THE FUTURE OF VALUES STUDIES
MICHELE LEVINE

Address to the 11th Public Relations World Congress,
Melbourne – 28 April, 1988

THE LESSONS OF VALUES STUDIES
Although the latest marketing literature tells us that market segmentation is a concept of the 1970s which is already obsolete, it may still be significant to slow thinkers who believe concepts are more important than the fads which brought them into prominence.

Accordingly, readers may find a great deal of food for thought in the paper on values studies presented by Michele Levine, Manager, Consumer and Social Research, Roy Morgan Research Centre Pty. Ltd. This paper deals with 'psychographic segmentation', a theoretical-sounding word for a concept which may have many practical applications. Naturally, the breakdown of people into groups is always a hazardous proposition and it is always debatable, no matter how much research has gone into the study. Ms. Levine is quick to point out that "some individuals appear in more than one segment...because of the different facets of their public image."

The Roy Morgan/Ogilvy & Mather values segmentation study deals with Australian society. Still, there is much to be learned for the average public relations practitioner and it will not be too difficult for him to translate the Australian context into the one he is most familiar with, although there are certain national idiosyncrasies in each culture. Furthermore, Ms. Levine indulges in some international comparisons which are well worth reading.

Of obvious interest to most public relations people will be the study of attitudes of the various segments of society towards large corporations. Those among us who fall into the 'socially aware' category may object to Ms. Levine's statement that "the value profile of your workforce can be changed, created or maintained by selective recruitment procedures, or selective sacking" (editor's emphasis), but this may be a sociologist's recognition of existing reality ('I don't like your attitude: you're fired!'), rather than a recommendation. Her remark (or finding) that "efforts directed at changing the Values of your existing workforce are, in the short term, doomed to failure" may also be rooted in reality, but it may be debatable and it is certainly not encouraging to those of us who believe in the virtues of dialogue and two way internal communications. Perhaps sociologists and market researchers should avoid making statements which can be interpreted as recommendations, when dealing with highly sensitive subjects such as industrial and personnel relations.

(F. NEWTON)

Critics of psychographic segmentation may believe 'values studies' are just another manifestation — yet another fashion — which will be 'in' for a while then 'out' until the next fashion comes along. I believe the study of values is here to stay.

Since the early 1970s, the Roy Morgan Research Centre has been involved in values studies including the Australian Social Barometer in 1972, 1974 and 1977, in 1983 the Australian Values Study part of the European Values Study, and more recently The Roy Morgan/Ogilvy & Mather Values Segmentation Study — a continuous segmentation of the Australian population according to their values. These studies have always been with a view to linking values to behaviour.

I believe there is a future in Values Studies.
The best way to do this is to demonstrate by example how an understanding of values can be combined with demographics to provide a powerful insight into:

1. how groups of people think;
2. what they seek in life, what are their aspirations;
3. what self images they want to project;
4. how they'll behave;
5. what motivates them in the workplace;
6. what forms of communication move them;
7. which channels of communication reach them;
8. what motivates them.

Values are useful in:

1. product development;
2. advertising communications;
3. corporate communications;
4. understanding employee motivations and developing internal communications.

The examples are based on the Roy Morgan/Ogilvy & Mather Values Segmentation research. Since 1985 more than 60,000 interviews have been conducted using only seven questions and demographics to establish the values segments. This segmentation approach has gained a significant following in Australia, and is now embraced by the two major publishers Australian Consolidated Press and News Limited, becoming "values currency" with Australian media.

Before giving examples, let me introduce each segment. You'll note that some individuals appear in more than one segment. That's because of the different facets of their public image. Just like an actor may be a 'goodie' in one movie and a 'baddie' in another.

The Roy Morgan/Ogilvy & Mather Values Segments

The Roy Morgan Research Centre in conjunction with Ogilvy & Mather's Futures Division have developed nine values segments which help identify how groups of Australians think. The largest segment 'family life' has now been divided into two; making a total of ten segments. Each segment provides an insight into a 'pattern of responses', or 'mind set' which comes closer to describing the individuals' own perception of themselves than any demographic description. Understanding the segments and their particular idiosyncrasies can provide invaluable input into the development of marketing communication strategies.

- Basic needs
- A fairer deal
- Family life – conventional family life
  - traditional family life
- Look at me
- Something better
- Real conservatism
- Young optimism
- Visible achievement
- Socially aware.

Before examining the responses of each of the values segments to different products, it is useful to understand the pattern of responses that typify each group and their general demographic profiles.

Basic needs

Refers to the pattern of responses demonstrated by people who hold traditional views of life, enjoy passive activities and are fairly satisfied with their lives. People in this segment, which includes older people who are retired workers and widows, generally seek security and control in their lives, and promote a strong Christian ethic as basic values.

This segment shows the highest readership of New Idea and Woman's Day.
A fairer deal
Refers to the pattern of responses offered by people who are relatively dissatisfied with their lives, and most likely to feel they 'get a raw deal out of life'. What they earn at work for a fair day's work is more important than what work they do. They expect their managers to make decisions, take responsibility for outcomes and explain fully what they want done. This group includes the highest proportion of unskilled and semi-skilled workers with an annual income of less than $15,000 and (in Australia) educational achievement of less than four years of secondary schooling.

This group is the most likely to vote Labour or left of centre and tends to be under 40 years, with money worries and employment insecurity that create high levels of pessimism and cynicism.

This segment show the highest readership of such magazines as TV Week, Australasian Post, People and Australian Playboy.

Family life
Refers to the pattern of responses demonstrated by people who represent the core of 'middle Australia' and indeed the core of most countries, with values centred around the significant events in their personal and family lives. This large group has now been divided into the younger “Conventional family life” (aged under 50) and the older “Traditional family life” (aged 50 and over).

Conventional family life
‘Conventional family life’ comprises slightly more women than men, generally over 30 years of age. On an average income, these people are seeking greater financial security and struggling both to improve their basic living standards, and to give their family better opportunities than they had in their own childhood.

Generally, they are satisfied with their lives and feel that on the whole they are doing pretty well. They tend to be less ambitious at work than some of their more success oriented counterparts, as they place a higher priority on time with family and friends.

Of all the segments, people in ‘conventional family life’ are most committed to marriage as an institution and see making money as instrumental to a better lifestyle and future for their children and family members. They are more likely than others to take out insurance and more prepared to reduce personal expenditure to ensure long term security.

‘Conventional family life’ members recognise most clearly that their values have changed during their lives and now believe strongly that there are right and wrong ways to do things.

The ‘conventional family life’ segment shows the highest readership of such magazines as Women's Weekly and Family Circle.

Traditional family life
Refers to the pattern of responses demonstrated by people who are over 50 years of age, retain a strong commitment to traditional family roles and values, and who consider themselves to be the most right wing segment of the population. Whilst they are very religious and consider that God has a very important place in their lives, they are somewhat more doubtful about the Devil and Hell than about Heaven and the positive aspects of Christianity.

Most have completed less than two years of secondary education. They are very cautious about new things and ideas and, in terms of their lifestyle, they don't seek activity and excitement. While concerned about their health, they are satisfied with their homelife, especially as most live in their own home and are generally quite satisfied with their overall standard of living.

The ‘traditional family life’ segment shows the highest readership of Readers Digest, Your Garden and Prime Time. Readership of New Idea and Woman's Day is almost as high for this segment as for ‘basic needs’.
Look at me
Re refers to the pattern of responses demonstrated by young people who seek an exciting, prosperous life, who look for freedom from family commitment and a life in their own family of the future. They demand a lot from their employers, friends and society, taking a greater share of community resources. This is the youngest segment, with more members being under 30 years of age than in any other segment. Unsophisticated, young active people, the 'look at me' segment is primarily unmarried with no children to worry about.

They are fashion and trend conscious, wishing to stand out from their parents’ generation but be members of 'their generation', the in-crowd of their peers.

They are most prepared to support environmental protection at the expense of economic growth, but generally as a part of an escapist image of preserving the wilderness areas, seals, whales, etc. This is an emotional rather than a political response.

*Dolly* draws its highest readership from this segment, as do such magazines as *Countdown, Smash Hits* and *Rolling Stone*. Like 'a fairer deal', the 'look at me' people are heavy readers of TV magazines.

Something better
Re refers to the pattern of responses demonstrated by people who are likely to be well educated, have a responsible job and earning an above average income. The 'something better' person feels confident, ambitious, and tends to be in secure full time employment.

This group includes the younger more modern family types, aged between 20-39 years, who strongly support the free enterprise system, believe that military service should be required for all young men, strongly reject the view that a woman's role is in the home, oppose religious education in government schools, reject bans on pornography and most strongly oppose limits to economic and industrial growth.

This segment shows the highest readership of *Better Homes and Gardens*. 'Something better' people are also marginally more likely than the national average to read all the other home maker magazines, and many of the general women's magazines with the exception of those specifically associated with fashion and youth.

Real conservatism
Re refers to the pattern of responses demonstrated by people who are cautious about new things and new ideas. They hold very traditional religious beliefs and are observers of society rather than active participants.

The 'real conservative' is most likely to vote within the conservative range of the political spectrum or even the extreme right.

Although somewhat less likely than the national average to read most women's magazines, *Readers Digest* and *Family Circle* are relatively popular among 'real conservatism' people. Homemaker magazines such as *Home Beautiful, Your Garden, and Better Homes and Gardens* are also popular, but not *Vogue Living, Belle, Pol* or *Interior Design*.

Young optimism
Re refers to the pattern of responses demonstrated by today's student generation, seeking to improve their prospects in life and gain a respected place in society. They are interested in style, new technology and career opportunities. This group is generally very optimistic about the future, and most likely to see themselves as middle to upper middle class.

*Cleo, Cosmopolitan, Vogue, Mode and Harper's Bazaar* have higher readerships among those in the 'young optimism' segment than any other. Also popular with 'young optimism' people are *Follow Me, Hero and Studio Collection*, and such up market home maker magazines as *Vogue Living* and *Pol*. Of the men's magazines, 'young optimism' shows the highest readership of *Follow Me Gentlemen* and *Men's Journal*. 'Young optimism' people are also more likely than any other segment to read electronic and computer magazines.
Visible achievement
Refers to the pattern of responses demonstrated by people in the over 30 age group who are visible success stories. They enjoy above average incomes while retaining traditional values about home, work and society. They seek recognition of personal achievement, are confident and competent. They work for financial reward and job stimulation. They seek visible ‘good living’, travel, recreation and other evidence of success. They desire to demonstrate a position of leadership in their community as mature, successful, achievement oriented individuals. They place great emphasis on providing their families with a high quality environment.

In Australia, nine out of ten members of this segment believe that free enterprise is better than any other system but eight in ten also believe that there is too much power in the hands of a few large companies.

This segment shows among the highest readership of all business, financial and current affairs magazines. Also popular for people in this segment are such home maker magazines as House and Garden and Home Beautiful, and such entertainment magazines as Australian Gourmet and Vogue Entertaining Guide.

Socially aware
Refers to the pattern of responses demonstrated by people who see themselves as socially responsible individuals, being community minded and socially active. They enjoy persuading others to their opinion, are more likely than most others to be involved in environmental and conservation movements, strongly identifying themselves as ‘middle class’ and progressive.

This group is most likely to be employed on a full time basis with a very high proportion of professionals and people in middle management positions either in the public service or with large corporations. At work, this group seeks managers who consult them before taking a decision and expect loyalty in implementing the agreed decision.

Good Weekend, National Geographic and Geo are particularly popular among ‘socially aware’ people. Also popular are current affairs, business and financial magazines, especially Weekend Australia, National Times, The Bulletin, The Australian and Financial Review.

This segment is also the most likely to read computer oriented magazines.

International values studies provide cultural comparisons – a leading edge for companies developing global marketing plans
Last year, several affiliates of Gallup International participated in an International Values Segmentation Pilot.

Our approach to segmentation based on values was developed and validated in Australia. Consequently some of the items and concepts reflect Australian or Western attitudes and values. Nevertheless there is no reason to assume that some or all of the underlying value and attitudinal dimensions such as familism, individualism, innovation, conservatism and life satisfaction are not present in people from other cultures.

Accordingly there is no reason to believe that people from other cultures cannot be assigned into the Roy Morgan/Ogilvy & Mather Values Segments.

The following table shows the International Pilot results. Respondents in each of the countries have been assigned into values segments.

Australia has fewer in the ‘visible achievement’ segment than the other countries surveyed. Australia’s focus is on family life and something better. Paul Hogan typifies the ‘something better’ Australian. He is not a visible achiever; he doesn’t belong in a dinner suit. Australians do not aspire to being upper class (The English toff) or the business tycoon of “Dynasty”.

The high proportion of ‘visible achievement’ in the United States and Canada is similar to that in Japan and relates to their career and achievement orientation. In Japan it is notable that three segments account for 73 per cent of the population. Because in Japan there is almost no poverty, very few people are classified in the ‘basic needs’ or ‘fairer deal’
<table>
<thead>
<tr>
<th>SEGMENTS</th>
<th>AUSTRALIA</th>
<th>USA</th>
<th>CANADA</th>
<th>ENGLAND</th>
<th>GERMANY</th>
<th>JAPAN</th>
<th>NEW ZEALAND</th>
</tr>
</thead>
<tbody>
<tr>
<td>BASIC NEEDS</td>
<td>5%</td>
<td>4%</td>
<td>6%</td>
<td>7%</td>
<td>10%</td>
<td>1%</td>
<td>5%</td>
</tr>
<tr>
<td>A FAIRER DEAL</td>
<td>6%</td>
<td>7%</td>
<td>5%</td>
<td>10%</td>
<td>2%</td>
<td>2%</td>
<td>6%</td>
</tr>
<tr>
<td>CONVENTIONAL FAMILY LIFE</td>
<td>21%</td>
<td>15%</td>
<td>17%</td>
<td>14%</td>
<td>24%</td>
<td>34%</td>
<td>23%</td>
</tr>
<tr>
<td>TRADITIONAL FAMILY LIFE</td>
<td>23%</td>
<td>21%</td>
<td>17%</td>
<td>24%</td>
<td>22%</td>
<td>21%</td>
<td>22%</td>
</tr>
<tr>
<td>LOOK AT ME</td>
<td>10%</td>
<td>7%</td>
<td>5%</td>
<td>10%</td>
<td>16%</td>
<td>6%</td>
<td>9%</td>
</tr>
<tr>
<td>SOMETHING BETTER</td>
<td>9%</td>
<td>6%</td>
<td>7%</td>
<td>6%</td>
<td>4%</td>
<td>3%</td>
<td>7%</td>
</tr>
<tr>
<td>REAL CONSERVATISM</td>
<td>4%</td>
<td>--</td>
<td>3%</td>
<td>7%</td>
<td>1%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>YOUNG OPTIMISM</td>
<td>6%</td>
<td>7%</td>
<td>9%</td>
<td>5%</td>
<td>1%</td>
<td>6%</td>
<td>4%</td>
</tr>
<tr>
<td>VISIBLE ACHIEVEMENT</td>
<td>10%</td>
<td>18%</td>
<td>19%</td>
<td>13%</td>
<td>15%</td>
<td>18%</td>
<td>14%</td>
</tr>
<tr>
<td>SOCIALLY AWARE</td>
<td>6%</td>
<td>14%</td>
<td>11%</td>
<td>4%</td>
<td>5%</td>
<td>7%</td>
<td>8%</td>
</tr>
<tr>
<td><strong>LESS THAN 5%</strong></td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

*Base: Respondents aged 18 years and over*

segments. The predominant value in Japan is family life, with a significant minority motivated towards career and achievement goals.

In England, a notable difference is the higher than usual proportion of a ‘fairer deal’. This is primarily a reflection of the feeling of getting a raw deal in life – a feeling more prevalent in England at the moment than in any other country surveyed. The English results are generally focused towards the lower end, resulting in a relatively large ‘traditional family life’ segment.

In Western Germany, young people showed a different pattern of responses than in the other countries. The high proportion of people in the ‘look-at-me’ segment, relative to a ‘fairer deal’ was surprising, reflecting the German’s high support for ‘an exciting life’. Germans surveyed were also attracted to change and new things. Germany also had a relatively large ‘conventional family life’ segment.

Corporate communication of large companies

The figure shown here arrays each of the Values Segment on two important dimensions: knowledge (about companies in general) and favorable/unfavorable opinion.

‘Visible achievement’ in the top right quadrant is the segment most favorably disposed towards the companies surveyed, while at the same time being very knowledgeable about companies and their activities.

‘Socially aware’ in the bottom right quadrant, with a similar level of knowledge to the ‘visible achievement segment’, holds the most unfavorable view of large companies.

‘Young optimism’, the segment from which will come the executives of the next decade, is already more knowledgeable than the national average about the activities of large companies operating in Australia. However this segment, largely comprising people still in their student life-stage, is more like the ‘socially aware’ than the ‘visible achievement’ in terms of how they view large companies i.e. relatively unfavorably.

In the two left quadrants are a ‘fairer deal’, ‘look at me’ and ‘basic needs’. The most unfavorably disposed to large companies is a ‘fairer deal’. Being generally dissatisfied with life, it is not surprising that people in this segment are concerned about companies being too powerful for Australia’s good, and that in the absence of any real knowledge of any of the companies, they have few positive views about large companies in general. The ‘look
at me' segment, only slightly younger than a 'fairer deal', is equally naive about the activities of companies in Australia. However, people in the 'look at me' segment are less disillusioned with society. Their dissatisfaction is more with the parental constraints within which they still live. Companies are probably seen by them as providing job opportunities rather than representing threats to national independence, or exploiting the workforce. This explains their more favorable view.

Although similar in terms of having little knowledge of corporate activities, people in the 'basic needs' segment have very little in common with either of the young segments just discussed ('fairer deal' or 'look at me'). 'Basic needs' is the oldest segment of our society, and, along with 'real conservatism', represents the most conservative section of the community, having confidence in society and its ability to control large companies. People in the 'basic needs' segment are predisposed towards a relatively favorable view of large companies.

The 'something better' segment, although better educated, and more knowledgeable than a 'fairer deal', has unfulfilled aspirations for a better life and a larger share of the economic cake. They share the dissatisfaction of a 'fairer deal'. It is possibly this inherent dissatisfaction and distrust which makes the 'something better' segment view companies rather unfavorably. Their assessments of companies as developing Australia's energy resources, contributing to economic development, striving to do their best for Australia, using advance technology and being concerned about the well-being of Australia are all above the national average. However they are critical of companies for not keeping the public informed, and overall, view companies less favorably than the national average.

**Communication**

In the past, a major problem with segmentation approaches has been the inability of the user to link the understanding of the segments with usable media information. The following tables summarises the TV, radio and cinema habits of each of the Roy Morgan/Ogilvy & Mather Values Segments.
THE FUTURE OF VALUES STUDIES

<table>
<thead>
<tr>
<th>TRAD.</th>
<th>CONV.</th>
<th>BASIC</th>
<th>FAIRER</th>
<th>FAMILY</th>
<th>FAMILY</th>
<th>LOOK-</th>
<th>SOMETHING</th>
<th>BETTER</th>
<th>REAL</th>
<th>YOUNG</th>
<th>VISIBLE</th>
<th>SOCIALLY</th>
<th>AWARE</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL</td>
<td>NEEDS</td>
<td>DEAL</td>
<td>LIFE</td>
<td>LIFE</td>
<td>AT-ME</td>
<td>BETTER</td>
<td>CONSERVISM</td>
<td>OPTIMISM</td>
<td>ACHIEVEMENT</td>
<td>AWARE</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td></td>
</tr>
<tr>
<td>HEAVY TV VIEWING (21+ HOURS WEEK)</td>
<td>41</td>
<td>54</td>
<td>49</td>
<td>41</td>
<td>44</td>
<td>47</td>
<td>36</td>
<td>25</td>
<td>27</td>
<td>20</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HEAVY RADIO LISTENING (21+ HOURS WEEK)</td>
<td>29</td>
<td>31</td>
<td>29</td>
<td>31</td>
<td>35</td>
<td>35</td>
<td>28</td>
<td>28</td>
<td>19</td>
<td>14</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HEAVY CINEMA ATTENDANCE (IN LAST 4 WEEKS)</td>
<td>18</td>
<td>7</td>
<td>19</td>
<td>7</td>
<td>10</td>
<td>38</td>
<td>18</td>
<td>10</td>
<td>48</td>
<td>18</td>
<td>25</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The recent release by Australian Consolidated Press called the "Australian Print Media Values Study" has integrated the Values Segments and The Roy Morgan Readership Survey. It is now possible to run a media schedule for any one or combination of the Values Segment. The following table shows readership among men, of each of the three business magazines.

<table>
<thead>
<tr>
<th>TRAD.</th>
<th>CONV.</th>
<th>BASIC</th>
<th>FAIRER</th>
<th>FAMILY</th>
<th>FAMILY</th>
<th>LOOK-</th>
<th>SOMETHING</th>
<th>BETTER</th>
<th>REAL</th>
<th>YOUNG</th>
<th>VISIBLE</th>
<th>SOCIALLY</th>
<th>AWARE</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL</td>
<td>NEEDS</td>
<td>DEAL</td>
<td>LIFE</td>
<td>LIFE</td>
<td>AT-ME</td>
<td>BETTER</td>
<td>CONSERVISM</td>
<td>OPTIMISM</td>
<td>ACHIEVEMENT</td>
<td>AWARE</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td></td>
</tr>
<tr>
<td>BULLETIN</td>
<td>6</td>
<td>2</td>
<td>2</td>
<td>4</td>
<td>4</td>
<td>3</td>
<td>4</td>
<td>4</td>
<td>10</td>
<td>13</td>
<td>14</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TIME</td>
<td>4</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>9</td>
<td>7</td>
<td>10</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TIMES ON SUNDAY</td>
<td>2</td>
<td>*</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>1</td>
<td>6</td>
<td>3</td>
<td>11</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The patterns of readership identified, build upon identified values and market segments to assist advertising agencies to establish preferred press channels. An understanding of the idiosyncrasies of the relevant Values Segments enables communication strategies to be developed.

Employee values
We believe Value Segmentation questions should be included in all employee surveys in Australia or overseas.

The following compares the percentage in each values group of the Australian workforce with the total population.

A workforce comprising more than 5 per cent, of a ‘fairer deal’ is likely to be a highly mobile, very dissatisfied workforce – ripe for union manipulation.

A workforce comprising more than 10 per cent of ‘traditional family life’ is likely to be stable and relatively well satisfied, but strongly resistant to innovation, and somewhat undermotivated. (A perfect combination for some industries and some particular areas within industries).

On the other hand, a workforce with more than 16 per cent of ‘visible achievers’ may be competitive, forward looking, and open to change if it will lead to personal as well as corporate success.

The optimum value profile, or mix of values, depends on such things as the task, the industry, the structure of the company, etc.

What can be done if the value profile of your workforce is less than optimal?
An individual’s values, by definition, are relatively stable, and difficult, if not impossible, to change. Therefore efforts directed at changing the values of your existing workforce are.
## THE ROY MORGAN/OGILVY & MATHER VALUES SEGMENTS

<table>
<thead>
<tr>
<th></th>
<th>Total Employment</th>
<th>Employed Full-time</th>
<th>Employed Part-time</th>
<th>Unemployed Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Australia</td>
<td>White Collar</td>
<td>Blue Collar</td>
<td>White Collar</td>
</tr>
<tr>
<td>Basic Needs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>*</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td>A Fairer Deal</td>
<td>6</td>
<td>5</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td>Conv. Family Life</td>
<td>21</td>
<td>21</td>
<td>15</td>
<td>29</td>
</tr>
<tr>
<td>Trad. Family Life</td>
<td>23</td>
<td>10</td>
<td>6</td>
<td>14</td>
</tr>
<tr>
<td>Look At Me</td>
<td>10</td>
<td>16</td>
<td>14</td>
<td>19</td>
</tr>
<tr>
<td>Something Better</td>
<td>9</td>
<td>11</td>
<td>10</td>
<td>12</td>
</tr>
<tr>
<td>Real Conservatism</td>
<td>4</td>
<td>5</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>Young Optimism</td>
<td>6</td>
<td>6</td>
<td>9</td>
<td>2</td>
</tr>
<tr>
<td>Visible Achievement</td>
<td>10*</td>
<td>16</td>
<td>23</td>
<td>6</td>
</tr>
<tr>
<td>Socially Aware</td>
<td>6</td>
<td>10</td>
<td>16</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: The Roy Morgan Readership Survey April 1986 – March 1987 (12,302 interviews)

**Notes on the table**

1. Blue collar full time workers – heavily oriented towards family life, working to support and provide for their families to give children better opportunities than they had.
2. White collar full time workers – orientation is outside the home and family either career/company/success or social responsibility.
3. Part time employees – family orientation, primarily working to supplement family income or working around family commitments.
4. Seeking employment – very high on a ‘fairer deal’ and ‘look-at-me’. ‘Look-at-me’ simply reflects youth. 22 percent ‘fairer deal’ is very high even for young people (10 percent of people aged 18-24 are in a ‘fairer deal’).

In the short term, doomed to failure. However, the value profile of your workforce can be changed, created or maintained by selective recruitment procedures, or selective sacking.

Individuals with different values seek different things from their job – some for work for money, some for social reasons, others for the sense of importance and prestige their job provides.

An understanding of the different motivators enables sensitive manipulation of the work environment and the system of rewards (including salaries, bonuses, overtime payments, promotions, allocation of titles, etc.). These can dramatically improve performance and productivity of any workforce.

The Roy Morgan Research centre in conjunction with O&M Horizons and McLennan, Magasanik and Pearce has had considerable experience with Employee Value Studies which:

1. provide a value profile of a workforce in comparison with the Australian norm for different occupation groups and areas, and comment on its appropriateness for your particular situation;
2. isolate areas of an organisation with less than optimal value profiles, and provide a range of alternative actions which could be taken to rectify or improve the situation;
3. isolate areas of an organisation where the environment and system of rewards provided are not in line with the value profile of the workforce (i.e. they are not motivated by the rewards offered);
4. provide advice as to how motivation could be increased, thus increasing productivity.

Employee value studies also provide information about employee’s attitudes to various issues within organisations. Analysis by Value Segments provides a unique way of viewing these attitudes to various issues, and responses to corporate communications.
As governments and international companies become increasingly concerned with exports and trade balances, they will, as a basis for international operations, need to understand the very significant differences that exist both between and within nations, as much as in the identification of the international similarities. Whereas political organisations tend to be interested in opinion polls to a greater extent in the last months before an election, international companies now realise that they are constantly competing to gain or retain market shares.

For this reason, international companies are already conducting multi-country market studies. They are creating international or global marketing teams. We have found considerable interest in the findings of the European Values Study Survey from firms that intend to expand into overseas markets or wish to make comparisons with countries like Sweden and Canada.

We believe ‘value studies’ integrated with other information will continue to be sought as a means of increasing overall levels of international competitiveness and long term profitability.