 7: Motivation for sponsoring beauty pageants***

Figure 7 illustrates the motivation of respondent companies for sponsoring beauty pageants. When asked explicitly about their experiences of embarking on such sponsorship- the benefits or downsides of their act of sponsoring, they all confirmed that they were satisfied with the outcome as confirmed by one of the respondents who said,

> *"… the issue of bad publicity is always there and is something that we are conscious of. But with the current beauty queen, she has so far delivered on our expectations or the milestones that we set out for her. So currently we are happy and she has attended our events. So, so far so good*."

One of the organisations that sponsored as a means of just giving back attested to having a pleasant experience as a sponsor.

### 4.2.4 *Reasons for not sponsoring beauty pageants*

Companies that have never sponsored beauty pageants or beauty queens at all explained the reason to be mainly because pageantry did not fall within their corporate CSI focus and/or areas of interest. They already had guidelines and

parameters established in their organisations which did not accommodate beauty pageantry as an area of interest for corporate sponsorship. One company did reiterate that if the pageants' projects were aligned to any of their focus areas however, they were willing to extend a hand.

> *"Yes, how they present themselves. If you say, 'listen am Miss Botswana or runner up or whatever, I've got this project, I want …(name of company withheld) to help me, I am empowering kids on learning how to invest and all of that', I am in 100%, we probably gonna go onto that. But if it's something that is not very clear who is benefiting, then, that is where the problem is," they said.*

Another respondent mentioned that it was not common practice for their company to sponsor beauty pageants or beauty queens because they had not yet appreciated the benefits that came with establishing such partnerships.

On the other hand, another respondent explained that they had not sponsored any pageantry events because no-one had approached them with a request for sponsorship. Even though the respondent was somehow related to one pageant organiser she clearly stated that they attended the show as a company but not as sponsorship, but on purely personal basis for entertainment and also to manage their relationship. In her own words she said, *"…We used to buy tickets and attend…in support of him. We never sponsored… It was a very personal thing that if we don't support him he's gonna complain about it until kingdom comes…".* She further added that the event was of high entertainment value and that was good enough since their company did not have any expectations of benefiting from attending the event.

For other companies, the decision not to sponsor was influenced by its leadership who had negative perceptions towards pageants. One respondent clearly stated that;

> *"… what the CEO thinks about beauty pageant matters and her influence, of course, so if she thinks negatively of them and thinks, 'no no*

*no', you know what I am not about to invest in them. Obviously that line of thinking will cascade down to us if she is not a fan".*

Another respondent stated that the main reason for not sponsoring pageants was because they perceived that pageantry already had big sponsors and they wanted to focus on other areas that needed support. They were also of the view that there was no sustainability after the beauty queen's reign.

## 4.3 Results pertaining to Research Question 2: How is social value created in the business community in Botswana

This research question aimed at investigating the engagement of respondent companies in social value creation through their CSI initiatives. It does this by identifying the initiatives the companies have embarked on. This is to lay a foundation for comparing these initiatives to those of beauty pageants as established by the literature review, which will be discussed in the next chapter.

### 4.3.1 Company engagement in CSI

Companies presented different motivations that drive the practice of CSI in their organisations. Among them, the respondent companies expressed that:

a) It was an *adopted culture* of their organisation. For one particular organisation it was done as part of CSR. It was a moral standing of the executive board of the company that as an entity there was need to plough back to the communities in which they traded. Another respondent mentioned that their CSI was driven by the vision of the company CEO and that even though they were still new in the market, they had already embarked on investing in communities unlike other entrepreneurs who wait to be big first.
b) It was to *satisfy compliance* in order to align with governing bodies. Corporate citizenship, they further alluded, was part of the philosophy of the organisation and as a subsidiary company to a South African organisation they were obliged to fulfil it. For one of the respondent

companies the notion of sustainability was of utmost significance. As a result, they aligned themselves to certain international sustainability bodies, where the practice of CSI is a requirement component for member organisations. One respondent organisation that is registered with Botswana Qualification Authority (BQA) confirmed that it was a requirement to engage in CSI as an educational institution which therefore forced them to have a CSI strategy. As a result, they have a percentage of their budget allocated to CSI and more often than not they offer free training sessions to the groups in need of such training.

c) It was to *meet human needs* in communities. For some listed companies, the driver of their CSI policy is purely to meet the apparent local needs of the society. These needs were often highlighted by nongovernmental organisations (NGOs) who came to them seeking for assistance. One company mentioned that they always respond to these calls and had participated in community outreach initiatives such as Adopt-A-School and the President's housing Appeal which are both government initiatives.
d) To fill in the gap or cover the needy who do not get help from big international donors. One respondent confirmed that they focused on women in business and sporting initiatives and orphaned children who they sourced out by visiting schools and identifying children in needy situations. "*We take a casual approach to CSI and we do not have a specific budget in place*".

One respondent summed it up as follows;

> "…*we look at things that we can do as a company also to engage the public and to give back to the community in areas where we feel that they are aligned to our mandate. For example, we always want to participate mostly in issues that touch on education as CSI project and*

*then entrepreneurship as well. And then, also because if you look at what we have done in the past, we have donated to schools. We have adopted schools. So, we have given back in ways that really promote the areas that I have just highlighted. That's what really drives our CSI policy.*"

For most of these companies, their CSI initiatives are spread across the entire country of Botswana in order to benefit as many communities as possible. They are also often funded by a percent of their profits after tax. In support of this the same respondent quoted above continued to say, *"We don't only focus on Gaborone. We try as much as possible to even reach areas outside Gaborone. For example, the schools that we had adopted for the past 3 years, one is in Sebele and one is in the Okavango, not too far from Maun".* In support another respondent said, "…*we love the unsung heroes- the people who are making impact and no one is making noise (in a good way) about them. We also want to spread the message that 'Botswana is not Gaborone' because you find that a lot of things only happen around Gaborone…"*

### 4.2.4 Company CSI focus areas and Projects

Figure 8 below summarises the CSI focus areas and interest areas of the respondent companies.

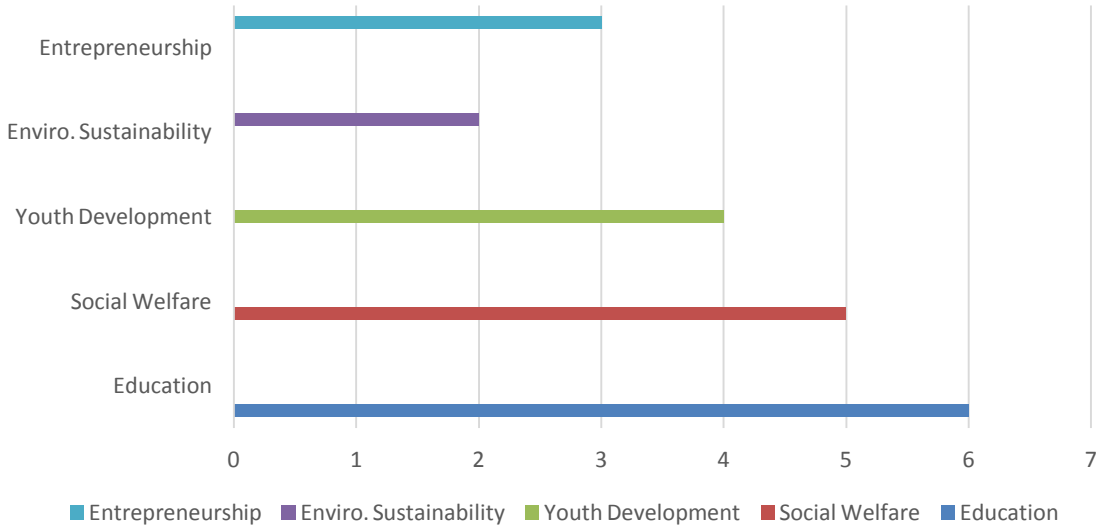



***Figure 8: Company responses on CSI focus areas***

Figure 8 summarises the CSI focus areas and interest areas of the respondent companies. For most respondent companies, CSI projects undertaken were in more than one CSI focus area as confirmed by one respondent who stated their four CSI focus areas as: financial education and literacy especially for the rural population, inclusive innovation for the blind and deaf communities, youth development, and the informal sector development. According to figure 8, the five prevalent areas of CSI interest areas were entrepreneurship, environmental sustainability, youth development, social welfare with education topping the list. Environmental sustainability is least prevalent as an interest area for CSI.

On one of its recently launched programmes, one of the respondent companies said, "...*entrepreneurship is where upcoming and prospective entrepreneurs are inducted about the stock market with the aim to inform and encourage companies to list, invest and trade on the stock market. Companies consequently benefit from the wealth creating opportunities associated with the stock market."* Each CSI focus area has be broken into specific projects as illustrated in Figure 9 below.

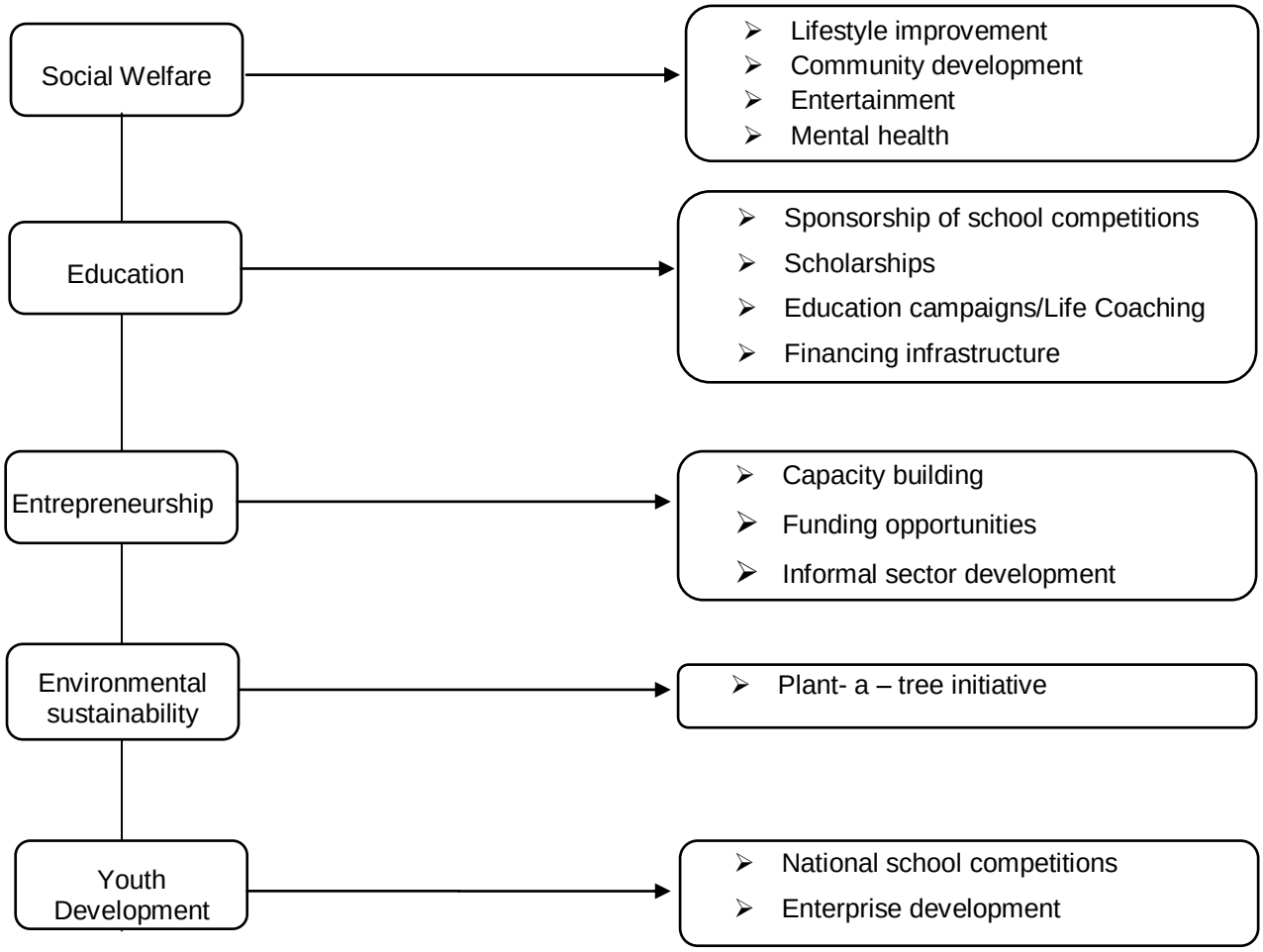



***Figure 9: CSI Interest Areas and Related Projects.***

As illustrated in Figure 9 above under education, projects included sponsorships of school competitions where students were asked to write essays to show their knowledge on the stock market dealings. The best ten (10) school representatives proceeded to the next level of the competition where they were asked about economics and the capital market. The top three were awarded share certificates which enabled them to kick start their investment portfolios.

When asked which of their CSI initiatives identified with beauty pageantry charitable interests, some respondents failed to establish any identity expressing that they were not aware of the social impact made by beauty pageants this far. Nevertheless, a majority of respondents managed to identify

pageantry with their relevant CSI focus or interest area based on their understanding of what beauty pageants do which is to achieve social good. For one of the respondent companies, beauty pageants belonged to the arts and culture and recreation or social welfare focus areas, while to another respondent quoted below, working with a beauty queen for their CSI initiative would be under the focus area of education.

> "… *with pageantry we look at the outcome, which is education and that we would classify as education and then, like we did with Miss Botswana, you know, putting in financial resources so that we can promote education, so that is the link with the pageant*".

## 4.4 Results pertaining to Research Question 3: What is the potential of attracting company CSI as sponsorship for social impact initiatives by beauty pageants

This research question aimed at studying the perceptions and the opinions held by respondent companies with regards to sponsoring beauty pageant or beauty queens for their social impact initiatives as part of their company's CSI. It investigated the understanding held by respondent companies on the purpose of beauty pageants as a foundation for discussion. Furthermore, it extended the above with an inquiry into the conditions that pageants need to satisfy in order to be eligible beneficiaries of such CSI sponsorship.

### 4.4.1 Company Perceptions on the purpose of beauty pageants

When exploring the respondent companies' understanding of the purpose of beauty pageants there were several divergent views that were advanced by interviewees. Some respondents perceived the purpose being mainly to inspire its followers especially the young generation as well as to promote the country as relayed by one respondent's statement:

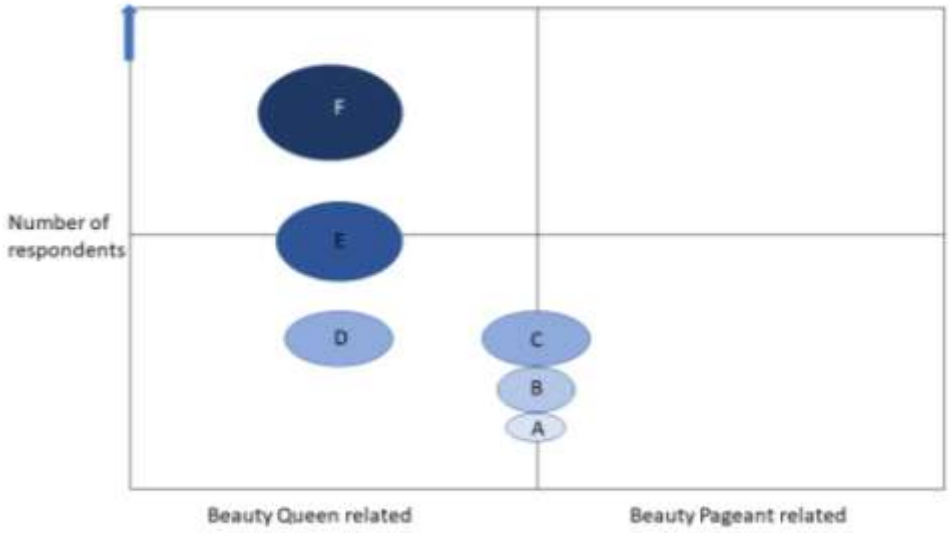
> *'I think, for me, the purpose of beauty pageants is really to inspire. That's what I believe beauty pageants are for, because generally there is a*

*certain or I would say people look up to the winners for example. So, their role is really to inspire or send positive messages to followers, and again on top of that to sell the country because beauty pageants are commercial. You become Miss Botswana today, and then tomorrow you are participating on a bigger platform with other beauty queens from around the world. So really, it is to promote the country and also to inspire young people, to inspire other people and just to show whoever is following that it's possible.*

One of the respondents believed that beauty pageants had the capacity and potential to create so much social value in communities especially if strategic partnerships were put in place. They further expressed that beauty queens could partner for example, with an educational institution and tour the country running self esteem boot camps targeted at the teenagers in schools. This, the respondent felt would have a huge impact on the recipients' lives.

Responses to the purpose of beauty pageants as perceived by respondent companies are illustrated as understood to either relate to the title winner otherwise known as the queen or the pageant itself in Figure 10 below.

***Figure 10: Response on purpose of beauty pageant***




*Legend*

A - Promote the country
B – Role model good character
C - Inspire young people
D - Celebrate the femininity of women
E - Embrace the worth of women
F - Showcase the beauty of women

Figure 10 above demonstrates the responses given by companies on the purpose of beauty pageants. These include;

- To promote the country;
- To role model good character in society;
- To inspire young people;
- To celebrate the femininity of women;
- To embrace the worth of women and
- To showcase the beauty of women.

Figure 10 shows that a majority of the respondents understand the purpose of beauty pageants to be for show casing the beauty of women. The matrix also shows that there was no answer advanced that exclusively related purpose of pageantry outside of the beauty queen. For example, the purpose of inspiring young people would be achieved by the pageant through the beauty queen whereas the purpose of showcasing the beauty of women relates exclusively to the beauty queen. Although the above captured what the respondent companies understood to be the purpose of beauty pageants and its contribution to the beauty queen, some further expressed concerns observed about the pageant industry. For one of the respondents, this is what they said,

*'Beauty pageants have been reduced to represent tall slim girls who are just beautiful and are slay queens and all they do is apply makeup'.*

In a similar light, another respondent had this to say;

*'It however took a divergent meaning, it is now done to exploit women and there is a lot of personal enrichment by those organising these events. I also feel the way these women dress is inappropriate'.*

Furthermore, some respondents alluded to the fact that beauty pageants had lost their meaning due to the ill conduct and mismanagement by those running them who in most cases are the pageant organisers. One of them lamented that,

> "… *one area that is still a big challenge with beauty pageants in Botswana is the poor organization. On top of that if there are good things, they are being done, they are not shared with the rest of us. So we can never really know what is happening, what the impact has been or what the reach out initiatives are and also because the planning is always not good so you really never know if it's a long term project or it's something done on an ad hoc basis."*

Another respondent moaned at the lack of transparency from the pageant organisers during the whole process. She highlighted that the irony was that one could follow the progression of other countries' beauty pageants better than the local ones. In her own words she said,

> "… *when you look at our neighbours, for example, in South Africa, I can very well tell you what Miss SA was doing because I have seen it on TV. I have seen the road to Miss SA, I watched it, I know what they are doing. At the end of the day when a beauty queen is being selected, you know what the criteria was, you were there, you were part of the journey. So I think that's the one area where we need to improve as a country*."

### 4.4.2 Sponsoring beauty pageants and/or beauty queens as CSI initiatives

Several respondent companies were mindful of the social impact initiatives carried out by pageants and beauty queens, however not the details surrounding these initiatives. While defending their limited knowledge, one of the respondent companies referred to the fact that the level of organisation in pageantry is not always good, so much that if there are social initiatives worth celebrating about the industry, they are not shared with the public including the business community. This, they claimed, made it challenging to understand the impact caused by pageants and their queens, and the reach thereof. Nevertheless, a number of the respondents were of the view that such charitable initiatives by beauty queens have potential to create real social value in the communities reached if executed properly.

One of the questions asked was whether respondents would sponsor pageants or beauty queens solely for their charitable endeavours and Figure 10 below gives a summary of the responses. In the same table, these responses are further paired with those given by the respondent companies to the question of whether they would sponsor pageants or beauty queens that align social impact projects or initiatives with their company CSI goals.

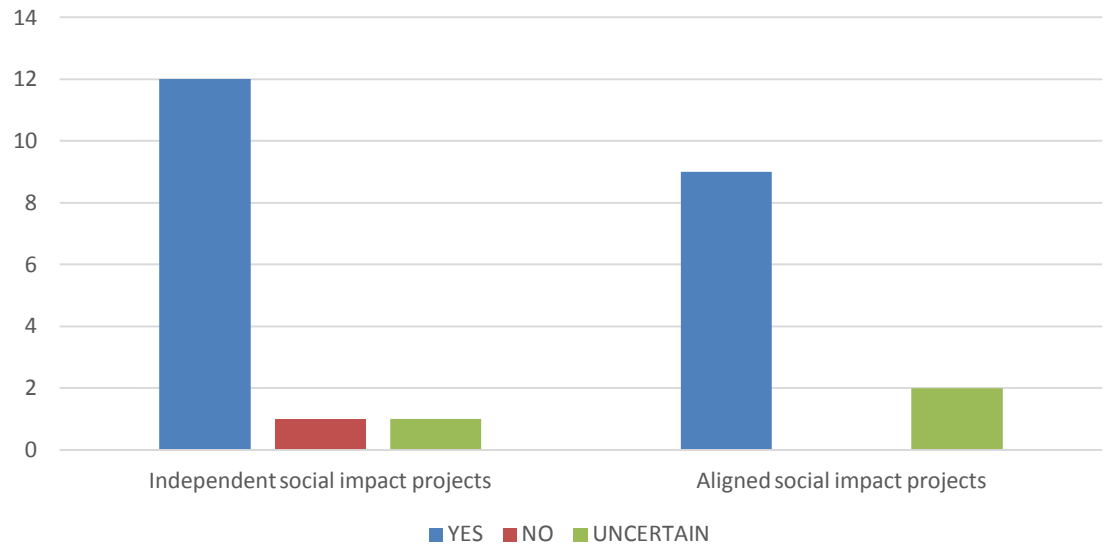



***Figure 11: Company responses on CSI sponsorship of beauty pageantry***

Figure 11 shows that a majority of the respondents answered in the positive to both questions on whether they would sponsor solely the charitable projects spearheaded by pageants or beauty queens and whether they would sponsor pageants that align their social impact projects with company CSI goals. The reason for sponsoring the projects was clearly outlined by one respondent who said, "…*The pageant is an event which comes and goes and what remains is the impact the queen makes during her reign".* Another respondent reiterated that it made more sense sponsoring the queen for her year of reign because it gave more exposure to the company's brand.

Only one respondent company mentioned that they would not sponsor social impact projects run by pageants but would consider sponsoring pageants which align their social impact projects to their company CSI initiatives for the exposure of their brand.

### 4.4.3 Conditions for sponsorship of pageantry as a CSI initiative

As a follow up question, the respondent companies who would consider sponsoring pageants that would have aligned their social impact projects with

the respective companies' CSI goals were asked to highlight the requirements necessary for such a move. The following were their responses:

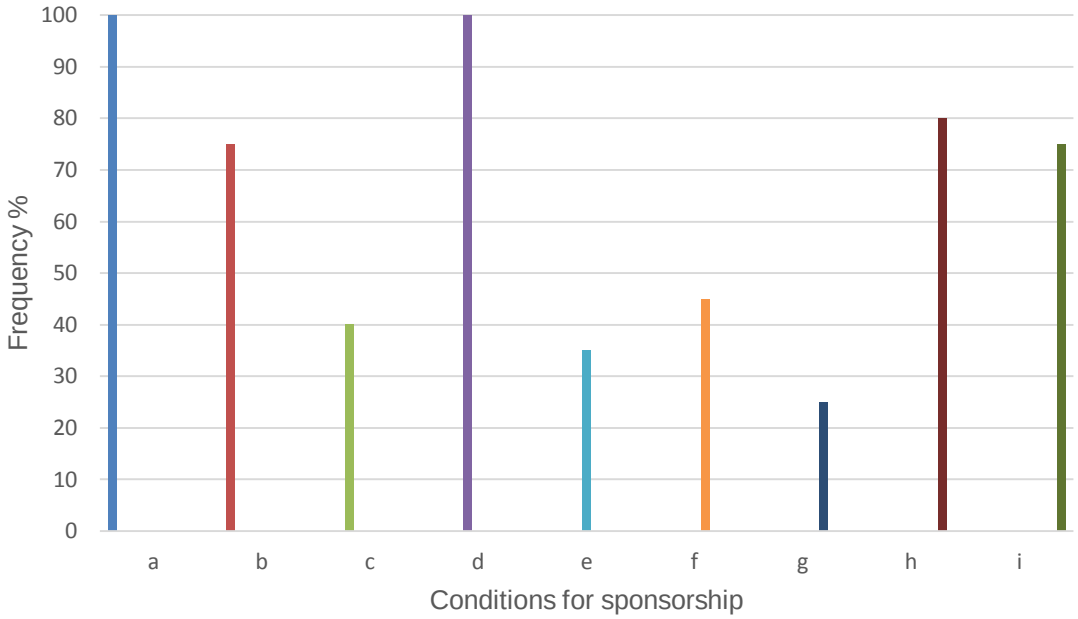



***Figure 12: Conditions for sponsorship of pageants***

Each letter in Figure 12 represents a condition as detailed below:

a) **The existence of a real societal need**: For all respondent companies (100%), the identification of a real societal issue, a problem or a need within a community is what it would take beauty pageants to gain audience with the companies for sponsorship. The issue, nevertheless, still had to be in-line with either one or two of their CSI areas of focus or interest.

b) **Provision of an impactful solution**: It was crucial for a significant number of companies (75%) that pageants approached them with a solid solution and plan of how they intended to bring about positive change to the affected communities.

c) **Internal organisational structure**: 40% of the companies required the existence of an organisational structure at least in the organisation of the pageant. One respondent was quoted as saying, "*Absolutely, structure is definitely one of them. We need to see how the organization runs. We have guidelines on which project we sponsor. You really have to tick all the boxes*". They envisaged that this would definitely trickle into the growth of the pageant's brand name and resultantly attract corporate attention. One of the respondents confirmed this by saying, "*With proper organisation, the brand or image of the pageant will definitely grow and this will attract the corporate world into sponsoring*."

Another respondent reiterated the same sentiments saying that, *"the pageantry industry in South Africa is really massive, companies are really lining up to sponsor and I guess it is because of how they have managed to build the brand…"*

d) **Accountability and prompt reporting**: The ability to tell whether real value has been added into the communities being affected was one of the take-away points from most companies especially since they are accountable to their shareholders. Which is why also for all respondent companies (100%), prompt reporting and accountability by pageant organisers or beauty queens on the outcomes of the social impact projects was highlighted as a necessity. Some companies decided to deal directly with the service providers just to by-pass the huddle of poor reporting and lack of accountability as confirmed by one respondent who lamented that, "…*it's like you have to beg for the records, especially towards year end where you've got a deadline to actually submit the reports from either the pageants or from whoever... So that's why of late we have been focusing on the broadcasting of the event because there you either receive the advert or you don't... So even the broadcasting rights are quantified and you get an airing report from Botswana Television (BTV) directly."*

To add on accountability, one respondent emphasised that they would want to be assured that the intended beneficiaries would ultimately receive the sponsorship. She reiterated that there had been too many incidents where funds or prize money were misdirected or never benefited the intended recipients.

e) **Scalability of the project to affect more communities**: Given the massive structure of some of the respondent companies (35%) and their footprint both nationally and continentally, replicability and scalability of the projects being proposed was a determinant factor as to whether they would sponsor. These companies measured impact with numbers affected by the project. One of them supported this by saying, *"We always want to see the project's scalability element in everything. How it is going to impact the communities, how many people it is going to impact and so on. It shouldn't impact only maybe one person at the end of the day."*

f) **Sustainability for lasting impact**: 45% percent of the companies interviewed emphasised they would only consider sponsoring pageantry projects that would be able to continue over several years to achieve a lasting impact. One of the respondent companies emphasised the need for sustainable projects that extended beyond the tenure of the beauty queen in her words: … *because we always look at long term projects not necessarily something that is on an ad hoc basis, for the sake of sustainability as well*."

g) **Partnerships with existing players; registered entities both non-profit and for-profit**: To some companies (25%), forming powerful associations and partnerships with non-profit entities that are well known; who also have an acute knowledge and experience of the area of need to be targeted is what would make for a winning proposal. In line with this condition, one company said that, ***"****…we understand that we can do*

*certain initiatives but we can still drive our mandate by partnering with certain people who are doing the same things."* They argued that partnering made it easier as the beauty queen or the pageant would not have to re-invent the wheel.

h) **A clear plan of action**: As is the common saying, 'failure to plan is planning to fail', for the companies to consider sponsoring pageantry or projects thereof, they insisted on the need for a clear road map of the events or projects, including goals broken down into activities with deadlines. One respondent linked the plan of action to assured delivery as she said, "*We don't necessary want to align ourselves with non-profit activities but it's usually a case of whether it's a good project that is well planned because that will show if it will be delivered properly*."

i) **Monitoring and evaluation**: A monitoring and evaluation system was a requirement to ensure that activities do not derail from the intended goal, funds are not misappropriated, and deadlines were met. At the end of each project, evaluation would be necessary to assess the impact and at the same time identify the divergences that would have occurred to avoid recurrence in the future. This is confirmed by several respondents as quoted below:

Respondent 1: "*Yeah, receipts are required and also just them letting us know their monitoring and evaluation framework*."

Respondent 2: "*We never want to feel like we are just there for costs subsidization purposes; we are looking for impact as well. I don't want to give you money and I am not really involved in the project itself. So we always are looking for impact as well not just the cost subsidization element for whoever we are partnering with".*

## 4.5 Summary of the results

The results depict that companies listed on the BSE and those with proven CSI culture do engage in the sponsorship of beauty pageants or beauty queens for various reasons. For some respondents, sponsorship of beauty pageants and beauty queens is tied to achieving their business objectives while others are not necessarily intended to realise any business goals. For those doing it to advance their business interests, they benefit mostly in terms of the marketing strategy or in their public relations. The results also show that there are companies that have been sponsoring beauty pageants as a way of just helping them out through corporate giving.

The results further illustrate that for most respondent companies, social value creation in the community formed part of their corporate goal. For the companies interviewed, corporate social investment was adopted as a culture of ploughing back to the communities in which they traded. They each have determined a system of achieving this impact by identifying focus and interest areas which then ultimately inform the kind of projects they carry out. Although social impact through beauty pageantry was not an apparent phenomenon to them, some respondent companies still acknowledged how it identified with their focus and interest areas.

Nevertheless, several respondent companies were willing to sponsor solely the charitable projects spearheaded by pageants or beauty queens and to sponsor pageants that align their social impact projects with company CSI goals. The requirements necessary for respondent companies to sponsor beauty pageants or beauty queens as a CSI initiative include the identification of a real societal issue in line with the company's area of focus or interest. It was also vital that pageants worked out a solid solution and plan of how they intend to bring about positive change to the identified need or social issue. It is also important to companies for pageants and beauty queens to have clear and functional organisational structure, to be accountable and to report promptly on the progress of the project and to ensure the scalability and sustainability of the

project. Partnerships with existing and more experienced players in the similar social space are important. At the end of the day the project should add real value to the communities affected.

# CHAPTER 5: DISCUSSION OF THE RESULTS

## 5.1 Introduction

This section presents the discussion of the findings. The findings will be discussed according to the research questions formulated during literature review:

***Research Question 1:***

What is the perceived business case for sponsoring beauty pageants by companies in Botswana?

***Research Question 2:***

How is social value created in the business community in Botswana?

***Research Question 3:***

What is the potential for attracting company CSI as sponsorship for social impact initiatives by beauty pageants in Botswana?

## 5.2 What is the perceived business case for sponsoring beauty pageants by companies in Botswana

In this section results pertaining to the first research question are discussed and analysed to establish if companies sponsor beauty pageants in Botswana and what is the motive is for those that sponsor.

Due to the perceived benefits that come with associating with beauty pageants, the majority of companies interviewed have at some point sponsored a beauty pageant or a beauty queen in one way or the other. While the reasons given by companies for sponsoring vary; from brand alignment and awareness to the creation of symbiotic relationships and charity, the resultant benefit is advertisement for the company. This is consistent with Sheperd (2015), who argues that pageantry is a steppingstone into the world of media and

advertising for both contestants and sponsors. Some of the companies interviewed sponsored pageants in order to take advantage of the media attention pageants and their winners get for publicity, therefore marketing their products and services in the process. Decisions taken by sponsors, such as buying television rights for the live streaming of the pageant event, are other ways in which companies receive advertising space. Considering the large viewership these events attract, a company is assured to reach many with their brand awareness which has potential of growing their presence in the market place therefore augmenting their market share.

Most companies that sponsor beauty pageants are cosmetics and clothing manufacturers who then go further to make the beauty queen their brand ambassador (Fulzele et al (2016). However, none of the companies interviewed in Botswana were in the clothing or cosmetics industry. This indicates how the corporate sector in Botswana, being service driven, is growing to embrace the benefits of sponsoring pageantry.

Fan et al (2002) established that sponsoring such events as pageantry was effective in getting in touch with end users and opinion leaders for purposes of gathering market intelligence and encouraging product trials. This is how having a beauty queen as a brand ambassador opened up new markets and created new symbiotic relations for some companies in Botswana. As was highlighted by one company, having the beauty queen gracing their events and pushing their mandate added value to their events and gave them the much needed mileage to talk about their services since beauty queens attract the media. It can therefore be argued that benefits to a sponsor go beyond the crowning event. Depending on the needs of both parties, that is the pageant and the sponsoring company, a mutually beneficial arrangement can be agreed upon.

The kind of sponsorship given by companies depended on several factors including the company's preferences, whether cash or in kind. Companies that gave monetary sponsorship were very prescriptive about the use of their funding and focussed more on the administrative costs of the pageant. Funding

of cash prizes for the winners and for projects run by the winner were among sponsor preferences. However, companies complained of the poor record keeping by the organisers which gave them problems when it came to reporting. The required supporting documents like receipts and invoices were not made available in time for accounting purposes which was a major disappointment. It is for this reason that some companies opted to sponsor in kind as guided by their need for accountability by the benefiting pageant. Accountability meant that they were able to access information easily and record their CSI activities in their annual or financial reports.

### 5.3 How is social value created in the business community in Botswana

In this section the results pertaining to research question 2 are discussed to analyse how social value is created in the business community. This further analyses the perception of companies on the purpose of pageantry, and compares it with the purpose for CSI by companies in Botswana.

Hinojosa et.al (2016) highlighted that societal impact projects are not only carried out by those who win beauty pageants but also by those who compete as they are also expected to participate in volunteer work as a way of earning more points towards the competition, which consequently impact on their communities. This challenges the perceptions held by the companies that did not sponsor beauty pageants whose argument was that beauty pageants were just there to parade the beauty of women. They perceived that the benefits were only reaped by the winning individual in the form of scholarships, exposure, career deals and empowerment.

However, this study unveiled that pageants also added a lot of social value to the society which the corporate world can also leverage on and benefit from. Pageants have gone beyond focussing on beauty alone but also on community development, education, and empowerment; among others hence the tag, '*Beauty With Brains'*. Sponsoring companies boasted of being part of government initiatives in the education sector like the Adopt-A-School where the

company sponsors the welfare of a school, or the Presidential Housing Appeal where companies contribute towards the development of housing infrastructure for the underprivileged and vulnerable members of society in Botswana.

The beauty queen comes up with a focus area of her interest and develops projects that are funded by the sponsor. It was observed that, companies are more inclined to support projects that are in line with their CSI focus areas as well. Companies looking to add value in climate change mitigation would in turn support projects on the environment and climatic change. Sadly, some companies failed to sponsor pageantry not because they were not interested but because the focus of the pageant was not aligned with their CSI focus areas.

## 5.4 What is the potential for attracting company CSI as sponsorship for social impact initiatives by beauty pageants in Botswana

In this section, results pertaining to research question 3 are discussed and analysed to understand the potential for attracting company CSI as sponsorship for social impact initiatives by beauty pageants in Botswana?

Friedman (1962) argues that present day corporations are constantly in search of innovative ways to respond to the environment and their communities through culture and practices that uphold the notion of corporate social responsibility. Corporations have gradually over the years embraced the concept of creating social value (Friedman, 1962; cited in Moir, 2001).

However, as Murchie (2010) highlights, the manner in which contestants are treated and how business is conducted by organising entities, are some of the major concerns of the pageantry industry. Similar views and concerns are held by the business community who are essentially the financiers of such projects. Unfortunately, it is for this reason that many pageants in Botswana struggle to attract sponsorship (Madondo, 2013).

Some of the companies interviewed lamented of lack of accountability by the organisers who had very poor recording keeping skills. This led to poor and delayed submission of reports ultimately affecting compliance of those BSE listed companies as per the BSE reporting requirements. Other companies opted to deal with service providers directly e.g. media houses for the advertising space on television which made it easy for them to get invoices and other relevant documentation as well as monitor the service paid for to what was delivered.

Consequently, the corporates had conditions which they presumed that if met it would increase the possibility of them considering sponsoring beauty pageants as part of their CSI focus areas. Some of the conditions included:

- The existence of a real societal need that can be addressed by the project
- Provision of an impactful solution
- Accountability and prompt reporting
- Scalability of the project to affect more communities
- Sustainability of project for lasting impact
- A clear plan of action
- Monitoring and evaluation system

## 5.5 Conclusion

It can be concluded that most companies in Botswana have gradually embraced the inclusion of beauty pageants as part of their CSI. This is after observing the impact that beauty pageants can have on society and the benefits that stand to accrue to their businesses. While companies are willing to associate with beauty pageants, there is need to align both focus areas for lasting symbiotic relationships to be established. However, the pageant organisers need to meet some conditions which are requirements for the corporate world if such partnerships are to succeed.

# CHAPTER 6. CONCLUSIONS & RECOMMENDATIONS

## 6.1 Introduction

This is the final chapter which intends to summarise the main research findings and give the conclusion to the research questions that were under study. Relevant recommendations will be offered pertaining to each area under study. Limitations to the study as well as areas for further study will be highlighted.

## 6.2 Conclusions of the study

In respect to the first research question*:* ***What is the perceived business case for sponsoring beauty pageants by companies in Botswana?***

The findings showed that more than half of the companies interviewed have sponsored pageantry either by funding the administration costs of the pageant or the beauty queen herself in prize money or in kind. Apart from the drive to make impact in the society, the possibility of benefitting from massive advertising and marketing of sponsoring companies is one of the major motives. The remaining companies that did not sponsor pageantry had different reasons; among them being that their CSI focus areas were different and did not accommodate pageantry while others had the perception that they would not benefit much since they understood pageants to only benefit the winning queen alone.

It can be concluded that the corporate world has also evolved to acknowledge the benefits they can accrue from sponsoring beauty pageantry. More companies are coming on board even though there is still a long way to go.

The second research question was*:* ***How is social value created in the business community?***

Beauty pageants have proven over time that they are no longer just events to showcase feminine beauty- that fundamental to its mandate is the responsibility

for social impact. As a result, focus in this study revealed that social impact and community development was primarily achieved through projects implemented by the contestants and the winning queen in her reigning period. Similarly, companies were also continually looking to add social value to their benefitting communities through their various corporate social investment initiatives carried out through their corporate social responsibility. Nevertheless, companies in Botswana that sponsor beauty pageants do so to achieve other business goals such as marketing and business development but did not credit it to their Corporate Social Investment or social value creation goals.

Beauty pageants have not been not perceived by companies to fall under their CSI goals and as a result companies, especially those that do not sponsor pageants, had CSI focus areas which they believed pageantry did not align to even though some companies were well invested in women empowerment.

In conclusion, there is a big potential of more companies getting involved with beauty pageants for their CSI initiatives since both have a common goal of social value creation. The challenge is awareness and alignment of focus areas.

The third research question: ***What is the potential for attracting company CSI as sponsorship for social impact initiatives by beauty pageants in Botswana?***

Organisation of the pageants also plays a big part in attracting sponsorship. It was observed that Botswana pageantry industry was still struggling to get sponsorship because of the poor organisation and ill-treatment of the contestants. Transparency, integrity and accountability are among the major values upheld in the corporate world and therefore a requirement if pageant organisers are to partner with the corporate world.

It can therefore be concluded that there is a great possibility for pageants to attract sponsorship from the corporate sector if only they can operate with professionalism as well as alignment of their projects to several companies' CSI focus areas.

## 6.3 Recommendations

- Pageant organisers should identify the CSI focus areas of targeted sponsoring companies and then incorporate such into their list of projects to be taken up by contestants. This promotes relevance of the projects while attracting funding at the same time.

- The corporate world can as well re-orient their CSI initiatives towards marrying them with pageantry. This will allow them to accommodate beauty pageants and therefore benefit from such partnership.

- Pageant organisers should come up with a solid and clear social impact strategic plan per event for them to be considered by the corporate world for sponsorship. The plan should clearly outline the reporting, monitoring and evaluation structure as well as control measures to ensure transparency and accountability.

- Implementation of projects should not be dependent on the reigning queen as this affects sustainability and continuity after the queen's reigning period has elapsed. Sustainability can be attained by involving the community in the management of the project together with the sponsoring organisation.

- Different pageants and their brands should create their libraries to store information / documentaries that can also be accessed by the public. Such libraries can be digital where each brand can have a website to promote its existence and educate the public on their operations, vision and social impact.

## 6.4 Suggestions for further research

- An extension of this research can be to find out the social impact that beauty pageants have in Botswana. There is little or scanty information available and most of it is from very short articles in newspapers and their online sites.

- This study can be up scaled to cover more companies especially those not necessarily listed on the Botswana Stock Exchange platform or with a CSI culture. The study can assist in checking the level at which companies are aware of the benefits they can derive from sponsoring beauty pageants in general.

- The extension of this study can also be industry specific to focus on companies that are in a particular industry such as the beauty industry and how companies stand to benefit from including beauty pageants specifically as part of their short- or long-term CSI initiatives.

- While there are several stakeholders in pageantry- the pageant owners, the contestants, pageant supporters or followers and the business community, further extensive study can focus only on the perceptions held by those on the receiving end of sponsorship on the participation of the business community in the beauty pageant industry.

- This same comparative study, which is to identify the perceptions held by companies towards sponsoring beauty pageants as a CSI initiative, can be carried out in other African countries which boast of a more thriving beauty pageant industry such as South Africa and Nigeria.

- The conclusions show that there are requirements from the business community that pageant organisers need to meet as condition for receiving sponsorship. Further research could focus on investigating the order of importance of these requirements to companies.

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**APPENDIX A: Interview Guide**

Prepared by: Larona M. Gilika
Student no.: 1251505
Course: MBA/FT
School: Witwatersrand Business School

Research Title: **Beauty Pageantry and corporate social investment in Botswana**

***Main Objective***
To describe the perceptions held by companies in Botswana about sponsoring beauty pageants. This is to determine whether it can be adopted as a CSI initiative for corporate sponsorship.

**SECTION 1**

- Have you sponsored beauty pageants/beauty queens before?
- If no, what exactly was the sponsorship for?
- If yes, what exactly was the sponsorship for?
- Why did/do you sponsor pageants?
- What benefits/losses did your organisation encounter because of the partnership/sponsorship?

**SECTION 2**

The literature review reveals that Social impact;

1. Is among the objectives of most beauty pageants and that Winners of beauty pageants are expected to champion a social cause of their choice during their reigning year; these have affected a range of vulnerable communities such as women/mothers, girl child, orphans, special needs people, working class, unemployed youth, school dropouts etc.
2. Begins with the agent of change. The degree to which the individual participants or beauty queen are invested in, which is often considered as women empowerment, determines the extent of the social impact they will eventually be able to champion in their communities of choice.
3. Requires financial resources to achieve.

THEREFORE,

- What motivates the practice of CSI in your organisation? E.g government legislation such as vision2036 or President's Housing Appeal or CEO's vision.
- How engaged is your company in corporate giving/CSI? E.g CSI spend, National reach
- What is your company CSI,
  a) Focus areas? E.g education, health, social welfare
  b) Interest area? E.g poverty alleviation, youth development
  c) Projects or initiatives? E.g Adopt a school

- Which of your CSI initiatives indentify with pageantry charitable interests?
- Have you partnered with any of the pageants or beauty queens in initiatives that fulfill your CSI goals?

**SECTION3**

- What is the purpose of beauty pageants according to you?
- Are you aware of any community outreach initiatives by pageants or beauty queens? I am the change- MUB, Ga Modubu charity drive- Queen Esther,
- Do you believe that such charitable initiatives have potential to create real social value in communities reached?
- Do you believe beauty pageantry has potential to create social value for your company especially those carrying out initiatives in your focus areas?
- Would you sponsor the pageant or beauty queen to support solely their charitable endeavors, and not the event?
- Explain your answer above.
- Would it make a difference to have companies partnering with the pageants or beauty queens for community improvements?
- Would you consider sponsoring pageants or beauty queens who align their social impact projects/initiatives with your CSI goals? Explain your answer. How would you sponsor?
- What would be some of the requirements needed for you to sponsor a pageant/beauty queen as a CSI initiative e.g proper structures, financial accountability, feedback or reporting, brand loyalty?
- Anything else you would like to share?

THANK YOU!

**APPENDIX B: Interview summary form** *(Source: Dawson, 2009. p.117)*

Interviewee: **BIHL** Date of interview: **19/06/2017**

Place: **Fairgrounds Park** Time: **9am**

Duration: **25 minutes**

1. Where did the interview take place? Was the venue suitable; does anything to change for future interviews?

   -***Interview took place in a meeting room at the interviewee's organisation. This worked out really well as we were uninterrupted during the interview.***

2. How easy was it to establish rapport Were there any problems and how can this be improved for next time?

   ***- Since it was my first interview, it was not very easy for me to build rapport because I was very nervous. However the interviewee helped me to calm down.***

3. Did the interview schedule work well? Does it need to be altered or improved?

   ***- It worked well and due to the connectedness of the some of the questions, the interviewee would answer before I could even get to ask some of the questions.***

4. What were the main themes that arose in the interview? Did any issues arise which need to be added to the interview schedule for next time?

   - ***A question on the perceived purpose of beauty pageants came up which was not initially on the schedule.***

5. Is the interviewee willing to be contacted again? Have I promised to send any information or supply them with the results or a copy of the transcript?

   ***-Yes the interviewee is willing to be contacted again in case I need more information.***
   ***-No information to be sent to the interviewee.***

## APPENDIX C: Interview Consent Form

## INFORMED PROJECT CONSENT FORM

| | |
|---|---|
| PROJECT TITLE: | **BEAUTY PAGEANTRY AND CORPORATE SOCIAL INVESTMENT (CSI) IN BOTSWANA** |
| RESEARCHER: | Larona Motlatsi Gilika |
| STUDENT ID: | 1251505 |
| INSTITUTION: | Witwatersrand Business School (WBS), South Africa |
| COURSE: | Master of Business Administration (MBA) |
| Contacts: | +267-74516647 |
| | lmkgabo@gmail.com |

**What you need to know about this research study:**
- You are given the informed consent document so that you may read about the purpose, risk and benefits of this study.
- Please note that you are at total liberty to take or not to take part in this study though your participation will be highly appreciated.

**PURPOSE**

You are being requested to participate in the research study of the above-mentioned title. The purpose of the study is to explore the perceptions of businesses/companies listed on the Botswana Stock Exchange (BSE) and/or businesses/companies with a Corporate Social Responsibility (CSR) culture; on sponsoring beauty pageants as a corporate social investment (CSI) initiative. It is also meant to analyse the extent of business CSI which is in line with beauty pageantry sponsorship. You were selected as a possible participant in this study because your organisation, is either listed on the BSE, and/or has a CSR culture. Please be sure to ask questions about all aspects of this study that you may not understand before granting consent.

**PROCEDURES AND DURATION**

If you decide to take part in this study, you will be invited for a one on one interview or a teleconference which will be held at your time and place of convenience. The interview is expected to last between ten (10) and fifteen (15) minutes. The researcher also wishes to request consent to record all sessions on a recording device for validity and credibility.

**RISKS AND DISCOMFORTS**

Some respondents may feel uncomfortable addressing some of the questions especially those who have previous experiences of failed partnerships with beauty pageant organisations. There is also an understanding that as an interviewee, it may be challenging to differentiate your opinion from that of the organisation- since this study is exploratory, this is permissible.

**BENEFITS AND/OR COMPENSATION**

There are no benefits attached to participation in this study except for a certificate of appreciation which will be issued to the company.

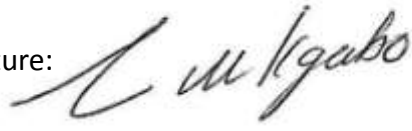
**CONFIDENTIALITY**

The data collected during this process will be used strictly for research purposes. The data and views expressed will not be traceable back to any participating company and their names will not be mentioned in any part of the project except under the research sample.

**VOLUNTARY PARTICIPATION**

Participation in this study is totally voluntary. Refusal to take part in this study will not be used against you.

Respondent Company: **BOTHO UNIVERSITY** Researcher: Larona M. Gilika

Signature:  Signature: 

Date: 04/10/2018

Thank you!

## APPENDIX D: Interview Transcript Sample

**Respondent Company 1**

Interviewer: We should get right to it. I just want to highlight one of the points there. As I have said I want to find out from the companies that are listed in the stock exchange how they feel about sponsoring beauty pageants as part of their CSI initiative and we do understand that as the person responsible for that portfolio, you know there is a thin line between what the organization thinks and what you personally think, your personal incarnations and that is fine, you can feel free to express yourself, to get views around that matter. But have you sponsored beauty pageants before?

Interviewee: We have, yes. I think the last beauty pageant that we sponsored was Miss Botswana 2016, the 50th Edition, last year.

Interviewer: and was it for the pageant or the beauty queen? The sponsorship, who was it?

Interviewee: it was for the pageant.

Interviewer: oh it was for the whole pageant?

Interviewee: Yah. We sponsored through our...I don't know if you know this but (Name of respondent company) is the holding company and then under the Group company there these subsidiary companies so, we sponsored through one of them. I think it was a P10 000.00 Cash donation towards the pageant, but we also bought tickets, to attend.

Interviewer: Ok, alright. What inspired you guys to sponsor?

Interviewee: I think it was really the fact that it was a big pageant. I mean it was the 50th Edition and we wanted to be part of that, but besides that we don't usually sponsor pageants. We don't usually just randomly do it.

Interviewer: Ok. So, would it have anything to do with the platform, you were leveraging on the platform? You said it was a big event and you felt maybe if your brand was part of it.

Interviewee: yes, not necessarily the brand, but also to just to contribute towards the event or that part of history, if I may say.

Interviewer: Ok. Did you realize any benefits, outside of, I think this is something that you guys just felt you really had to do, in order to be part of it but, did you benefit anyhow, maybe by establishing partnerships, maybe exposure to a new client, I mean business wise, were there any benefits.

Interviewee: No, not that I know of. I think, which, is really the reason that we don't really usually go into pageants, because we don't usually realize the benefits.

Interviewer: You didn't see the benefits?

Interviewee: yeah.

Interviewer: ok, which is something which I actually find interesting because in South Africa. I don't know if you follow the pageantry industry in South Africa. It's really massive, companies are really lining up to sponsor and I guess is because of how they have managed to build the brand…

Interviewee: yeah. In South Africa is definitely big.

Interviewer: it's huge. So I think part of this is just to see what you guys are looking for and how maybe the industry here could begin to, I don't…,

Interviewee: view it differently.

Interviewer: Even fix themselves so that you guys can come on board.

Interviewee: True.

Interviewer: And see where this goes. And now we move on to the next section. What the literature review has revealed, is that beauty pageants have, the mandate or the objective to impact society and this is usually achieved either through, or mostly to the beauty queen wins and she is expected to champion some cause that she is passionate about or maybe that is in line with the mandate of the pageant.

Interviewee: Yes.

Interviewer: And for her to successfully do this, literature review also reveals that she needs resources and usually these are the kind of resources that the pageant itself cannot, you know, avail and this is where now the business community could chip in. so, really the next questions are with that in view. And then I just want to find out from you guys why, what motivate your CSI. Is it government legislation or is it CEO's vision or mental orientation, they are passionate about CSI's, what motivates you guys?

Interviewee: Ok. I think in 2007, or should I say before 2007, the BIHL Group had been giving back to society but quite haphazardly and so in 2007, the board of directors of the BIHL group, decided to then formalize this giving and as such they decided that a trust should be established and through that trust, we give back to society more meaningfully, more deliberately, therefore you know we've got different areas of focus that we look at when we look at projects or proposals that come in. So, we've got education, we've got social upliftment. As areas of focus we've got conservation of the society. So, we got different areas of focus that we look at when we look each proposal that comes. in.

Interviewer: Okay. And I remember going through your website, this is 1% after tax, profits.

Interviewee: Yes. Basically as I explained, earlier the (Name of respondent company), has three (3) main subsidiaries under it, which are (company 1), (company 2) and (Company 3). These subsidiaries give 1% of their post tax profits.

Interviewer: Each?

Interviewee: Each of them, yeah. 1% of their post tax profit to the (Name of respondent company) trust and the trust then takes that money and puts it back into community.

Interviewer: Okay

Interviewee: Yah

Interviewer: That's quite commendable. And then has there been any effects on that CSI's spend and I am talking with regards to the trump effect. Do you see that being maintained or because everybody thinks is a recession that's coming.

Interviewee: No. well, right now, there is actually quite, you know, I think last year was really a bad year. I think in general, for everybody and some of our businesses were affected especially the insurance because we had Selibe Phikwe BCL Mine closing and that means policies are closed. And currently, I don't know if you have been following the papers, we are going through restructuring of both (company name 1) and (company name 2). That is sought of in the pipeline. So yeah, I mean definitely, our business has been affected.

Interviewer: Ok. We can only hope for the best. What are some of the projects that you guys have invested in?

Interviewee: We do, yah. (Name of respondent company) Trust, as I said earlier, our main focus areas are education and social upliftment. There is conversation of the environment, I think there are two (2) more that I can't really remember but mostly we invest in education through the (Name) scholarship, The Master Scholarship.

Interviewer: Is it still on going?

Interviewee: Yes it is still ongoing.

Interviewer: Oh

Interviewee: Yeah. And then we've got several programmes on Adopt-a School programme and that is basically, we have identified 11 schools, under-performing primary schools and we've deliberately made an effort to put in libraries in all of them. And now we have completed that circle which was phase 1 of the project, now the phase 2 of the project is actually getting kids to read and read at the level of their standard. So, that is the phase 2 of the project.

Interviewer: Would you identify any that might maybe, somehow leverage on beauty pageantry?

Interviewee: Focus area?

Interviewer: Yeah focus area or even a project

Interviewee: Recreation, we've got recreation. So, I think we could..yeah we could. It could fall under recreation

Interviewer: . Recreation..Ok. And then maybe if it has to do with empowering the girl child because when you focus on the beauty queen and supporting her initiatives, its somehow…

Interviewee: I think it really depends on how ...

Interviewer: one presents themselves

Interviewee: Yes, how they present themselves. If you say, listen am Miss Botswana or runner up or whatever, I've got this project, I want (company name) to help me, I am empowering kids on learning how to invest and all of that, I am 100%, we probably gonna go onto that. But if it's a something that is not very clear of, who is benefiting, then, there is where the problem is.

Interviewer: Mmh, who is benefiting and whether it's in line or already leverages on your resources that are available like I heard you talking about investment?

Interviewee: Exactly, ee mmma

Interviewer: Alright and now we are moving onto the last section. Are you aware of any community outreach initiatives that were done by maybe beauty pageants or beauty queens?

Interviewee: I am aware of a project called Seriti by Tabona

Interviewer: Is she a former beauty queen?

Interviewee: 1st princess of last year's
Interviewer: I think I have also heard of it, I think on social media
Interviewee: Yes, project Seriti, that's what I heard about, that's the one I am aware of. Currently, because it's been in the papers.
Interviewer: Is it something that you guys would jump on board?
Interviewee: What they are doing is something that we have done here before, which is the sanitary pads initiative.
Interviewer: Ok
Interviewee: Maybe, maybe, yah
Interviewer: So, from maybe what you have gathered from the media, do you think , these are impactful in a major way?
Interviewee: You mean the sanitary...
Interviewer: Yah, on the way they are going about them, the beauty queens?
Interviewee: Mmm, ok, do you mean this one in particular?
Interviewer: Well, we'll use it as an example
Interviewee: Ok, because is the one I am aware of
Interviewer: Yah.
Interviewee: Yah, I think it could be, I mean if she clever about it, I guess it can be impactful.
Interviewer: Is it the one there were using reusable sanitary pads.
Interviewee: Yah
Interviewer: Ok, yes I remember
Interviewee: Yah, that's the one.
Interviewer: Ok. And then in terms of creating social capital for your organization, do you think beauty pageants or beauty queens could do that?
Interviewee: Could do what?
Interviewer: Create social capital for you guys. That is, maybe establish for you, on your behalf relationships with communities that, maybe, because that is probably not your mandate.
Interviewee: Basically go out there to look for that, uh huh
Interviewer: Uh huh.. I don't know whether it could be in the form of ambassadorship or you know that kind of…
Interviewee: Yah yah I hear you. I think so. I think, anyone who is able to help us establish new contacts, I mean new projects, to help us identify new projects or community missions, if I may say, is definitely somebody who, we would work with.
Interviewer: Ok. Oh well. So, you would sponsor a beauty pageant, you have already sponsored a beauty pageant?
Interviewee: We have, before
Interviewer: Moving forward, depending on how they present their value proposition for you guys, you would definitely jump on board?
Interviewee: Absolutely, I think like you said in the beginning, really, what I think matters as well, what the CEO thinks about beauty pageant matters and her influence, of course, so if she thinks negatively of them and thinks, no no no, you know what I am not about to invest in, obviously that line of thinking will trickle down to us and she is not a fan.
Interviewer: She is not a fan?
Interviewee: No, she is not a fan of beauty pageants. So, if we do sponsor beauty pageant is because we really feel strongly about it, but if it were by her she wouldn't.
Interviewer: She wouldn't?
Interviewee: Yah.
Interviewer: Ok.
Interviewee: But like we've said, I think, in this conversation, if they present it a little more differently, then maybe she'll see the value of sponsoring.
Interviewer: Wow…and then, for you to sponsor, what would you need to see, like, do you need to see a track record of maybe that organisation, because some are for profit, some are for non-profit? Line The Miss Universe is for profit and then Miss Botswana is a non-profit cos is being managed by Emang Basadi, I think, and Miss Universe is like a company, is being is run by a company of young people. So, would you want to see track record, specifically in the area of charity, or just how the brand has been viewed by the public? Would you like to see proper structures to know if you give money, where is it going, like what would you want?
Interviewee: Absolutely, structure is definitely one of them. We need to see how the organization runs. We have guidelines on which project we sponsor. You really have to tick all the boxes. And it shouldn't be a full profit. It shouldn't go into people's pockets. We should see where the money is going and we check the project that we do. We always want to see their sustainability element in everything. How it's going to impact the communities,

how many people it's going to impact. It shouldn't impact only maybe one person at the end of the day.

Interviewer: Ok.

Interviewee: I don't know if I have answered it?

Interviewer: Its actually, it sounds similar to one of my other interviewees how they were like, we don't want full profit. We want to know that if we release this amount, its going straight to the beneficiaries. It's not gonna get lost anywhere between.

Interviewee: Exactly. For instance, I will give you an example. With all the projects that we sponsor, we look at their budget. So, in their budget we need to ensure that, there is usually administration costs and some people say stationery, laptops and whatnots. We definitely not going there, definitely not going. So, if there is another section saying, transport, not even transport, transport we put it in administration costs. We will definitely sponsor money that we will go directly to whoever you are helping. If its project Seriti, they've given a similar budget, we will look at the actual sanitary pads .

Interviewer: Sanitary pads maybe?

Interviewee: Yeah. So if she says 150 of the, we would rather just look at that line and sponsor that. You will see what to do with the rest, *re tlaabo re thusitse* in one way or another.

Interviewer: Ok. and accountability wise, how would they have to account? Like a receipt form or?

Interviewee: Yeah, receipt form and also just them letting us know their monitoring and evaluation…

Interviewer: Framework?

Interviewee: Framework. How they are going to show that this really helped as well.

Interviewer: Ok. It is actually the toughest things in CSI, to prove social impact.

Interviewee: It is. That is one of the things that we, as well, are struggling with because you will take up money and then coming back to and going back to the same project to see whether the project has been impactful, eish…

Interviewer: Because usually, I mean it's really not possible to expect a return on social investment like the 1st year, even the 2nd year. Some of these things would need a 5 year thing and now for you guys who just don't want, you know to keep going back to the same thing, to keep sustainability, you said one of the things you look at is sustainability. And maybe something might begin to sustain itself after 5 years.

Interviewee: True.

Interviewer: And how would you come on board or how do we convince you guys to come on board when it's like that?

Interviewee: Exactly.

Interviewer: Its actually one of the areas that need more academic research.

Interviewee: Absolutely, yah.

Interviewer: To come up with framework and how it can be done.

Interviewee: That's one other thing that we are working on as well to ensure that we've got a proper framework for monitoring and evaluation.

Interviewer: Ok.

Interviewee: And yah, it's a tough one because you want to move on, onto other things.

Interviewer: Onto other things.

Interviewee: And you don't want to keep on going back and say hey, because each project that we handle here at the BIHL Trust, we are, there is a certain point where we say, we are exiting the project and we want to leave that project with, you know as,...standing on its feet.

Interviewer: Self sustained.

Interviewee: Standing on its feet, self sustaining, so when we leave we are like, ok, these ones will be okay. That then makes it better for us to come back in a year and say "*go tsamaya jang*".

Interviewer: Yah

Interviewee: Yah, it's another difficult one

Interviewer: So, what's your designation?

Interviewee: My designation is assistant trust administrator

Interviewer: Oh ok

Interviewee: I have an Undergrad in Architecture

Interviewer: Ok.

Interviewee: I am a former beauty queen myself.

Interviewer: oh really?

Interviewee: Yes

Interviewer: Ok

Interviewee: I was Miss Universe 2011, Miss Universe-Botswana 2011

Interviewer: Is it?

Interviewee: Yes, I have definitively changed. I think this research was motivated by my experiences. I had every intention to use the platform for social good but I think because of the way the organization had, I don't know prepared themselves, it became a bit of a challenge to reach out corporate to assist. So, I just want to find out what is the challenge, you know what needs to…I think this is more of a.... architect is my career but this is more of a calling beyond career. I think such platforms should actually be used for social good.

Interviewer: What is your course?

Interviewee: It's Masters in Business Admin. It's a general one.

Interviewer: Ok. I see. Your undergrad is in Architecture?

Interviewee: Architecture, yes. I was working for the Government as an Architect but then I took some time off to do my MBA because I felt it wasn't working.

Interviewer: Yah, sometimes I think one just needs to say, you know what…

Interviewee: Yah, its time

Interviewer: Yah, self finding. Purpose. So this is the kind of work you are now interested in

Interviewee: Yah, this is what I want to explore the csi.

Interviewer: The CSI, consultancy it's a good one

Interviewee: Yah. It's quite nice; I fell into this quite accidentally.

Interviewer: Ok.

Interviewee: When was it, 2012.

Interviewer: I think we are done with the interview.

Interviewee: Ok.

## APPENDIX E: Consistency matrix

| **Research problem:**<br>The main problem is to describe the perceptions held by companies in Botswana about sponsoring beauty pageants and whether it can be adopted as a CSI initiative by corporate. | | | | | |
|---|---|---|---|---|---|
| **Sub-problem** | **Literature Review** | **Research questions** | **Source of data** | **Type of data** | **Analysis** |
| 1. The factors contributing to sponsorship or lack thereof by companies towards beauty pageants. | -Auletta et.al (2013)<br>-Hinoroja et.al (2016)<br>-Sheperd (2015)<br>-Deninno (2015)<br>-Madondo (2013) | What is the perceived business case for sponsoring beauty pageants by companies in Botswana? | -Actual interview<br>-Company documents | Qualitative | Thematic and Content analysis |
| 2.The purpose of beauty pageantry compared to that of company CSI strategy. | -Crawford et.al (2008)<br>-Watson et.al (2004)<br>-Balogun (2012)<br>-Hinoroja et.al (2016)<br>-Hansen (2010)<br>-Banet-Weiser(1999) | How is social value created in the business community in Botswana? | -Actual interview<br>-Company documents | Qualitative | Thematic and Content analysis |
| 3. To investigate company's views on involvement in beauty pageantry through CSI. | -Auletta et.al (2013)<br>-Tshikululu Social Investing (2015)<br>-Porter et.al (2002)<br>-Cochran (2007) | What is the potential of attracting company CSI as sponsorship for social impact initiatives by beauty pageants in Botswana? | -Actual interview | Qualitative | Thematic and Content analysis |