



**SUPERMARKET A VS SUPERMARKET B, THE SUSTAINABILITY BATTLE DURING
COVID-19.**

**CONSUMERS PERCEPTIONS ON SUPERMARKET A AND SUPERMARKET B,
WITH REGARDS TO SUSTAINABILITY AND THE IMPLEMENTATION OF AGILE
BRAND BUILDING THROUGH A TIME OF CRISIS.**

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DECLARATION

I, Kendra Munger, hereby declare that the Research Report submitted for the qualification in Strategic Brand Communication degree to The Independent Institute of Education is my own work and has not previously been submitted to another University of Higher Education Institution for degree purposes.



Signature

10 November 2021

Date

ACKNOWLEDGEMENTS

To my grandfather, for being my biggest inspiration.

ABSTRACT

2020 and 2021 have been two years filled with nothing but battles; the Covid-19 crisis, different variant battles, riots and most notably economy battles. Where businesses fight to keep their doors open and individuals try to keep employment.

South African businesses have had to implement agile brand building in order to stay relevant and gain a competitive advantage, through this time of crisis in particular two major South African supermarkets have entered into a sustainability battle and implemented online purchasing and delivery applications in order to sufficiently meet their consumers' needs and wants.

This research study will uncover consumer perceptions regarding Supermarket A and Supermarket B with regards to the integration of sustainable-driven innovation throughout a time of crisis (Covid-19).

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CHAPTER ONE: INTRODUCTION AND OVERVIEW OF RESEARCH

1.1 INTRODUCTION

March 5, 2020 saw the arrival of Covid-19 to South Africa. Confirmed cases of positive patients increased at an exponential rate leading to a national state of disaster being declared by president Cyril Ramaphosa on March 15, 2020 thus leading to various limitations of South Africans daily lives and rights (Staunton, 2020). The Covid-19 crisis has seen fundamental shift in shopping patterns, with a significant reliance on online platforms that offering delivery systems, due to the curb in panic buying as consumers have become more accustomed to new shopping patterns (Sheehan, 2020).

The long-term impact of Covid-19 predicts various store model re-alignment whereby not only economic incentives for both employees and consumers are advised but new convenient methods put in place to best suit the new consumer needs, specifically in the food retail sector. Thus, formats that compliment e-commerce for distribution processes are gaining more importance more than ever (Sheehan, 2020). With a fundamental shift in consumer purchasing behaviour due to the nationwide lockdown caused by the Covid-19, e-commerce and home delivery system innovations have been pushed to the forefront and seen various demographics partaking in same-day or next-day technology utilization (Unnikrishnan, 2020).

One of the various key impacts caused by the global crisis is the drastic increase of e-commerce adoption of multiple brands, businesses and consumers that have been encouraged to make the shift to online regardless whether they were prepared or not (Research and Markets, 2020). The new experiences offered through e-commerce by brands and businesses have to be of significant value in order for the change to become a permanent purchasing behaviour for consumers, otherwise it can result in a rapid reversal to past purchasing behaviours (Puttaiah, 2020).

New patterns of purchasing behaviour as well as brand loyalty have been established due to the multiple waves of the pandemic, however the demand for online shopping appears to be sustainable and long-term (Puttaiah, 2020).

This study will uncover consumer perceptions regarding Supermarket A and Supermarket B with regards to the integration of sustainable-driven innovation throughout Covid-19. Moreover, uncovering if consumer perceptions have changed towards the two major supermarket chains, after the introduction of delivery applications and the integration of sustainable-driven innovations throughout Covid-19.

1.2 RATIONALE

The global pandemic Covid-19, transitioned into an economic and socio-political crisis, that saw various brands and businesses more than ever fighting for competitive advantage in order to survive (Salines, 2020). Therefore, brands and businesses were forced to stay relevant and incorporate agile brand building and sustainable-driven innovations to compete in the struggling saturated market.

The unprecedented global crisis, Covid-19 has seen various South African businesses file for bankruptcy and close their doors, businesses now more than ever have to rethink their business fundamentals and use innovative solutions to stay relevant in times of crisis (Business Insider, 2020). Amidst the tough economic climate, South Africans have shifted their purchasing behaviour and reduced their shopping frequency, curbed their discretionary spending and their values placed on sustainability have polarized (Veranen, 2021).

As South Africa slowly pivots from managing the outbreaks of coronavirus and the Covid-19 crisis, to the recovery and reopening of the South African economy. Thus, being a clear indication that it is imperative for brands and businesses to re-evaluate their

positioning in the market and use innovative methods in order to gain a competitive advantage and ultimately survive.

This study is highly relevant as it understands how two major South African supermarkets, through the use of agile brand building during a time of crisis have remained relevant and help alleviate some of the new pressures Covid-19 has brought to consumers. More so, how brands should ensure their service offerings align with their brand promise and overall brand image to guarantee consumers perceptions are positive and there is no purchase dissonance.

1.3 PROBLEM STATEMENT

The global pandemic Covid-19, has transitioned into an economic and socio-political crisis world-wide, whereby various brands have been forced to stay relevant and sustainably innovate in order to survive (Salines, 2020).

Due to the lockdown restrictions enforced by government and fear of the Coronavirus, consumers demanded a safer method to purchase groceries and other essential items. Covid-19 saw brands and businesses integrate e-commerce however consumers digital experiences are often misled due to their perception of the brand before engaging with their online platforms.

Two leading South African supermarkets saw an opportunity to gain competitive advantage through agile brand building and the implementation of sustainable driven innovations.

1.4 PURPOSE STATEMENT

The purpose of this research is to understand how successful two major South African supermarket brands have been promoting their brands sustainability through new forms of marketing (agile) during times of a crisis (Covid-19). In doing so a qualitative research

methodology will be applied to unpack consumer perceptions on Supermarket A and Supermarket B's approach to online orders and deliveries as well as the sustainability thereof. Moreover, the study will unpack how consumers perceptions have altered since the implementation of agile brand building, either positively or negatively.

The study aims to use online qualitative questionnaires and focus groups in order to analyse the subjective perceptions of consumers regarding the sustainability and to access if Supermarket A and Supermarket B through agile brand building have incorporated CSV (creating shared value). The study will gain a better understanding into consumers perceptions of the two supermarket chain stores sustainability approach during Covid-19. In doing so, this research will use both primary and secondary sources to best understand subjective consumer perceptions as well as CSV and the benefits for not only the business but for their shareholders.

1.5 RESEARCH QUESTION

PRIMARY RESEARCH QUESTION:

What is the impact of Covid-19 on online purchasing and deliveries?

SECONDARY RESEARCH QUESTIONS:

1. How has consumer perceptions on Supermarket A and Supermarket B shifted through Covid-19?
2. How have the brands shifted sustainably during Covid-19, with regards to online purchasing and deliveries?
3. Has CSV been incorporated through Supermarket A and Supermarket B, since the integrated of agile brand building?

1.6 RESEARCH OBJECTIVES

1. To explore the impact of Covid-19 on online purchasing and deliveries.
2. To understand how consumer perceptions on Supermarket A and Supermarket B have shifted through Covid-19.
3. To investigate if the supermarket brands have shifted sustainably during Covid-19, with regards to online purchasing and deliveries.
4. To explore if Covid-19 has had a positive or a negative effect with regards to sustainability for Supermarket A and Supermarket B.

1.7 CHAPTER OUTLINE

CHAPTER ONE: INTRODUCTION AND OVERVIEW OF RESEARCH

This chapter highlights the background and impact of Covid-19 on various brands, more so the research topic investigated. A rationale for the research is discussed alongside the study's research question and objectives and the overall purpose of the research study.

CHAPTER TWO: LITERATURE REVIEW

The following chapter will unpack a theory that will enable a deeper understanding of the various concepts presented; online marketing, buying behaviour, crisis management and sustainable-driven innovation. Secondary research will be closely reviewed relating directly to the study provided, through which relevant studies from existing research papers and authors will be discussed. Allowing for a basis of theoretical framework linking directly to the research study, to be formed.

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

Chapter three introduces a methodological process that will be used in order to execute the research. An introduction of the research approach, research design, population and sampling parameters are discussed. Followed by an explanation of the various data collection and data analysis methods, with specific regard to the selected research paradigm.

CHAPTER FOUR: RESEARCH FINDINGS AND INTERPRETATIONS

This chapter includes demonstration and interpretation of the research findings previously conducted through online qualitative questionnaires, online focus groups and face-to-face interviews. The research objectives were used as a guide for the collection of data. The data is presented through word clouds and graphs, to allow for better understanding.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATION

Chapter five, draws the conclusions and recommendations of each objective based off of the findings gathered from both primary researches conducted and previous literature sourced.

1.8 CONCLUSION

There is no doubt that the global pandemic Covid-19, has brought about unprecedented change for not only for current businesses and consumers buying behaviours but the way in which business is conducted going further. This study aims to uncover if consumer perceptions have changed towards two major supermarket chains in South Africa, after the introduction of agile brand building through a time of crisis, Covid-19. Chapter two introduces the review of literature and theoretical literature that will be of importance in supporting the research study as a whole.

CHAPTER TWO: LITERATURE REVIEW

2.1 INTRODUCTION

Although previous research pertaining to crisis innovation and change management as well as factors determining the behavioural intention of utilising delivery applications during the Covid-19 pandemic, a perspective is yet to be delivered relating directly to implementing sustainable-driven innovation and agile brand building in a South African context. Moreover, unpacking both the consumer perceptions relating to the implementations and the business as a whole.

The theoretical frameworks and concepts discussed throughout the research paper, aim to make both South African retailers and consumers aware of the importance of agile brand building through a time of crisis. As technology is constantly evolving and becoming more integrated in daily lives, it is important for businesses to incorporate technology to stay relevant now more so than ever in order to satisfy the instant gratification expected from consumers.

2.2 THEORETICAL FOUNDATION

Uses and gratification theory – Katz. E, Blumler. J and Gurevitch. M (1974).

Individuals use various forms of media for various reasons, these include entertainment, substitute for personal relationships, scan the environment, form of contact points and to fulfil certain needs and wants (Chuks-Nwosu and Egede; 2013).

Uses and Gratification theory is a framework in which there is a primary focus on the consumers gratification, media users are seen as ration agents whose various uses of different media offerings depend solely upon how the offerings serve their social-psychological functions (Katz. E, Blumler. J and Gurevitch. M; 1974). Moreover, different individuals display different types and amount of activity in the various communication

settings and at various stages in the communication process (Katz. E, Blumler. J and Gurevitch. M; 1974).

Uses and Gratification theory relies on two main principles when looking at media users, first characterizes media users based on the media they actively consume as individuals do not use media passively, their decisions are engaged and motivated (Vinney, 2019). Secondly individuals are highly aware of their reasons for selecting the different media options, individuals rely on their knowledge of their motivations to make the choices in order to meet their needs and wants (Vinney, 2019). This pertains directly to how consumers are actively seeking various social media platforms to fulfil new purchasing behaviours due to the global crisis (Covid-19), and are more aware of purchases being made to meet specific needs and wants.

The Uses and Gratification therefore, will therefore be a fundamental aspect I understanding South Africans consumers motivations to supporting Supermarket A and Supermarket B's crisis innovations of online purchasing and delivery applications. More so it will aid the researcher as well as the supermarket brands in question, gain a deeper understanding as to the various needs of consumers.

Katz. E, Blumler. J and Gurevitch. M (1974), categorize consumers' needs and gratifications into five different subsections, these being cognitive needs, social integrative needs, affective needs, tension-free needs and personal integration needs. Although all five needs and gratification are vital for businesses to consider, the three main needs relating directly to the study at hand and understanding why consumers have chosen to interact with the delivery applications are; cognitive needs, personal integrative needs and tension-free needs (Katz. E, Blumler. J and Gurevitch. M; 1974).

Cognitive needs:

Katz. E, Blumler. J and Gurevitch. M (1974), describe cognitive needs being fulfilled by acquiring knowledge whether it be intellectual or academic through the use of the internet and social media. Within saying this, cognitive needs also refer to an individual's desire

to understand, know and solve various problems that they are presented. Supermarket A and Supermarket B would need an understanding of their consumers cognitive needs in order to develop the crisis innovation of an online purchasing and delivery application. By doing so Supermarket A and Supermarket B have used their consumers cognitive needs in order to solve a prevalent problem of lockdown restrictions and limiting human contact, through the agile brand building implementation of an online delivery application.

Personal integrative needs:

Despite relating directly to individual's self-esteem needs whereby consumers use media to reassure their status, gain creditability and stabilize their lifestyle (Katz. E, Blumler. J and Gurevitch. M; 1974). Supermarket A and Supermarket B have changed consumers lifestyle through the delivery applications as consumers buying behaviours have ultimately changed forever, the delivery systems have linked directly with how consumer have adapted an instant gratification lifestyle.

Tension-free needs:

Katz. E, Blumler. J and Gurevitch. M (1974), identifies how individuals use technology as a form of escapism from daily tension and stress. The crisis innovations from both Supermarkets have allowed for an alleviation from the unprecedented pressures due to the global pandemic, these specifically being the strict lockdown regulations in South Africa that has limited consumers to purchase essential items.

According to Khalid (2021), eight distinct uses and gratifications occurred when looking specifically at food delivery apps, these include customer experience, convenience, quality control, delivery experience, societal pressure, search of restaurants, ease of use and listing. Khalid (2021), explains that the significant precursors of intention to use a food delivery app were customer experience, ease of use, listing and search of restaurants.

Therefore, it can be said the Uses and Gratification Theory is used to gain an overall understanding why and how individuals actively seek out specific media to satisfy specific

needs and wants (Katz. E, Blumler. J and Gurevitch. M; 1974). The audience-orientated study focuses on individual's selectivity on technology platforms and the unintended effects in their minds (consumer perceptions), thus being directly relatable to the study at hand allowing for the results to be subjective rather than objective (Popov, 2021).

Uses and Gratification Theory will be fundamental in this research as it is based off of consumer perceptions and consumer behaviour specifically towards the food delivery apps of Shoprite Holdings and Woolworths Holdings. Through conducting qualitative questionnaires and focus groups, it will be determined how many consumers have had interactions with both brands food delivery apps, what their perceptions of the brands were before the introduction of the delivery apps, what their perceptions of the food brands after the introduction of the apps, do they frequently use the apps and what are their comparisons between the differing food delivery apps. The research will be based off of consumers uses and gratifications regarding the two major supermarket chains introduction of food delivery apps.

2.3 KEY CONCEPTS

2.3.1 A FRAMEWORK FOR STRATEGIC SUSTAINABLE DEVELOPMENT (FSSD)

The framework for strategic sustainable development (FSSD) consists of a generic five-level framework presented in figure 1. The five-level framework for strategic development determines a principle-based definition of sustainability and the systemic method used to identify the problems as well as the solution, through backcasting from the definition (Robert, 2000; Robert et al, 2002).

The five-level framework provides distinct levels and suggests significance to first agree upon the system (level 1) that the business is planned within, the definition of success (level 2) can only be done following the selection of the system, after defining success, the strategic guidelines (level 3) are determined for the selection and prioritization of actions (level 4); all four of the levels are supported with the guidance of various tools (level 5) (Robert, 2000; Robert et al, 2002).

The various levels in the framework can be used in order to plan in any complex system and provide guidance toward holistic and sustainable level 1, “human society within the biosphere”, it can be referred to in the study as a framework for strategic sustainable development (Robert, 2000; Robert et al, 2002). Level 1 to 3 will be looked at with more intent than the other two levels, with regards to product development through the use of sustainable driven innovation.

2.3.2 SUSTAINABILITY-DRIVEN INNOVATION THROUGH PRODUCT- SERVICE SYSTEMS

Thompson, Larsson and Broman (2011), describe the current sustainability considerations have placed emphasis on reducing materials and energy flows across various product life cycles, however there are numerous opportunities for sustainability awareness to extend further into design space and drive innovation.

Level	Generic 5-Level Framework for Planning in Complex Systems	Framework for Strategic Sustainable Development (FSSD)
1. System	The system that is relevant to the goal	Society (within the biosphere)
2. Success	The definition of success	Compliance with sustainability principles
3. Strategic Guidelines	Guidelines used to select actions to move the system towards success	Backcasting Return on Investment Flexible Platform Move toward success
		...
4. Actions	Concrete actions that follow the strategic guidelines	...
5. Tools	Tools that support the process	...

Figure 1: Generic Five-level Framework and FSSD.

The backcasting approach provides a basis for understanding sustainability, insights into how incremental and radical approaches could be aligned with various product innovations and how sustainability can be used to drive innovation through product-service systems (Thompson, Larsson and Broman, 2011).

2.3.3 BACKCASTING

Backcasting allows for various strategic decision making that ensures an allocation of appropriate resources and flexibility in order to work towards a sustainable future. Therefore, it can be said that Backcasting helps identify the cognizance of the past but focus directly on the desired future and the present situation in order to help answer the question “how did we get where we wanted to go?” (Dreborg 1996, Holberg and Robert 2000; Robinson 1990).

Backcasting will determine both Shoprite Checkers and Woolworths Holdings previous position in the market and what they want to achieve in the future with regards to how sustainable driven innovation and product development has potentially altered their position in the market.

2.3.4 THE FUTURE OF RETAIL IN AFRICA

Teuteberg (2020), describes the current global Covid-19 crisis with regards to the rapid change whereby e-commerce has seen to become more and more prevalent, especially in retail. Not only have doctors and nurses been seen as providing an essential service, but rather food retail workers have been seen at the forefront of the crisis providing an essential service too (Teuteberg, 2020). The global Covid-19 crisis has worked hand in hand with the fourth industrial revolution in order to accelerate the technological advances specifically in the retail sector towards a dependence on e-commerce and online shopping (Teuteberg, 2020). Teuteberg's (2020), claim supports this research directly with the focus of looking at major food retail brands Shoprite Checkers and Woolworths Holdings battle of sustainable driven innovation, in order to create agile brand building through their delivery system and online delivery applications.

2.3.5 THE FOURTH INDUSTRIAL REVOLUTION

The fourth industrial revolution can be referred to as the technological revolution that will ultimately alter the way in which society operates, work and relate to one another as individuals (Schwab, 2015). Schwab (2015), discusses the three main differences of the fourth industrial revolution compared to the third being system impact, velocity and scope. Moreover, the disruption of various industries due to the transformation of entire production systems, management systems and governance as a whole. Businesses such as Shoprite Checkers and Woolworths Holdings saw the opportunity of having billions of consumers connected by mobile devices to further the brands image and relevance in a time of crisis such as Covid-19 whereby strict regulations were implemented and saw billions of consumers confined to their homes for several weeks, Shoprite Checkers have “gone to extraordinary lengths to keep our people safe, to provide our customers with essential products and to support our communities in this time of need,” this can be seen to be done with the creation and implementation of the Checkers Sixty60 delivery app (Shoprite Checkers, 2020).

2.3.6 GLOBAL CRISIS INNOVATION AND CHANGE MANAGEMENT

There is an evolutionary interconnection between three fundamental dimensions of reality, namely the crisis innovation, economic crisis and change management (Vlados, 2018). Vlados (2018), specifically focuses on the various differences between change management and crisis innovation and what distinguishes them according to globalisation and e-commerce. There is an extensive list of global dynamics that determine whether a situation can be classified as crisis innovation or change management, this research will specifically look at;

1. The structures that define the behavior boundaries from consumers(“players”)
2. The “players”
3. The global system and their certain conditions

All three of these considerations will be analysed further with Shoprite Checkers and Woolworths Holdings regarding not only their agile sustainable driven innovation through

either crisis innovation or change management but with regards to how their consumers perceive the brand after crisis innovation or change management.

CONCEPTUALISATION

The key concepts that are fundamental in administering a comprehensive understanding of this research are as follows:

Sustainable-driven innovation – Towards sustainability-driven innovation through product-service systems (Thompson, 2020). Sustainable-driven innovation is pertinent to this study as it represents the core aspect of the research problem and drives this research in order to determine who was more successful sustainably during Covid-19.

Crisis innovation- Global crisis innovation and change management: towards a new systemic perception of the current globalisation restructuring (Vlados, 2018). Global crisis innovation and change superheads this research without the crisis the implementation of agile brand building would not have been integrated with urgency by Supermarket A and Supermarket B. the study will closely examine how the global crisis led to sustainable-driven innovation in order for the Supermarket chains to stay relevant and gain competitive advantage.

Fourth Industrial revolution – The fourth industrial revolution, what it means to respond (Schwab, 2015). The fourth industrial revolution has seen the integration and importance of e-commerce through the agile brand building decade. This research will unpack how both Supermarket A and Supermarket B have used the fourth industrial revolution during Covid-19 as an opportunity to expand their business and change consumer perceptions about the brand, in a South African context.

Consumer perceptions - Factors determining the behavioural intention of using delivery app during the Covid-19 pandemic (Khalid, 2021). Consumer perceptions is a fundamental aspect of the research study, specifically consumer perceptions and behaviour regarding food delivery applications being implemented during the global crisis, Covid-19.

2.4 CONCLUSION

The arrival of Covid-19 and an increased rate of positive cases led to a national state of disaster that saw hundreds of South African businesses filing for bankruptcy and closing their doors as a result. Through the crisis, a fundamental shift in everyday life and buying behaviours a drastic change was established in businesses and the fourth industrial revolution was utilised as an opportunity to stay relevant and ultimately fulfil consumers' needs and wants through the implementation of e-commerce and home delivery systems.

A greater importance placed on new formats that compliment e-commerce through the disruption of the global crisis, businesses placed significance on creating sustainable-driven innovation in order to realign with consumers everchanging needs and wants as well as stay relevant and gain a competitive advantage. Both Supermarket A and Supermarket B have factored in the future in retail in South Africa in order to stay ahead of competitors and the new behavioural patterns of consumers since Covid-19.

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

The study included various data collection methods conducted on voluntary participants in order to gain a deeper understanding on consumer perceptions and employee perceptions regarding the respective brands. Existing theories and data collected previously, formulated the research questions for the study going further. The researcher utilized thematic analysis to determine the themes from previous data collected in order to answer the research objectives of the study. The aim of the semi structured online focus group, semi structured interviews and qualitative online questionnaires was to answer the research question: **What is the impact of Covid-19 on online purchasing and deliveries?**

3.2 RESEARCH PARADIGM

Due to the study being largely based on subjective consumer perceptions, the research fits directly into the interpretivism paradigm (Du Plooy-Cilliers *et al.*, 2014). According to Du Plooy-Cilliers (2014), interpretivism aim is to gain a deeper understanding of how the audience is reacting to the research at hand, in this case it will be used to assess how consumers perceptions on Supermarket A and Supermarket B with regards to sustainability through Covid-19 and the integration of online purchasing and deliveries, as a result of agile brand building. The data is subjective to the individual partaking in the online questionnaires, face-to-face interviews and online focus groups, thus making it interpretivism. The research allows for multiple understandings and opinions of the research topic, this being the drivers of Supermarket A and Supermarket B and their consumers.

This paradigm is fundamentally influenced by phenomenology and hermeneutics (Maree, 2020). Hermeneutics is linked directly with the “theory and methods of interpretation of

human action” (Du Plooy-Cilliers *et al.*, 2014: 28). Phenomenology directly focuses on the way in which individuals understand and interpret the world in which they live in (Du Plooy-Cilliers *et al.*, 2014). All perceptions of consumers involved are subjective as no consumers will have the experience of Covid-19 and the long-lasting effects on their lives. Thus, the interpretivist paradigm enables the researcher to understand the human behaviour and is directly applicable to the research, as it is based of consumers perceptions towards two major supermarket retailers in South Africa.

The interpretive approach, the researcher is a constant observer who engages who participates and engages in the journey of the online delivery applications, much like the consumers who engage with the delivery applications from Supermarket A and Supermarket B do in order to immerse fully in understanding why consumers perceive the applications. For the research study, the researcher will engage with Supermarket A’s delivery drivers in order to establish further the perceptions regarding the implementation of agile brand building and the long-term benefits or implications it has had for the business and their employees. This will further allow the researcher to make sense as to both Supermarket A and Supermarket B’s triple bottom line.

3.3 RESEARCH APPROACH AND DESIGN

In order to gain a deeper understanding of Supermarket A and Supermarket B’s delivery application consumers as well as the delivery drivers of both retail chains, qualitative data collection methods, such as ethnography will be utilised.

Qualitative data will be conducted and analysed in order to understand the subjective perceptions of consumers regarding the sustainability shift of Supermarket A and Supermarket B during Covid-19. Qualitative research will allow the researcher to prioritising the understanding of qualities and meanings associated to consumers in their perceptions and purchase behaviours rather than measure and quantify certain phenomena, which is achieved through quantitative research (Du Plooy-Cilliers, 2017). Exploratory research will be conducted in order to aid bridge a gap in research, this will

be done through providing an in-depth understanding into a small group of consumers involved in the particular phenomenon with the aim of unravelling new insights and fundamental concepts (Du Plooy-Cilliers, 2017).

A small online focus group will be conducted in order for the researcher to determine common factors, beliefs and key variables amongst the participants that aid them in their purchase decisions. Thus, allowing the researcher to draw relevant and insightful conclusions of the research topic. Due to the restrictions of Covid-19, an online qualitative questionnaire will be conducted to allow for consumer to give their experiences as well as opinions on both Supermarket A and Supermarket B's online delivery applications. By analysing the synthesis of consumer experiences, a well-rounded and in-depth description of the consumers experience of the implementation of agile brand building through a crisis will be provided. Thus, enabling new and relevant insights to be contributed to existing research as well as aiding further research.

3.4 POPULATION

Population characteristics of this study include South African consumers who have utilised online purchasing applications but more so consumers that have purchased from Supermarket A and Supermarket B through the use of their online delivery applications. Therefore, these consumers will have access to a smartphone or electronic device, during the global pandemic between 2019 and 2021. Despite consumers having potential previous engagement with both Supermarket A and Supermarket B, the period of three years was established as Supermarket A launched their delivery application in 2019 and Supermarket B launched their delivery application in 2020 (Business Insider SA, 2020).

This study will attempt to understand how two major South African supermarkets have integrated agile brand building throughout a time of crisis (Covid-19), and the impact it has had on consumer perceptions regarding the brand. When considering demographics of the participants, age did not present to be an issue as consumers that are engaging with both delivery applications would form a perception of the service and brand

regardless. The research will be conducted during August and September 2021, over a month-long period in Durban, Kwa-Zulu Natal. The data collection will take place in Durban, South Africa due to the proximity of the researcher and the availability of both Supermarket A and Supermarket B delivery applications to consumers via digital platforms compared to smaller cities in and around South Africa.

3.5 SAMPLING

The sample included the participation of South African consumers, of which an online qualitative questionnaire of 60 consumers who have purchased from online delivery applications, from Supermarket A and Supermarket B throughout 2021. Ten one-on-one face to face interviews with Supermarket A delivery drivers, Supermarket B delivery drivers were considered however upon trying to access the interviews multiple barriers were in place, notably being hard to access the drivers at a meeting point unlike Supermarket A.

An online qualitative zoom focus group consisting of 6 of the previous online qualitative questionnaires, that have purchased from both supermarket's' delivery applications. By ensuring the focus group is small, it has allowed for in-depth narratives and rich answers from the participants compared to the online qualitative questionnaire responses. Thus, the researcher ensured that the aim of the study was met through the use of various platforms and sample size reached through the online qualitative questionnaires, face-to-face interviews with the delivery drivers and an online focus group.

Through the use of non-probability sampling, the researcher was required to apply subjective judgements by obtaining existing literature and the development of the research process. Purposive sampling enabled the researcher to purposively select the population (Bezuidenhout, Davis & Du Plooy-Cilliers, 2017) to ensure that the participants suited the population necessary for this study. Thus, allowing the researcher to purposively select the correct target audience, being crucial to the success of the research data findings. The researcher engaged with the participants that had access to

a smart phone or smart device through the use of an online qualitative questionnaire, furthermore stipulating beforehand that the qualitative questionnaire would be focussing on Supermarket A and Supermarket B with specific regards to agile brand building and the integration of the delivery applications.

Convenience sampling was made use of due to the researcher uploading the qualitative questionnaire online on the social media platform Facebook and allowing for consumers to share amongst other consumers and other social media platforms. Furthermore, the researcher through the use of the social media platform Facebook, used convenience sampling as the participants are selected based on their willingness and availability to partake in the online qualitative questionnaire available (Barrett, 2018).

The unit of analysis for this study included the experiences and perceptions held by consumers that have engaged with Supermarket A and Supermarket B delivery applications as well as both retail chains sustainability offerings. The study is used to gain insight on how two major South African supermarkets have used agile brand building throughout a time of crisis (Covid-19), and the impact it has had on consumer perceptions. It is imperative that both supermarkets optimise their offerings in order to ensure the best possible relationship with their consumers to gain a competitive advantage. Both Supermarket A and Supermarket B add to the economy significantly by employing several thousand South Africans, Supermarket A employing 140 000 across their South African branches (Shoprite Holdings LTD, 2021), and Supermarket B employing 46 000 individuals (WHL, 2021).

3.6 DATA COLLECTION METHODS

The researcher made use of three various data-collection methods in order to obtain perceptions from various consumers as well as the perceptions of the drivers of Supermarket A delivery application, these data-collection methods included in-depth semi structured interviews, online qualitative questionnaires and online focus groups via zoom.

The researcher conducted in-depth semi structured interviews with 10 different Supermarket A delivery drivers, allowing for the researcher to predetermine a set of structured and insightful questions that were posed to the drivers in the interviews. Thus, allowing for the researcher to understand more about the participants experiences, opinions and attitudes (Bezuidenhout, Davis & du Plooy-Cilliers, 2017). The questions were directly related to the driver's current perceptions with regards to Supermarket A as a brand and how the brand has impacted their life. Although the researcher conducted the interviews face-to-face, the researcher adhered to social distancing guidelines by keeping a 1.5-meter distance and wearing a mask at all times. Despite various efforts to interview Supermarket B delivery drivers, the obstacles did not allow for it. Supermarket B drivers did not have a meeting point in which the researcher could engage with them as well as when the researcher ordered off of the delivery application, it was not on time and the driver did not want to participate in fear of what the business would do.

Furthermore, the researcher used a set of predetermined structured insightful question when conducting the online qualitative questionnaire in order to further understand consumers beliefs, opinions and attitudes towards Supermarket A and Supermarket B delivery apps attitudes (Bezuidenhout, Davis & du Plooy-Cilliers, 2017). The predetermined qualitative questionnaire focused on consumer perceptions relating to both Supermarket A and Supermarket B delivery app and whether their perceptions have altered since the integration and implementation of the delivery apps for both respective brands. The online qualitative questionnaire also attempted to determine consumer perceptions with regards to sustainability and how both brands have implemented sustainability.

The researcher conducted an online focus group, with 6 participants that had access to the Zoom platform in order to make it convenient for the participants and allow for an elimination of fear due to the global pandemic Covid-19 entering its 4th wave in Kwa- Zulu Natal during the time of data-collection. The researcher chose focus groups in order to gather more information in order to allow for participants to engage with diverse perceptions and gain a wider range of actionable data (Rev, 2020). A synchronous focus group was conducted as it was conducted via Zoom an online platform, allowing

participants from various geographic diversity to engage in an effortless manner as well as allow the researcher to moderate the conversation, encouraging participation from all participants to build on each answer in real time (Bezuidenhout, Davis & du Plooy- Cilliers, 2017).

It can be noted that the researcher's questions for all three data-collection methods were closely linked to previous literature, moreover "The future of retail in Africa" (Teutenberg, 2020) and "The fourth industrial revolution" (Schwab, 2015). Thus, allowing the researcher to gain further insight and relate it back to previous literature in order to support the argument that the two major supermarkets in South Africa have made use of agile brand building throughout a time of crisis (Covid-19).

The driver interviews were kept short and concise, with 5 questions being asked and answered at an average of two minutes per interview due to the time constraints of the drivers. The online focus group consisted of 6 participants that had varied experiences from both Shoprite Checkers and Woolworths Holdings, the focus group was conducted over 40 minutes due to the time restriction on Zoom being forty-five minutes. Both the online focus group and the in-depth semi structured interviews were recorded, allowing the researcher to transcribe and analyze the interviews and focus group afterwards to ensure for the correct data is collected. The recordings were conducted ethically as the researcher received permission and consent from the various participants involved.

3.7 APPLICATION OF DATA COLLECTION METHODS

The researcher distinguished potential online focus group participants and contacted them via WhatsApp and email to ask them if they are willing to participate in the study further through an online focus group via Zoom. The WhatsApp message and Email read,

"Morning (participants name), I hope you are well amidst these uncertain times. I am currently conducting a research study to investigate how two major South African supermarkets, Shoprite Checkers and Woolworths Holdings, have used agile brand building throughout a time of crisis Covid-19, and the impact it has had on consumer perceptions regarding the brands. I am aware that you have consumer experience with

both of the respected brands and would like to know if you would be able to participate in my study further?

If so, I will send through more information regarding a Zoom meeting link and times that will be suitable to all consumers involved. Thank you in advance - Kendra”

The researcher successfully identified ten potential participants who all agreed to take part in the online Zoom focus group, these participants were all above the age of 18 in order to adhere to the IIE research guidelines put in place. The researcher followed up to the respondents with two consent forms, with a request of reading and signing the consent forms. Attached to the email with the consent forms, the research said the following,

“Hi (participants name), I hope you are doing well and keeping safe! Please read the following two consent forms I have attached below and read through them thoroughly before signing. If you are happy with all the information provided and give your consent through signature, please email them back to me for the Zoom link needed to attend the online focus group. Please stipulate if afternoons or mornings work better for your participation.

Thank you for your ongoing support and participation throughout this study! Kendra”

The researcher then set a time and date according to the feedback given from the participants email responses.

The researcher took a unique approach when communicating with the delivery drivers, as to what was previously intended by the researcher. Upon conducting an in-person in-depth interview with a Supermarket A driver, the researcher intended on insisting that the drivers sign the consent forms that were given to the other various participants. However, after conducting the first interview, the researcher established that the driver is under time constraints and will not be able to read through the consent forms or sign them due to time constraints. Thus, the researcher adapted the approach and asked for verbal consent for both the audio being recorded and their answers being used to form part of the research argument. Due to time constraints the researcher kept the questions short

but being mindful to still gather in depth answers from the drivers to aid the research, see appendix D, page 50, for the list of driver questions.

The researcher further found the consent form an issue when conducting the online qualitative questionnaires, this being due to the participants being anonymous and the platform used to create the questionnaires did not have the option available to attach the consent forms to download. The anonymity of the online qualitative questionnaire participants became a hindrance due to the possibility of the consent forms being downloaded and emailed back to the researcher would have revealed their identity due to the email address attached. The researcher was mindful of this and asked for consent in the description explaining to the participants that by them proceeding with the online qualitative questionnaire it is giving consent to the researcher. See attached, appendix C, on page 49, for the online qualitative questionnaire and description given by the researcher.

The respondents time varied with some participants responded within the hour of communication being sent out while others took several hours, some even days to responded and engage with the information being sent out. As the data was collected from the online qualitative questionnaires, the researcher reached out to a further 6 of the participants that showed willingness to participate in the online focus group.

Several reminder WhatsApp's and Emails were sent to the participants before the online focus group to ensure no participants had forgotten. The various data-collection methods helped provide insight surrounding multiple factors contributing to the research topic. It can therefore be said that the data-collection ran relatively smoothly despite the civil unrest that pushed the data-collection off of schedule by a further two weeks.

3.8 DATA ANALYSIS METHODS

Thematic analysis will be used as the researcher will identify and analyze the data, noting common recurring themes that may include a variety of beliefs, ideas and topics that is discussed in the online focus group as well as in the online qualitative questionnaire. Due

to the researcher using an inductive approach the data will determine the various themes in the research (Dudovskiy, 2012).

The researcher will consider Braun and Clarke's (2006), step-by-step approach towards thematic analysis during the post-interview, post-focus group and post-online qualitative questionnaire phase of the study. The researcher will be required to intensively distinguish between the various data collected by first transcribing the audio from the driver interviews and focus groups, as well as gather a detailed summary from the online qualitative questionnaire. Furthermore, the researcher will develop initial codes, through the use of line-by-line coding allowing for the researcher to provide context to the conversations discussed with the various participants (Braun and Clarke, 2006). The researcher will lastly organise the relevant data extracts according to the overall themes as well as start the interpretive analysis of codes.

Moreover, the researcher will review the identified themes in a detailed approach in order to ensure the data found within the various themes have a coherent meaning however still can be distinguished according to the theme. The researcher will implement a two-phased approach that will include the analysis of the themes according to the coded extracts and a comprehensive analysis of the data (Braun and Clarke, 2006). The next step includes the researcher 'refining and defining' the appropriate themes and potential subthemes needed to differentiate the data, these themes will be provided with appropriate labels and definitions by the researcher to help distinguish the content. The researcher will conclude Braun and Clarke's (2006), steps by interpreting the various themes, offering examples and relating the themes back to the initial research questions relative to consumer perceptions on Supermarket A and Supermarket B. The thematic map can be seen in Appendix H, on page 65.

3.9 APPLICATION OF DATA-ANALYSIS METHODS

The researcher ensures the data was systematically organised and prepared in order to establish a comprehensive thematic analysis, thus indicating that the researcher

streamline the research and not misuse the time available needed to interpret the various data collected from the online focus groups, online qualitative questionnaires and the driver interviews. The various data collected was interpreted and went under in- depth inspection in order to desirer what would be useful for the research study.

Braun and Clarke's (2006), step-by-step guideline for thematic analysis was made use of by the researcher whereby the researcher started transcribing the data collected from the audio recorded during both the online focus groups and the driver interview process. It should be noted that the researcher transcribed the data verbatim, making use of the non-verbal cues that was seen when interviewing the drivers and the change in vocal tone, pace and pauses in between for the online focus groups. There were multiple efforts to protect participants identity and confidentiality, this can be seen with the use of an online platform, Google Forms, that allows participants to answer the online qualitative questionnaire with complete anonymity and confidentiality, the drivers identity was protected as they did not have to give any personal information linking it back to their names or identity in general. During the transcription process the researcher became familiar with the various aspects that the data comprises of, gaining further insight and understanding towards the content having to go back multiple times to ensure accuracy.

The next step involved the researcher coding the data, through analysing the transcribed data line-by-line in order to ensure accuracy and provide initial codes. The initial codes became a fundamental aspect as it allowed the researcher to structure the information gathered into the respective units to draw ample meaning from them. The researcher however battle to code the transcripts through online, thus printing the transcripts enabling the researcher to interpret the data easier and focus on specific data sets through the use of symbols and word categories. The researcher used the codes to determine significant data rated to consumer perceptions regarding agile brand building of Supermarket A and Supermarket B during the crisis of Covid-19 and civil unrest, this data was represented in various themes. The themes were identified by the researcher based on the existing data that was collected and the additional data that was collected throughout the data-collection process. However, the researcher kept a list of fundamental themes in order to appropriately integrate them throughout the research

process to fulfil the overall objectives of the research. The data was considered saturated once the researcher could no longer identify new codes and themes. It should be noted that the researcher focused on ensuring the themes and subthemes all pertained to the study as well as correlated with one another and the overall objectives and purpose of the research study. The themes are directly related to the answers of the research conducted, the researcher has begun transforming, interpreting and integrating the answers from the various data-collection methods into the themes and subthemes to ensure a well-rounded, concise and integrated argument is formed.

3.10 SUMMARY

The interpretivism approach adopted in this chapter enabled the researcher to explore the “what and how” of the research problem. This was done in order to establish the perceptions and purchasing behaviours of consumers with regards to the respective supermarket delivery applications. Qualitative rich data was conducted through primary and secondary research. Although there were several limitations presented, outlined in Chapter 5, the research and data collected were suitable to the study.

CHAPTER FOUR: RESEARCH FINDINGS AND INTERPRETATIONS

4.1 INTRODUCTION

This study consisted of various methods of data collection including, online qualitative questionnaires, semi-structured interviews and an online semi structured online focus group due to the complications of the global crisis Covid-19. The various data collection methods were used in order to obtain a deeper understanding from the various perspectives that compromise of the delivery applications, the consumers in which use the application and the drivers of the delivery systems.

4.2 INTERPRETATION AND DISCUSSION OF FINDINGS

Uses and Gratification Theory (Katz. E, Blumler. J and Gurevitch. M; 1974), used by the researcher in order to gain an overall understanding as to why consumers actively seek out specific media to satisfy specific needs and wants, thus becoming a fundamental framework in order to determine the primary focus of the user's gratification. When analyzing the data collected there were eight distinct uses and gratifications that occurred when participants used delivery applications, this being customer experience, convenience, quality control, delivery experience, societal pressure, search of stores, ease of use and ratings. It can be seen through the data collected that the consumers perceptions of the respective supermarket stores have altered drastically due to not only the standard and quality of service but the way in which the businesses have conducted themselves throughout the time of crisis of not only the global pandemic Covid-19 but the two week riots that saw the economy barely surviving. This can be seen with Supermarket A being proactive within their approach to still maintain jobs as well as feed the community in which they operate in, however Supermarket B did not have as much of a presence to the public.

The main objective that was carried throughout the data collection process, **what is the impact of Covid-19 on online purchasing and deliveries?** The main objective was answered several times throughout the online focus group whereby participants explained their shift to online purchasing being a significant one due to the global crisis Covid-19

and the restrictions, directing an online approach to purchasing not only non-essential purchases but essential purchases of food to avoid maximum contact with individuals. Not only has it seen a shift in consumers behavior but the economy and employment rate. Both Supermarket A and B have created employment for hundreds of individuals due to the implementation of agile brand building through delivery applications, this was seen when interviewing Supermarket A delivery drivers and seeing a significant number of the drivers being previously employed by transport company Uber and due to Covid-19 and the restrictions of social gatherings, consumers do not need the service and thus the shift to becoming Supermarket A delivery drivers as it is considered an essential service to deliver food.

Global Crisis Innovation (Vlados, 2018), was closely linked throughout the data collection process due to the researcher distinguishing if the implementation of the delivery application from Supermarket A and Supermarket B were crisis innovation or change management and how their consumers perceive the brands after. The Global Crisis Innovation and Change Management (Vlados, 2018), linked directly with one of the research objectives being; **to understand how consumer perceptions on Supermarket A and Supermarket B have shifted through Covid-19.** Through the online qualitative questionnaire and online focus group it was determined that consumers expected Supermarket B to be of higher quality and service due to the status attached to the brand and higher prices, however Supermarket A has proven to be superior. Thus, Covid-19 has allowed for consumers perceptions to shift on the various brands due to the service offerings being significantly different to what was expected from consumers.

The research objective, **to explore the implementation of agile brand building in Supermarket A and Supermarket B,** can link to Teutenberg (2020) the Future of Retail in Africa. This can be seen through the data collected indicating that Supermarket A implemented agile brand building through their online delivery application and service and Supermarket B following closely behind them as the demand for convenience increases amongst consumers. The global crisis has seen a rapid change whereby e-commerce has become more and more prevalent and works hand in hand with the **Fourth Industrial Revolution** (Schwabb, 2015), in order to accelerate the technological advances

specifically in the retail sector towards a dependence on e-commerce and online shopping. The varied ages amongst participants in the research indicates that the service is based on convenience, quality and price in order to gain the consumers loyalty, Supermarket A has proven this.

ONLINE QUALITATIVE QUESTIONNAIRES

Sixty consumers participated in an online qualitative questionnaire, with a significant difference of users being between male of 11.9% and female of 88.1%. The participants age varied drastically and ranged from 19 to 76, however the responses did indicate that despite the varied age groups the data indicated that 98.3% of participants are aware of online delivery applications with 77% indicating Supermarket A and only 3% of indication Supermarket B.

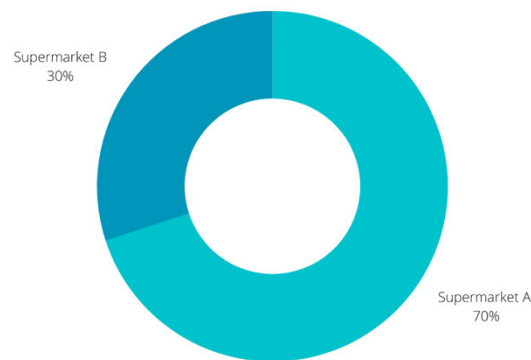


Figure 4.2.1 Percentage of identification of Supermarket A and Supermarket B applications.

SEMI STRUCTURED INTERVIEWS:

The semi structured interviews were conducted with ten different delivery drivers from Supermarket A, despite Supermarket A having multiple delivery drivers accessible to interview, Supermarket B did not have the same opportunity. All participants from the semi structured interviews were on contract with Supermarket A and not employed full time, 90% of participants were employed before becoming a delivery driver for Supermarket A. All participants are aware that the job is an opportunity in the uncertain time of crisis and are grateful that they have an income despite the income not being the highest. 80% of participants acknowledge that if another job opportunity had to present itself to them, then they would take the offer depending on the income.

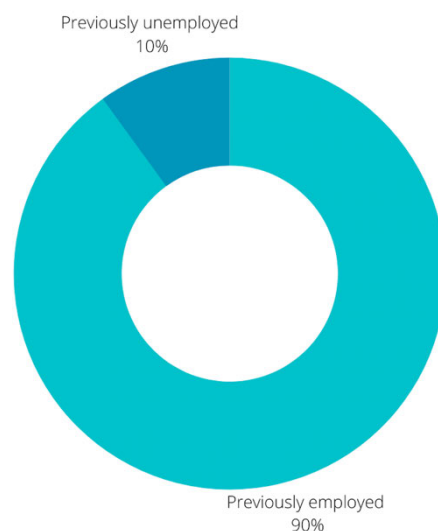


Figure 4.2.2 Percentage of drivers that were previously employed and unemployed.

ONLINE FOCUS GROUP:

Amongst all participants on the online focus group the common perception was the misinterpretation of Supermarket A and Supermarket B due to how the brands have previously portrayed themselves. Supermarket B has a high brand equity thus leading to consumers expecting the brands delivery service to be of higher standard and quality compared to Supermarket A, who is known for affordable prices and are not held in such a high regard. The participants came to an agreement that the use of agile brand building throughout the crisis has resulted in Supermarket gaining loyal consumers from the launch of the delivery application whereas Supermarket B has lost their support due to the service being of poor quality, which was not expected. It was established that over half of the participants of the focus group were not aware of the delivery application of Supermarket B until well after the launch date and when asked whether they have seen a large presence of Supermarket B being advertised or even on the road, 99% of participants said that they have not seen the delivery vehicles on the road nor have they seen advertisements regarding Supermarket B however they have seen Supermarket A being advertised often and seen the drivers on the road, adding to Supermarket A increasing their brand equity. All participants of the focus group said the awareness of Supermarket B needs to be improved as well as the service offered.



Figure 4.2.3 Supermarket A to Supermarket B driver presence shown on road.

4.3 VALIDITY, RELIABILITY AND TRUSTWORTHINESS

By ensuring creditability of the study, the researcher will enhance the trustworthiness through the implementation of a research design that aligns with the theoretical framework, research design, research question and methodology (Maree, 2020).

The creditability of the gathered information will be ensured due to the clarification of responses during the data collection methods, in order to ensure consumers that participates responses are clearly understood and in return recorded correctly. Furthermore, the trustworthiness of this study will be ensured through dependability through the use of recording the audio of focus groups, thus allowing for accuracy during the data analysis process (Maree, 2020). By recording the audio throughout the focus groups and semi structured interviews with the drivers, it will act as evidence of the process followed by the researcher as well as transferability (du Plooy-Cilliers *et al.*, 2014).

Transferability further enhances the trustworthiness of the research as it is incorporated by the researcher throughout the study, this allows the findings to be used beyond the research study (du Plooy-Cilliers *et al.*, 2014). This is done through extensive descriptions through the researcher providing the readers of the study with valuable descriptions of the context surrounding the research, the participants as well as the research design and approach in order for the readers are able to make informed decisions regarding various information and transferability of the study (Maree, 2020). Throughout this study, the researcher will provide a thorough account of the context surrounding the study at hand as well as a well thought out and fully substantiated research design. This will therefore enable the participants to make informed decisions regarding the transferability of the research study.

4.4 CONCLUDING REMARKS

This study provided further insight into consumers perceptions regarding online delivery application from two of South Africa's leading supermarkets, as well as identifying agile brand building throughout the global crisis Covid-19. The research findings could potentially interest the respective brands as well as various other supermarkets fighting for a competitive advantage as well as encourage the respective brands to implement changes accordingly to help boost their triple bottom line. Thus, the findings of this study should inspire both respective brands to be proactive in order to ensure their triple bottom line is ensuring a return on investment.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

The various conclusions and recommendations of the research presented in chapter five identify the significance of each finding and key points of research. Multiple limitations are discussed and recommendations are addressed going further.

5.2 ANTICIPATED CONTRIBUTION

Due to the global pandemic Covid-19 various brands have been forced to stay relevant and sustainably innovate in order to survive. Throughout Covid-19, consumers needed to find a safer way to shop for their groceries as lockdown restrictions became firmer, in doing so brands such as Supermarket A and Supermarket B saw an opportunity to stay relevant through agile brand building and sustainable driven innovations. The primary contribution of this research study is to explore and provide insight into consumers perceptions on Supermarket A and Supermarket B with regards to the integration of sustainable driven innovation throughout Covid-19.

The research study will provide an in-depth understanding of consumer perceptions of the two supermarket chain stores sustainability approach during Covid-19, with specific regards to delivery applications and online purchasing. In gaining a deeper understanding of consumer perceptions regarding sustainability approach throughout the global crisis and the effect it has had on online purchasing behaviours and implementing of delivery applications. Thereof, major corporations could use the data collected from the research study as an incentive and opportunity to expand their businesses onto a digital platform and furthermore change their business models and communication efforts to connect more to consumers during the agile brand building decade and changed consumer behaviour that has resulted from the global crisis.

This study will furthermore allow for supermarkets and corporations to adapt accordingly to the agile brand building decade as well as how to accordingly fulfil consumers' needs

and wants through a global crisis, that has resulted in a drastic shift in consumers buying behaviour.

5.3 SUGGESTIONS FOR FURTHER RESEARCH

Throughout conducting the research study, various new aspects and thought-provoking subjects emerged that could be further researched, such as the different supermarket employment contracts and income brackets of delivery drivers as it was mentioned several times throughout the interviews with the delivery drivers.

Through this research it is evident that the world in which we know it has shifted due to the global crisis and continues to shift daily due to new variants of the Coronavirus being announced daily, thus purchasing behaviour has shifted dramatically and incorporated more online aspects, businesses should do further research in how to properly meet consumers' needs while aligning to a triple bottom line.

Further research needs to be done in order to incorporate agile purchasing methods with being sustainable, consumers are more likely to support a sustainable business as well as businesses need to integrate sustainability throughout, essentially incorporating the triple bottom line throughout.

5.4 RECOMMENDATIONS

It is evident through consumers' responses that Supermarket B failed to successfully implement their delivery application, despite having a high reputation for quality and standard. The recommendations suggested for Supermarket B is to reevaluate what their consumers are wanting from the delivery application rather than what the brand is wanting to gain out of it. Supermarket B needs to take a human-centric approach like Supermarket A has throughout the implementation of the delivery application.

An example of this is adding the feature like Supermarket A has on their app to make it convenient for consumers to have a place with all of the items they have previously bought before, the consumer can go through that select what they would like to purchase again making it easy and convenient for consumers. Supermarket B does not offer this but rather offers the option to only purchase a basket you have previously purchased.

The recommendation for Supermarket A however is to rethink employment packages for the drivers making it more worthwhile of their time, within saying this, most businesses need to implement this recommendation.

5.5 ETHICAL CONSIDERATIONS

It is imperative for the research study to be conducted in an ethical manner, as it has the potential to not only affect the researcher, the supervisor and the IIE academic institution (Du Plooy-Cilliers *et al.*, 2014). Informed consent and confidentiality are amongst the ethical considerations that concern the participants, it includes a written document issued to participants explaining necessary information for the research, however this did not go as initially indicated as a verbal consent was given rather, due to participants not having time to read and fill it out the consent form.

Participants will be informed beforehand that there are no consequences for withdrawing at any given time if they wish to do so, as well as there is no benefit or risk participating in the research study as their identities will remain confidential (Du Plooy-Cilliers *et al.*, 2014).

The data collected will only be used for the purpose of this research study. Ethical considerations protecting the IIE academic institutions reputation will be monitored through the use of ethical clearance from the institution (IIE Vega) in order to ensure the reputation is maintained at a high level.

1. Literature sources need to be referenced correctly.
2. Participants need to be notified that their answers will be used as form of this study.

3. The researcher needs to ensure no information is falsified as well as credible sources are being used.
4. Results will not be distorted in order to support the research.
5. Participants anonymity.

5.6 LIMITATIONS

There are various limitations, the research study is subjected to due to the fundamental shift in purchasing behaviour triggered by the global crisis, Covid-19. The major limitation for this study is a shift in conditions due to the global Coronavirus pandemic which has hindered the physical contact with participants, which therefore means lower engagement and the overall nature of interviews and data collection methods as there is a limitation of interaction with participants during interviews and focus groups (Maree, 2020). Thus, the focus group was shifted to an online focus group.

This research will be conducted over a limited time period which is limiting the amount of data collected as well as the accuracy determining the success of both delivery applications due to both of them being new to the market. The study is limited by a word count and will therefore limit the amount of data collected and information supporting the research study.

When conversing with the delivery drivers, it was noted the language barriers and how some of the questions were often misinterpreted due to the language differences. Although this was a limitation, the researcher asked for help from a driver who explained to the other drivers that it was a project for university and what it entailed. Linked directly to the language difference, the driver's nationalities presented to be a limitation as many of the drivers were not South African but rather Malawian and Zimbabwean and were hesitant to answer questions in fear it would get them in trouble.

It is therefore noted that for future, the research study should be conducted over a longer period of time in order to have a greater understanding and accuracy of the topic as delivery application development will advance due to consumers' needs and behaviour patterns will change due to the global crisis Covid-19. Furthermore, a larger sample size will be needed in order to gain a wider perspective on the research topic at hand, thus ensuring further accuracy.

5.7 CONCLUDING REMARKS

It is evident that the global crisis Covid-19 has forced businesses to implement agile brand building to stay relevant as well as meet consumers' needs and wants in order to stay relevant. The Covid-19 crisis has seen a fundamental shift in shopping patterns with a significant reliance on online purchasing and delivery systems becoming the forefront of consumerism.

Supermarket A and Supermarket B have both seen an increase in support from South African consumers since the implementation of their online delivery applications and in return been able to employ multiple of individuals, improving not only their life, their family's life's but the South African economy. Despite Supermarket B having a stronger reputation for a higher standard of quality and overall status attached to the brand, Supermarket A implemented agile brand building effectively and efficiently to not only benefit the brand throughout the crisis but most importantly their customers. Thus, creating a sustainable brand extension that has left consumers expecting the same level of service and quality from other reputable brands and ultimately have changed their purchasing behaviours going into the future.

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ANNEXURE A: ETHICAL CLEARANCE



Date: 06 July 2021

Student name: Kendra Munger **Student number:** [REDACTED] **Campus:** Vega Durban

**Re: Approval of RESE8419 Proposal and Ethics Clearance
HONOURS ETHICAL CLEARANCE LETTER**

Your research proposal and the ethical implications of your proposed research topic were reviewed by your supervisor and the campus research panel, a subcommittee of The Independent Institute of Education's Research and Postgraduate Studies Committee.

Your research proposal posed no significant ethical concerns and your supporting documents and instruments are in order to proceed. We hereby provide you with permission to proceed with your research.

In the event of you deciding to change your research methodology in any way, kindly consult your supervisor to ensure all ethical considerations are adhered to and pose no risk to any participant or party involved. A revised ethical clearance letter will be issued.

We wish you all the best with your research!

GENERAL CONDITIONS TO BE FULFILLED IN RELATION TO RESEARCH

Permission is granted to proceed with the above study subject to the conditions listed below being met and may be withdrawn should any of these conditions be flouted.

Please note: The panel has not considered the merits, accuracy or ethical soundness of the research. The only merits examined are the use of The IIE as a sample.

Permission is granted subject to the following conditions:

1. The researcher(s) will need to obtain informed consent in writing from all of the participants in his/her sample if the study is not anonymous.
2. The researcher(s) may only use the data collected for research purposes and in no other way.
3. Photographs of human subjects may only be taken if relevant to the research, informed consent was obtained, and even with informed consent, the photographs may not be published on any online platforms.

4. The researcher is responsible for supplying and utilising his/her own research resources, such as stationery, photocopies, transport, faxes and telephones and should not depend on the goodwill of the institutions and/or the offices visited for supplying such resources.
5. No names or identifying information of participants may be used within the research and the research must be voluntary.
6. Please make it clear that the information will not be used punitively in any way and participants may in no way be counselled/advised based on this.

Supervisor name: **Clive Greenstone**

Signature: 

Campus Postgraduate Coordinator (CPC) name: **Carolanda du Toit**



Signature: 6 July 2021

ANNEXURE B: INFORMED CONSENT



To whom it may concern,

My name is Kendra Munger and I am a student at IIE Vega Durban. I am currently conducting research under the supervision of Clive Greenstone about consumers perceptions on Shoprite Checkers and Woolworths Holdings with regards to the integration of sustainable driven innovation throughout Covid-19. I hope that this research will enhance our understanding of how supermarkets and corporations have to adapt accordingly to the agile brand building decade as well as how to accordingly fulfil consumers' needs and wants through a global crisis.

I would like to invite you to participate in my study. In order to explain to you what your participation in my study will involve, I have formulated questions that I will try to fully answer so that you can make an informed decision about whether or not to participate. If you have any additional questions that you feel are not addressed or explained in this information sheet, please do not hesitate to ask me for more information. Once you have read and understood all the information contained in this sheet and are willing to participate, please complete and sign the consent form below.

What will I be doing if I participate in your study?

I would like to invite you to participate in this research because your input as a consumer will aid me in the exploration of sustainable development through two major South African brands during the global crisis, Covid-19. If you decide to participate in this research, I would like to interview you about the3 topic at hand.

You can decide whether or not to participate in this research. If you decide to participate, you can choose to withdraw at any time or to decide not to answer particular interview questions.

Are there any risks/ or discomforts involved in participating in this study?

Whether or not you decide to participate in this research, there will be no negative impact on you. There are no direct risks or benefits to you if you participate in this study. You might, however, indirectly find that it is helpful to talk about your perceptions regarding Shoprite Checkers and Woolworths Holdings, in their sustainability efforts of the implementation of delivery apps throughout Covid-19. If you find at any stage that you are not comfortable with the line of questioning, you may withdraw or refrain from participating.

Do I have to participate in the study?

- Your inclusion in this study is completely voluntary;
- If you do not wish to participate in this study, you have every right not to do so;
- Even if you agree to participate in this study, you may withdraw at any time without having to provide an explanation for your decision.

Will my identity be protected?

I promise to protect your identity. I will not use your name in any research summaries to come out of this research and I will also make sure that any other details are disguised so that nobody will be able to identify you. I would like to ask your permission to record the interviews, but only my supervisor, I and possibly a professional transcriber (who will sign a confidentiality agreement) will have access to these recordings. Nobody else, including anybody at IIE Vega Durban, will have access to your interview information. I would like to use quotes when I discuss the findings of the research, but I will not use any recognisable information in these quotes that can be linked to you.

What will happen to the information that participants provide?

Once I have finished all interviews, I will write summaries to be included in my research report, which is a requirement to complete my Honours in BA Strategic Brand Communication. You may ask me to send you a summary of the research if you are interested in the final outcome of the study.

What happens if I have more questions about the study?

Please feel free to contact me or my supervisor should you have any questions or concerns about this research, or if there is anything you need to know before you decide whether or not to participate.

You should not agree to participate unless you are completely comfortable with the procedures followed.

My contact details are as follows:

Kendra Munger

[REDACTED]

[REDACTED]

The contact details of my supervisor are as follows:

Dr Clive Greenstone

[REDACTED]

ANNEXURE C: ONLINE QUALITATIVE QUESTIONNAIRE QUESTIONS

1. What gender do you identify as?
2. How old are you?
3. Are you aware of online grocery delivery applications (apps)?
4. If yes, what delivery application comes to mind?
5. What three words do you associated to the brand Shoprite Checkers?
6. What three words do you associate with the brand Woolworths Holdings?
7. Have you used the Checkers Sixty60 grocery application?
8. If yes, what are your thoughts on the app?
9. Have you had experiences with both delivery applications from the two respected brands?
10. Have your perceptions changed regarding the brand Shoprite Checkers since the introduction of their Sixty60 app?
11. If yes, how has your perceptions changed?
12. Do you believe Woolworths Dash would be superior to Checkers Sixty60 based on past perceptions on both brands?
13. Have your perceptions on the brands changed since engaging with their delivery applications?
14. How have your perceptions altered?
15. Do you believe both brands have been sustainable?
16. When viewing both brands sustainability, do you believe there is a drastic difference?
17. Do you believe consumers often have a misconception of brands based on how the brand is branded to the public?
18. What three words come to mind when thinking of a brands sustainability effort?
19. Have your perceptions on Shoprite Checkers and Woolworths Holdings changed due to the civil unrest?
20. If yes, what has changed?

ANNEXURE D: INTERVIEW QUESTIONS

1. How long have you been working at Checkers?
2. Were you previously unemployed?
3. Has this job opportunity improved your life?
4. Do you believe you are doing a good job?
5. Do you want to continue working for Checkers in the future?

ANNEXURE E: ONLINE FOCUS GROUP QUESTIONS

1. How has Covid-19 impacted your purchasing behavior as a consumer?
2. Have you purchased from both Checkers and Woolworths before Covid-19?
3. Before Covid-19 did you tend to favor a store, based off of status? If so which store?
4. Does the implementation of the online delivery services from both supermarkets alter your loyalty going forward as to what store you use? Why?
5. If the store you bought from before Covid-19 fails to offer a delivery service, are you more inclined to change stores or still self-shop at the respective store?

ANNEXURE F: ONLINE FOCUS GROUP PARTICIPANTS RESPONSE

RESPONDENT 1:

How has Covid-19 impacted your purchasing behavior as a consumer?

I have literally been ordering everything online, so, food but not my clothing, just household goods and um now that I've been using Checkers Sixty mostly, I don't use pick n pay. If I can get a slot at Woolworths, I will use them but I don't really engage with their app as much as I do with the others.

Have you purchased from both Checkers and Woolworths before Covid-19?

No not online but I have um with, I've been buying from them both.

Before Covid-19 did you tend to favor a store, based off of status? If so which store?

Um not off of the status, it was more what was convenient and what products I liked. So, I've always shopped at Woolworths because I like their quality of their fruit and veg and some of their brands. Not some of their brands, some of their goods, sorry. And since living in Durban North, I've found Checkers the most convenient, so I have been shopping there.

Does the implementation of the online delivery services from both supermarkets alter your loyalty going forward as to what store you use? Why?

100% - Checkers Sixty works like the bomb. I never have issues with them and they are efficient and I always get a time slot so I will continue to purchase from them going further, I haven't been into a pick n pay in many many months.

If the store you bought from before Covid-19 fails to offer a delivery service, are you more inclined to change stores or still self-shop at the respective store?

I will not order; I will not shop with anyone who don't offer a delivery service.

RESPONDENT 2:

How has Covid-19 impacted your purchasing behaviour as a consumer?

Covid-19 has had a massive impact on my purchasing behaviour, especially in the first few months. This making me look at and reevaluate the offerings made by brands, with regards to social distancing and being Covid-conscious. I leaned more towards the brands that had solid online platforms to make use of. This is where I started appreciating platforms such as Checkers60 and the Woolworths Dash Apps.

Have you purchased from both Checkers and Woolworths before Covid-19?

Yes, I have. When I was hosting more formal event I would lean to Woolworths and then for everyday consumption I would buy from Cheekers, as I deemed them to be more cost effective.

Before Covid-19 did you tend to favour a store, based off of status? If so which store?

I really though Woolworths was of better quality and had a wider offering of good and clean foods. I saw Checkers to be the cheaper day-to-day option.

Doe the implementation of the online delivery services from both super markets alter your loyalty going forward as to what store you use? Why?

Yes, I have seen Checkers to be so much more efficient, the drivers are friendlier and the overall user experience has been far better. Woolworths has been slow to deliver, the app crashes and the vibe from one or two drivers has been of a certain level of

entitlement, making me feel as though I “need” to support the underdog even more; Checkers.

If the store you bought from before Covid-19 fails to offer a delivery service, are you more inclined to change stores or still self-shop at the respective store?

I value my connection with the store far too much to stay supporting a brand that continuously disappoints me and makes me feel as though they are doing me a favour. Therefor I moved without thinking. Checkers continues to impress me with each interaction I have with them as a brand; online and in person.

RESPONDENT 3:

How has Covid-19 impacted your purchasing behavior as a consumer?

The impacts COVID-19 has had on my personal purchase behaviour has been that I have been unwilling or fearful to go into shopping malls and therefore I have been ordering online and getting it delivered to me.

Have you purchased from both Checkers and Woolworths before Covid-19?

Yes, I have purchased from both Checkers and Woolworths before COVID 19.

Before Covid-19 did you tend to favor a store, based off of status? If so which store?

Woolworth's was my go too, purely because of the food quality, the food lasts longer. Bigger variety and overall, I enjoyed shopping there.

Does the implementation of the online delivery services from both supermarkets alter your loyalty going forward as to what store you use? Why?

Absolutely, after being a Woolworths fan and their delivery system being inadequate, I downloaded the 66 checkers app and it was a different ball game. My loyalty shifted towards wanting to order from Checkers compared to Woolworths because of the convenience in the times we were living in.

If the store you bought from before Covid-19 fails to offer a delivery service, are you more inclined to change stores or still self-shop at the respective store?

Absolutely, and I have indeed done so. I go straight to the checkers app now, because I know trying to organize from Woolworths will be a long, tedious process. I now use the checkers online app for all my house goods and groceries. The bulk of my groceries comes from Checkers now purely because of the convenience and service they offer. Sometimes my order arrives at my house in less than 40mins. Their service is incomparable.

RESPONDENT 4:

How has Covid-19 impacted your purchasing behavior as a consumer?

I am less likely to attend the shops as frequently as I used to due to taking precautions and fear of contracting the virus. It has pushed me to shop online more.

Have you purchased from both Checkers and Woolworths before Covid-19?

Yes, I have but only in store.

Before Covid-19 did you tend to favor a store, based off of status? If so which store?

100%, I favored Checker because of the deals.

Does the implementation of the online delivery services from both supermarkets alter your loyalty going forward as to what store you use? Why?

Yes, it does. The more customer friendly the more I would use them. One would tend to favor Woolies more for meat but besides that the quicker, cheaper and customer friendly aspect of Checkers I way prefer.

If the store you bought from before Covid-19 fails to offer a delivery service, are you more inclined to change stores or still self-shop at the respective store?

I now lean to shopping online for safety reasons, so would shift to an online store rather. I have shifted to using Checkers Sixty60 instead of going instore.

RESPONDENT 5:

How has Covid-19 impacted your purchasing behavior as a consumer?

Have you purchased from both Checkers and Woolworths before Covid-19?

Yes.

Before Covid-19 did you tend to favor a store, based off of status? If so which store?

Yes, Woolworths has a very high status and because of that I assumed that I get good quality from the status is has.

Does the implementation of the online delivery services from both supermarkets alter your loyalty going forward as to what store you use? Why?

Yes, I agree, my loyalty is based on the service I received from a business and so if a company is going to extra length to ensure safe shopping via online shopping, this increases my loyalty.

If the store you bought from before Covid-19 fails to offer a delivery service, are you more inclined to change stores or still self-shop at the respective store?

I disagree, I wouldn't not change stores and would just self-shop at the respective stores as I know what I like from a partially store.

RESPONDENT 6:

How has Covid-19 impacted your purchasing behavior as a consumer?

I have become more incline to purchase more regularly as I have no need to save due to the lack of activities and events.

Have you purchased from both Checkers and Woolworths before Covid-19?

Yes

Before Covid-19 did you tend to favor a store, based off of status? If so which store?

Yes, I favored Woolworths as I didn't use other stores as much, I liked their diverse options and in-store aesthetic.

Does the implementation of the online delivery services from both supermarkets alter your loyalty going forward as to what store you use? Why?

Not necessarily, I have never used either shops delivery service but my opinion of checkers has shifted after seeing their reaction and proactivity during the pandemic.

If the store you bought from before Covid-19 fails to offer a delivery service, are you more inclined to change stores or still self-shop at the respective store?

I would still self-shop at the respective store.

ANNEXURE G: INTERVIEW PARTICIPANTS RESPONSE

DRIVER 1:

How long have you been working at Checkers as a driver?

Um, me, more than eight months.

Eight months?

Ya.

And were you employed before here, or not?

Sorry?

Did you have a job before you worked as a driver?

Ya, ya, ya, I was lived in somewhere else before.

Okay and has this job opportunity improved your life?

Ahhh ya.

And do you believe you are doing a good job?

Ya.

Do you want to continue working for Checkers in the future?

Ya, ya, ya.

DRIVER 2:

How long have you been working at Checkers?

Since we started in 2016, so it is two years.

Two years okay.

And were you previously unemployed?

I, depending cultural.

Has this job opportunity improved your life?

I can say that it's not a maximum but I'm try all my best ya.

Good for you my friend.

And do you believe you are doing a good job as a driver?

Uh we are doing it because we are in luck because we are getting what we are supposed to get, but we, when you don't have what you like, you like what you have ... so that's

why we do this work. We are passing through many trails especially when we are on the road, um, once we are, people who are driving a car cannot see you. Many people are getting accident, even now with Checkers we have three guys who are uh in the hospital, break their leg

From being hit by a car?

Yes, from being hit by a car, they knock them, now they are in the hospital.

Oh, my goodness, I hope they are okay.

And then do you want to continue working for Checkers in the future?

Uh yes, I do but they need improvement for their drivers.

DRIVER 3:

How long have you been working at Checkers?

Uhh, second year.

Were you previously unemployed?

did you have a job before becoming a driver?

Ya, another company that was partnered with Checkers.

Has this job opportunity improved your life?

Has this job opportunity improved your standard of life?

Ya.

Do you believe you are doing a good job?

Do you want to continue working for Checkers in the future?

If I have one that is better than this than I will take it, otherwise I will stay here.

DRIVER 4:

How long have you been working at Checkers?

It's going to be half, a year and a half.

A year and a half okay.

And were you previously employed?

Ya.

And has this job opportunity changed the standard of living?

Your living standard?

Um, ya, maybe living standard.

Okay, do you believe you are doing a good job?

Pardon?

Do you believe you are doing a good job as a Checkers Driver?

Uh, it's not like, its good but its work.

Do you want to continue working for Checkers in the future?

No.

So how much longer do you think you'll be a driver for?

Pardon?

How much longer do you see yourself driving for Checkers?

Uh, I don't have any limit but when I'm going to get another job offer.

DRIVER 5:

How long have you been working at Checkers?

A year now.

Were you previously unemployed or employed?

I was employed.

How has this job opportunity improved your life?

Its employment.

Do you believe you are doing a good job?

Of course.

Do you want to continue working for Checkers in the future?

No.

DRIVER 6:

How long have you been working at Checkers?

About one year and two months.

Were you previously unemployed?

Uh, before I was employed by another company and then I joined Checkers

As a driver as well?

As a driver as well.

Has this job opportunity improved your life?

The job is not, uh, good not bad but as I get the bread on my table it is better.

Thank you.

And do you believe you are doing a good job?

Uh yes, to be a good job and I appreciate that we pass and people give way but the company should update some things and then everything will be smooth.

Do you want to continue working for Checkers in the future?

Yes, I don't like change so I should be with Checkers but as we still don't have a contract uh for life, we have a pending contract, so that's their way of us not knowing.

DRIVER 7:

How long have you been working at Checkers?

I do have one year with Checkers.

Were you previously unemployed?

Yes, I was employed, but I do like to change in order to increase my income.

Has this job opportunity improved your life?

Normally, as I got my salary, I can balance how I will I like but the income still too small, so probably I will change again if opportunity come.

Do you believe you are doing a good job?

No, at all risk it is a risk job.

Do you want to continue working for Checkers in the future?

I wish but I am still looking how I will be surviving with my small income.

DRIVER 8:

How long have you been working at Checkers?

I have two years.

Were you previously unemployed?

Yes, I was employed by Take a Lot as a driver.

Has this job opportunity improved your life?

No but uh I keep surviving as I don't have another job.

Do you believe you are doing a good job?

It should be good job to uh me but, I still getting more challenging.

Do you want to continue working for Checkers in the future?

I am still thinking.

DRIVER 9:

How long have you been working at Checkers?

It has been 8 months now.

Were you previously unemployed?

It was with Mr Price Warehouse.

Has this job opportunity improved your life?

Yes.

Do you believe you are doing a good job?

Yes.

Do you want to continue working for Checkers in the future?

No, I was to uh get more salary.

DRIVER 10:

How long have you been working at Checkers?

I do have only three months.

Were you previously unemployed?

No, I wasn't employed.

Has this job opportunity improved your life?

I am still new in uh delivering, I am still learning how it will change my life.

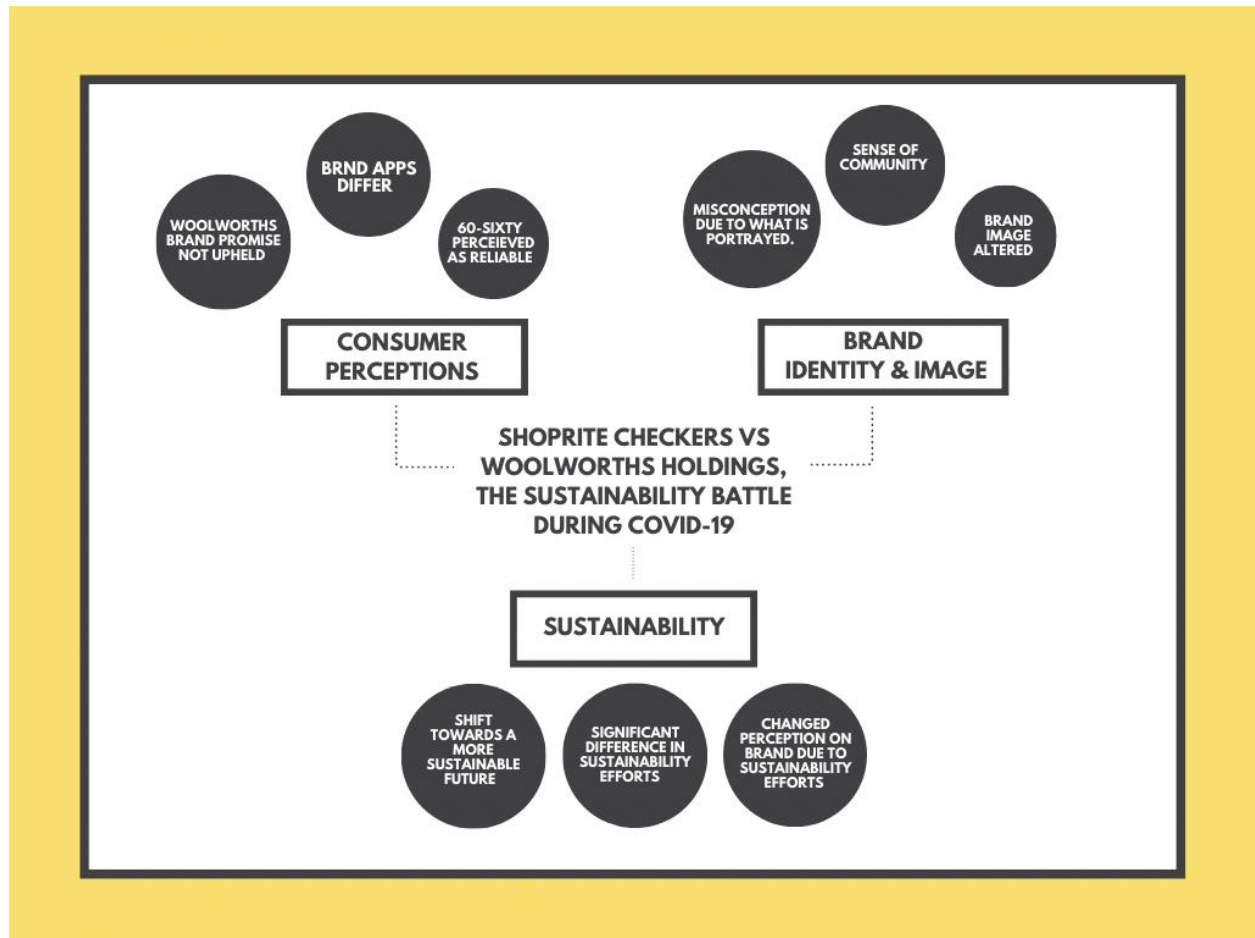
Do you believe you are doing a good job?

Yes, no matter the risk.

Do you want to continue working for Checkers in the future?

Yes, I do.

ANNEXURE H: THEMATIC MAP



ANNEXURE I: FINAL RESEARCH REPORT SUMMARY DOCUMENT

Title: *Supermarket A VS Supermarket B, the sustainability battle during Covid-19.*

Research Purpose/ Objective	Primary Research Question	Research Rationale	Seminal Authors/ Sources	Literature Review – Conceptual Framework	Paradigm	Approach	Data Collection Method(s)	Ethics	Key Findings	Recommendations
The purpose of this study is to understand how successful two major supermarket brands have been promoting their brands sustainability through new forms of marketing (agile) during times of crisis (Covid19).	What is the impact of Covid19 on online purchasing and deliveries?	Provide insight into how brands are using agile brand building through Covid19 to stay relevant in the market.	Katz. E, Blumer. J and Gurevitch. M	Theme 1: Sustainability	Paradigm Interpretivism Epistemology	Qualitative	Online qualitative questionnaires, face-to-face interviews and online focus groups.	Confidentiality and anonymity	Consumers more inclined to purchase online than instore.	Supermarket B - reevaluate consumers' needs and wants in order to better the application.
						Population		Informed consent		
						Population Parameters 10 delivery drivers.60 online consumers who have purchase online and have access to a smartphone.6 online consumers partaking in the focus group.		Credible sources Ensure participation is voluntary		
Research Problem	Secondary Questions/ Hypotheses/ Objectives	Key Concepts	Key Theories	Theme 2: Innovation Theme 3: Creating shared value	Insights into the effect Covid-19 on business in South Africa. Ontology	Sampling	Data Analysis Method(s)	Limitations	Key contributions	Employment contracts.
There is no real research done on the effect of Covid19 and how brands have been forced to become relevant through sustainable driven innovation and agile brand building.	- How has consumers perceptions on Shoprite Checkers and Woolworths Holdings shifted through Covid19? - How have brands shifted sustainably during Covid19, with regards to online purchasing and deliveries? - Has Covid19 had a positive or negative effect with regards to sustainability for Shoprite Checkers and Woolworths Holdings?	Corporate social responsibility Three pillars of sustainability Sustainable innovation Sustainability informed innovation Sustainability driven innovation Creating shared value Green washing	Uses and Gratification Theory.	Theme 4: Agile brand building through a crisis	How Supermarket A makes use of agile brand building compared to Supermarket B and how it impacts consumers purchasing behaviour.	Probability or Non-probability	Unit of Analysis Online consumers Data Analysis Method(s) Qualitative content analysis Line by line Selected Thematic coding	Researcher bias Researcher competency Participation Covid-19	Gain a deeper understanding of consumers needs and wants regarding e-commerce to help aid businesses to expand into e-commerce.	Salaries.
						Non-Probability				
						Purposive Sampling Sampling method Size 60 online consumers 10 delivery drivers 6 online focus group participants				