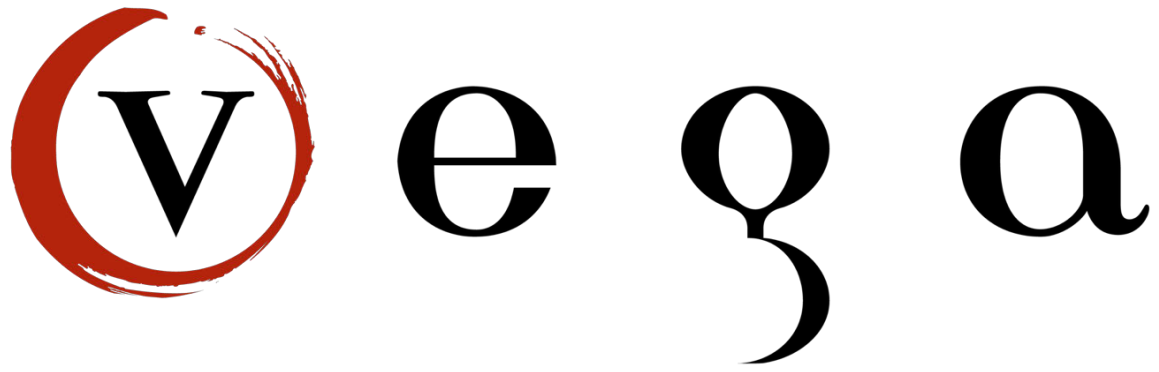




SCHOOL OF BRAND LEADERSHIP

TITLE:

Exploring the tension between purpose and behaviour: How does the connection between brand purpose and brand behaviours influence the consumer-brand relationship?

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I hereby declare that the Research Report submitted for the BA Honours in Strategic Brand Communications degree to The Independent Institute of Education is my own work and has not previously been submitted to another University or Higher Education Institute for degree purposes.

ABSTRACT

In 2019, Ubuntu Baba, a local brand, accused Woolworths South Africa of plagiarising their carrier design. This led to multiple consumers calling a boycott. This alleged behaviour, seemed to oppose Woolworths' purpose as a responsible retailer. The study was sparked to consider whether the consumer-brand relationship is influenced by the tension between purpose and behaviour. The researcher's main consideration was to ask, what does it mean for consumers, when brands don't do as they say? An explorative and qualitative study of how Woolworths positions their purpose, and how consumers perceive Woolworths' purpose in relation to their behaviour, was conducted. To explore Woolworths' position, data was collected from a content analysis of their website. Consumer perception was explored by collecting data from field research interviews. Findings illustrated that Woolworths does indeed position themselves as a responsible retailer and have strategies in place to deliver on their purpose. Consumer interviews showed that consumers will continue to support Woolworths, as they view Woolworths more responsibly than other retailers. However, consumers have high expectations of Woolworths to take accountability for misaligned actions. This research has added value to understanding the connection between purpose and behaviour more intently.

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1. Chapter 1: Introduction

The purpose of this chapter is to provide an introductory overview of the research problem by firstly contextualising the research problem and then situating the research problem within a rationale, problem statement, purpose statement, research questions, and research objectives.

This research paper reports on an explorative study, into how the Woolworths consumer-brand relationship is influenced by the connection between brand purpose and brand behaviours. The study aimed to obtain new insights on what a brand says, specific to how a brand's purpose is presented, and how a brand behaves.

1.1. Background and orientation (contextualisation):

In 2019, Ubuntu Baba, an online baby carrier company, accused Woolworths South Africa of plagiarising their carrier design, calling Woolworths out for unethical behaviour whilst bragging about ethical trade (Knowler, 2019). Although Woolworths avoided acknowledging plagiarism of the carrier, they apologised and noted the similarities (Knowler, 2019; Bizcommunity, 2019). The Ubuntu Baba saga became newsworthy (Njilo & Knowler, 2019; Omarjee, 2019; Knowler, 2019), with multiple journalists condemning Woolworths' plagiarising behaviour (Seery, 2019; Bizcommunity, 2019; Pike, 2012). Furthermore, numerous consumers shared their disappointment with Woolworths on social media, voicing intentions to boycott Woolworths, and revealing previous accusations against Woolworths by local entrepreneurs (Bizcommunity, 2019; Mjo, 2019; Bizcommunity, 2011). A website was created to point out unethical behaviours titled "Woolworse" (Whitfield, 2019). BrandsEye research indicated whilst social media conversation surrounding Woolworths is normally 51% negative, the Ubuntu Baba saga further increased that number to 78,90% (Bizcommunity, 2019).

Woolworths is considered a brand leader, who focuses on creating products that make a difference (Taylor, 2016). With a vision to be part of the world's most responsible

retailers, reflecting good business practices that are committed to consumers, people and planet, Woolworths' stated purpose is to add quality to stakeholder lives (Woolworths Holdings Limited, 2020a). Emphasising this image, their website explains their commitment to key stakeholder groups inclusive of suppliers and communities (Woolworths Holdings Limited, 2020b). Furthermore, YouTube videos (see Behind our Christmas Windows, 2020) emphasise good business practices, such as empowering entrepreneurs. Their values and purpose seem to oppose the alleged plagiarising brand behaviours exhibited during the Ubuntu Baba saga.

The tension between Woolworths' brand purpose as a responsible retailer, and their alleged plagiarising brand behaviours, could confuse consumers. Woolworths' brand experienced negative consumer sentiment during the Ubuntu Baba saga (Bizcommunity, 2019), possibly because their stated brand purpose did not align with their brand behaviours during this incident. It is therefore important to investigate the alignment between purpose and behaviours.

Considering brand purpose is described as a brand's essence (Aaker & Joachimsthaler, 2000) and ethic driving positive change in the world (Kramer, 2017), it is increasingly important for brands to do as they say (Kay, 2014), since consumers base purchasing decisions on brand values rather than on product value (Hsu, 2016). Brands should not use purpose as gimmick (Hsu, 2016) and present themselves in false ways, as consumers can easily pick up on these falsehoods (Enslin, 2011a). Therefore, this study was motivated by asking how brand purpose is connected to brand behaviours, and how tensions between purpose and behaviours influence the consumer-brand relationship.

1.2. Rationale:

Arguments for anti-branding have stated that the practice of branding is unethical, because it exploits and encourages excessive consumerism and that marketing as a discipline should be done responsibly by continuously evaluating brand ethics, equity strategies, and consumer-brand relationships (Hunt, 2018). Brands are encouraged to use their brand purpose with sincerity by not jeopardising brand integrity or

stakeholder relationships (Hsu, 2016). Moreover, consumers value ethical and socially responsible behaviour in brands (Ferrell, Harrison, Ferrell & Hair, 2018).

During the Ubuntu Baba saga, consumers responded negatively towards Woolworths due to alleged unethical behaviours (Bizcommunity, 2019), which challenged their purpose as a responsible retailer (Woolworths Holdings Limited, 2020c). The research was sparked by considering this incident as an example of what happens when a brand doesn't show alignment between brand purpose and brand behaviours, and further leaving to question how this influences the consumer-brand relationship. Ultimately, the research is invaluable, because brands need to be more purpose-driven to offer long-term value (Kramer, 2017) and be more transparent in building brand trust with consumers (Cambier & Poncin, 2020), whilst avoiding brand damage (Enslin, 2011a) caused by ingenuine branding. Furthermore, consumers are becoming increasingly sceptical of brands' behaviours (Enslin, 2011a) and are basing purchasing decisions on transparency of brands (Leidner, 2010), and on values associated with brand purpose rather than product value (Kramer, 2017). Purpose-driven branding is increasingly important in the branding industry to ensure meaningful connection to consumers (Hsu, 2016).

Markedly, brand behaviours should align to brand promises (Poore, 2018). Brand purpose is why a brand exists by creating meaningful change in the world (Kramer, 2017). A brand is able to deliver on a brand promise, when it embodies its brand purpose consistently through aligned brand behaviours with stakeholders (Enslin, 2011b). As consumers consider everything a brand says and does to evaluate how they feel and think about brands (Enslin, 2011b), it is worth exploring how brand purpose and alignment or misalignment of behaviours influences the consumer-brand relationship.

Additionally, the researcher intends to contribute to the body of academic knowledge by associating brand purpose to brand behaviour and the consumer-brand relationship. Existing literature on brand purpose describe what brand purpose is (Enslin, 2011a; Aaker & Joachimsthaler, 2000), with no direct link to brand contact (Enslin, 2011b) or consumer equity, a method of measuring the value of a brand through the perspective of the consumer (Keller, 2013a). The consumer-brand

relationship can be measured through the customer-based brand equity (CBBE) model (Keller, 2013b), but there is no direct link to concepts of brand purpose or brand behaviour. According to Portal, Abratt and Bendixen (2019), consumers trust brands, not only based on their performance, but what they stand for in authentic ways. There is scepticism from academics surrounding brands that use purpose, as brands often use it as a marketing technique rather than being authentic (Hsu, 2016; Setjadiningrat, 2019). Academic research relating to brand purpose is lacking (Hsu, 2016). This study is hence motivated by the need to explore these concepts in relation to one another to contribute to the academic body of knowledge, by being able to elaborate whether there is importance on brands doing as they say.

1.3. Problem Statement:

Brand purpose, defined as a brand's reason for existing (Enslin, 2011a), and essence (Aaker & Joachimsthaler, 2000), is a mindset and ethic that drives brand behaviours (Hsu, 2016). It should not be used as a gimmick to enhance profits (Hsu, 2016), but should rather exemplify how the brand aims to make a positive difference in the world (Hsu, 2016; Kramer, 2017). Moreover, brands must be responsive, specifically in how stakeholders expect brands to behave (Walsh, 2018).

The Ubuntu Baba saga illuminated the possibility of Woolworths' alleged plagiarising brand behaviours not being aligned to their brand purpose of being a responsible retailer, who empowers stakeholders (Woolworths Holdings Limited, 2020a). The event also showcased how consumers negatively responded to such brand behaviours (Bizcommunity, 2019). The question can then be asked: how is the consumer-brand relationship influenced when a brand's purpose is not aligned to brand behaviours? Therefore, this study aims to better understand the connection between brand purpose and brand behaviours and how that relates to the consumer-brand relationship.

1.3.1. Why is the problem worth investigating?

The problem is worth investigating as consumers expect brands to do as they say (Hsu, 2016). Consumers can discern whether brands are being transparent and integrous due to accessibility of knowledge in the digital age (Enslin, 2011a), and purchasing decisions are influenced by brand transparency and integrity (Guzman & Lelis, 2017). Furthermore, brands have the power and duty to exist meaningfully to combat problems brands have contributed to i.e. climate change, plastic pollution, exploitation of communities (Nielsen, 2018). Thus, exploring the tension between brand purpose as related to their brand behaviours and how consumers experience this tension, is worth investigating to offer brands more insight into how they can exist purposefully.

1.3.2. Research questions

The **primary research question** for this study is stated as follows:

How does Woolworths' brand purpose and alignment or misalignment of their behaviours to their purpose as measured against Keller's brand resonance pyramid (Keller, 2013b), influence the consumer-brand relationship?

This question addresses the aim of the research, which is to explore concepts of brand purpose and behaviour, and how this influences the consumer-brand relationship. It also speaks to the theoretical model which will be discussed in more detail in Chapter 2. Keller's brand resonance pyramid explains the consumer-brand relationship as resonance between a consumer and brand (Keller, 2013b), and is therefore appropriate in addressing the question.

To ensure that brand purpose and behaviours are understood, specifically concerning Woolworths, the following **sub questions** apply:

- **Sub question 1:** How does Woolworths position their brand purpose in relation to their brand behaviours?
- **Sub question 2:** What does Woolworths' brand behaviours say about the authenticity of their purpose, as perceived by consumers?

1.3.3. Research objectives

The study aimed to explore the research problem of how the tension between Woolworths' brand purpose and brand behaviours influences the consumer-brand relationship. The objectives will investigate Woolworths' brand purpose, brand behaviours and how that relates to the consumer-brand relationship.

Therefore, the objectives of this study are:

Primary Objective 1: To explore how Woolworths' alignment or misalignment of brand behaviours to purpose influences the consumer-brand relationship as measured against Keller's brand resonance pyramid (Keller, 2013b).

Sub Objective 1: To explore how Woolworths positions their brand purpose in relation to their brand behaviours.

Sub Objective 2: To explore how consumers perceive Woolworths' brand behaviours and whether they experience it as authentic to Woolworths' purpose.

The sub objectives clarify how Woolworths presents their purpose and behaviours, and whether further tension is created by how it is perceived and presented by external stakeholders. The second sub objective is different to the primary objective, as the sub objective specifically looks at perceptions, before the research will aim to answer the primary research problem of how the consumer-brand relationship is influenced by the tension between Woolworths' brand purpose and behaviours.

1.4. Purpose statement

The purpose of the proposed qualitative study is to use Woolworths' brand purpose and behaviours to explore the link between purpose and behaviours and how this possible connection influences the consumer-brand relationship. This was done by

conducting a qualitative study through content analysis and field research. Firstly, this exploration focused on Woolworths's brand purpose and behaviours through conducting a qualitative content analysis of the brand's holdings website representation, and measuring it against Enslin's (2011a), brand identity system. Secondly, qualitative interviews were conducted with consumers, to explore consumer perceptions of Woolworths' purpose and behaviours and how it has influenced their relationship with Woolworths, to answer the research question.

1.5. Conceptualisation (of key concepts)

In addressing how the consumer-brand relationship is influenced by the link between brand purpose and brand behaviours, the following key concepts have been conceptualised:

Brand purpose:

Brand purpose is a brand's reason for existing (Enslin, 2011a), and driving ethic that drives a brand's behaviours (Hsu, 2016). It is a type of compass (Kramer, 2017) at the centre of a brand's identity (Enslin, 2011a). Brand purpose is also referred to as a brand's essence, promise, and soul (Joachimsthaler & Aaker, 2000), and is closely related to brand identity concepts such as a brand's vision and values (Enslin, 2011a). Where vision looks to a brand's future purpose as a source of inspiration, values look to a brand's belief systems (Enslin, 2011a), and purpose explores how a brand currently makes meaningful impact (Kramer, 2017). Purpose is also closely related to brand mantra, according to Keller (2013a), as it is the essence that connects a brand to its stakeholders. In summary, purpose is at the core of a brand's identity system.

Brand behaviour:

Brand behaviours are conceptualised as any point of contact between a brand and its stakeholders (Enslin, 2011b). Stakeholders are not limited to consumers only, but can include any party with whom a brand communicates or has an impact on such as local communities, suppliers, and the media (Abratt, 2011). Moreover, brand behaviours are also referred to as touchpoints (Walsh, 2018) or brand contact points (Enslin, 2011b).

Consumer-brand relationship:

The consumer-brand relationship can be defined as the relationship a consumer forms with a brand based on love and loyalty for the brand (Giovanis & Athanasopoulou, 2018). It was explored in relation to concepts of brand experience (Schmitt, 1999), consumer value (Keller, 2009), customer-based brand equity (Keller, 2013a), and brand resonance (Keller, 2013b). Brand experience speaks to how a consumer experiences a brand (Schmitt, 1999), consumer value speaks to the value a consumer holds to the consumer-brand relationship (Keller, 2009), customer-based brand equity (CBBE) evaluates a brand's value from the perspective of the consumer (Keller, 2013a), and lastly, brand resonance is the ideal measurement of the consumer-brand relationship as it is based on loyalty and trust a consumer holds of a brand (Keller, 2013b). These concepts are all part of a consumer-brand relationship. Therefore, Keller's brand resonance model was applied to the research as it acknowledges brand experience, consumer value and CBBE (Keller, 2013b).

1.6. Research methodology

The research used an interpretivist worldview with a qualitative design approach. Qualitative data was collected, utilising a content analysis and semi-structured individual interviews. Data was analysed using thematic analysis for both content analysis and interviews. In Chapter 3, methodology will be discussed in detail.

1.7. Structure of the paper

- Chapter 1: Introduction
- Chapter 2: Literature Review
- Chapter 3: Research Methodology
- Chapter 4: Findings and Discussion
- Chapter 5: Conclusion
- Reference List
- Appendices

2. Chapter 2: Literature Review

2.1. Brand purpose

Brand purpose, defined as a brand's reason for existing (Enslin, 2011a), soul, core identity, essence and promise (Aaker & Joachimsthaler, 2000), ensures that a brand is differentiated amongst competitors and meaningful in the minds of stakeholders (Enslin, 2011a). This reason for existing goes beyond providing functional value to stakeholders (Enslin & De Beer, 2015). This is why the brand exists as emotionally compelling to consumers (Neumeier, 2006), and how it impacts the world meaningfully (Hsu, 2016; Kramer, 2017). To drive meaningful impact, it sits at the centre of a brand's identity (Aaker & Joachimsthaler, 2000), guiding the brand and its stakeholders in meaningful expression (Enslin, 2011a).

Many authors agree that purpose is at the centre of a brand's identity (Enslin, 2011a; Aaker & Joachimsthaler, 2000; Keller, 2013a). In determining Woolworths' brand purpose, Enslin's brand identity system (2011a) was used, as it recognises values and vision as concepts closely related to purpose. Aaker and Joachimsthaler's (2000) brand identity system, although explaining a brand's essence as the core identity, does not link values and vision to purpose. As Woolworths specifically uses the terms values, vision, and purpose on their website (Woolworths Holdings Limited, 2020a), the researcher felt Enslin's system appropriate to determine Woolworths' purpose.

In driving meaningful impact, a brand purpose needs to be authentic and meaningful (Enslin, 2011a). The question then is, what defines a purpose-driven, meaningful brand? When a brand is authentic in its branding, and as a result is experienced by stakeholders as meaningful in delivery of its brand promise, it is one who understands and believes its purpose (Enslin, 2011a). Furthermore, in being meaningful, brand purpose should provide value that improves society (Kramer, 2017), adding distinctive value to various stakeholder communities (Enslin & De Beer, 2015). The Ubuntu Baba saga showcases the importance of providing value to all stakeholders. Media and consumer stakeholders experienced negative sentiment (Knowler, 2019;

Bizcommunity, 2019), because Woolworths' brand purpose as a responsible retailer (Woolworths Holdings Limited, 2020a) may not have been experienced meaningfully. Woolworths was perceived to have acted unethically towards an entrepreneurial stakeholder (Bizcommunity, 2019). Where the research problem looked at the relationship between purpose and behaviour, the role of stakeholders was important to the meaningfulness of brand purpose.

Brand purpose is a mindset and ethic driving brand behaviours, which should not be used as a gimmick to enhance profits (Hsu, 2016). Using purpose as a gimmick can cause lasting brand damage as stakeholders can easily investigate and broadcast a brand's damaging behaviours (Enslin, 2011a). It is a beneficial exercise to explore Woolworths' brand purpose given the misalignment between Woolworths' projected identity as one that cares about the world and its stakeholders (Woolworths Holdings Limited, 2020b), and the contradictory behaviour demonstrated with regards to accusations of plagiarism from entrepreneurial stakeholders (Knowler, 2019; Nicolson, 2012). Conclusively, Enslin (2011a: 86) states, "(a)n organisation or company that constructs a false identity or counteracts its brand purpose cannot brand its way out of the truth." As brand purpose is enlivened by brand behaviour (Enslin, 2011b), a brand's fundamental behaviours need to be aligned to their brand purpose and promise to ensure that all stakeholders understand the brand (Keller, 2013a).

In constructing a brand purpose, Barnham (2009) suggests that brands ask "(w)hat sort of essence" a brand has (Barnham, 2009: 598). In doing so, the brand's purpose is experienced as an essence by consumers, rather than being limited to a simplistic statement that holds little meaning (Barnham, 2009). Likewise, consider how consumers experience Woolworths' essence as a responsible retailer or as a plagiariser based on behaviours. Stakeholders experience brand contact cohesion when brand behaviours are aligned to brand purpose (Enslin, 2011b). Similarly, cohesive brand behaviours can positively impact consumer experience, enhancing the relationship (Walsh, 2018). However, what happens when behaviours do not align to the stated purpose? To emphasise, brands have to do as they say for stakeholders to emotionally connect with brands and their purpose (Hsu, 2016). The study intended to identify whether Woolworths is acting coherently, influencing the consumer-brand relationship.

2.2. Brand behaviour

Behaviours between brand and stakeholders are invaluable to explore, as brand behaviours that support brand purpose are indicators of brand promise delivery (Keller, 2019). Other words for brand behaviours are: brand contact (Enslin, 2011b), touchpoints (Walsh, 2018), and contact points and actions that impact stakeholders (Chen, Chen & Ma, 2016). To be able to evaluate Woolworths' behaviours, it was important to understand brand contact, who was involved in contact, and how it was used to deliver the brand's core identity through brand promise.

Firstly, why does brand contact matter to the success of a brand? If purpose is to be meaningful (Enslin, 2011a), and brands are called to create meaningful interactions through their touchpoints (Walsh, 2018), understanding touchpoints that influence consumers is significant. Consumer journeys are no longer linear and touchpoints work in unison to create enhanced experiences (Walsh, 2018). In essence, consumers are plugged-in and becoming more demanding in expecting brands to create new ecosystems based on agility, transparency, ethical and environmental responsibility, whilst expecting enhanced "hyper-personalised" consumer experiences (Walsh, 2018). Consumers' perceptions can influence a brand's equity (Keller, 2009), and consequently a brand's success. During the Ubuntu Baba saga, consumers' negative perceptions informed by Woolworths' alleged behaviours, was reported to have affected Woolworths negatively (Bizcommunity, 2019).

Internal stakeholders, a key stakeholder group (Enslin, 2011b), can drive brand promise and enhance brand identity by injecting life into the brand through consistent brand behaviour (Altaf, Mokhtar, Mustafa, & Shahzad, 2019). Additionally, if internal stakeholders experience the brand meaningfully, they are empowered to express behaviour that delivers on brand promise (Altaf et al., 2019). This makes them intrinsic in creating a culture that speaks to consumer experience (Keller, 2019). When internal stakeholders understand the brand's values, they can align their behaviour to consumers, impacting consumer loyalty (Mulder & Niemann-Struweg, 2011). They have power to communicate core brand messages (Mulder & Niemann-Struweg,

2011). Contrastingly, if they do not align with the brand's values, there will be inconsistencies in external communication, which will impact consumers' perceptions (De Chernatony, 1999). Woolworths can be used as an example to illustrate the power of internal stakeholders: consumers experienced negative sentiment when Shannon McLaughlin, owner of Ubuntu Baba, wrote a blog accusing Woolworths of plagiarism as two of Woolworths' product developers bought Ubuntu carriers shortly before launching the Woolworths product (Knowler, 2019; Bizcommunity, 2019).

Internal stakeholders are compelled by brand purpose to deliver brand promise (Aaker & Joachimsthaler, 2000). Significantly, they deliver the brand's promise through touchpoints with consumers (Rozin, 2012). In fact, consumers view brand promise delivery not as a single act, but as multiple touchpoints and experiences (Rozin, 2012). Consumers will look to touchpoints to evaluate how they feel about the brand (Keller, 2019). Ultimately, brand behaviours will influence consumer perception (Rozin, 2012). Hence, brand promise and ensuing behaviours have to be managed (Rozin, 2012). Touchpoints and behaviours can be managed using Enslin's (2011b) brand contact inventory system. The study is not focused on taking an inventory of all behaviours of Woolworths. Rather the study explored how consumers perceive behaviours in relation to purpose. After all, identifying the influential touchpoints that impact how stakeholders "think, feel and believe" about the brand (Enslin, 2011b: 168), is what is important.

Ultimately, behaviours should create brand contact cohesion with a brand's identity (Enslin, 2011b). Promises must be kept through behaviours, as messaging is not enough (Poore, 2018; Hsu, 2016). Tellingly, "(a) brand is a promise made and kept" (Walsh, 2018: 43). Moreover, consumers are active participants in brand promise as it is defined by what consumers think and feel about brand promise delivery (Keller, 2019). Thus, central to brand promise, and by extension brand contact, are consumers. Creating meaningful contact by creating experiences, delivering purpose and promise, will result in brand success (Walsh, 2018).

2.3. The consumer-brand relationship

The previous section determined that consumers are central to the brand behaviour experience. This section explores the consumer-brand relationship, specifically concerning consumers' perceptions, influenced by brand associations, experiences and how well a brand can create resonance with consumers. After all, brand essence is reliant on a consumer's brand experience (Schmitt, 1999).

For organisations to flourish, consumer centrism is crucial (Chen et al., 2016). Brand is not simply an identity, but a feeling the consumer holds of a brand (Neumeier, 2006). As Keller states: "the power of a brand lies in what resides in the minds and hearts of consumers" (Keller, 2013a: 69). Consumers are active in defining what they need and expect from brands and can also influence other consumers (Keller, 2009). Moreover, consumers' knowledge of brands will influence associations they hold of brands, in turn driving brand equity (Keller, 2009). In Woolworths' case, during the Ubuntu Baba saga, consumers encouraged the public to boycott Woolworths, leading to potential brand harm (Bizcommunity, 2019).

Brand associations are based on consumers' knowledge and awareness of brands (Keller, 2013a), and these concepts are worth exploring, as they influence brand equity (Keller, 2009) and loyalty (Aaker, 1996). Brand awareness speaks to how strongly consumers associate a brand with something, and build their perceptions based on these associations (Keller, 2013a). The premise is that brand awareness leads to brand recall, which increases brand equity (Aaker, 1996). Notably, consumers will notice any behaviours, increasing brand awareness (Keller, 2009) and all touchpoints influence consumer equity (Chen et al., 2016). Henceforth, "good" and "bad" brand experiences impact consumer-brand relationships.

It is therefore essential to ask, what are brand experiences' role in impacting consumers' perceptions? Brand experiences are based on rich and memorable brand associations (Schmitt, 1999). Consumers who know what they want (Keller, 2009) expect functional benefits as a norm, but also expect brands to deliver experiences that impress senses, heart and mind (Schmitt, 1999). Furthermore, judgements, attitudes and emotional bonds with brands, result from brand experiences (Brakus, Schmitt & Zarantonello, 2009) and from knowledge influenced by brand exposure (Baumann, Hamin & Chong, 2015). Consumers' emotional attachments are informed

by awareness and experience, in particular, experience impacts brand awareness and image (Cleff et al., 2014). Therefore, brand experience impacts consumer satisfaction and loyalty (Brakus et al., 2009; Chen et al., 2016). Both negative experiences such as that of the Ubuntu Baba saga (Bizcommunity, 2019), and positive experiences such as customer service and product quality (Bizcommunity, 2017), influence the consumer-brand relationship.

Customer-based brand equity was explored as consumers have power to influence equity (Keller, 2013b). Understanding consumer value based in the brand experience, results in understanding brand equity (Christodoulides & De Chernatony, 2009). Brand equity is a method measuring a brand's value based on its assets and liabilities (Aaker, 1991), whereas customer-based brand equity measures a brand's value from the consumer's perspective (Keller, 2013a). Customer-based brand equity acknowledges the power consumers hold, as when consumers react favourably to a brand, brand equity increases and decreases when consumers react unfavourably to a brand. (Keller, 2013a).

As the study aimed to understand consumers' relationship with a brand as influenced by connection between purpose and behaviour, Keller's (2013b) brand resonance model was used. It acknowledges that brand value lies with consumers. The brand resonance model was used as a measurement for brand building efforts, and for measuring how "consumers think, feel, and act" in relation to a brand (Keller, 2013b: 124). This model takes the consumer and the overall brand experience into account. It does so by following a sequence of steps represented by questions that assist in holding space in the minds of consumers (Keller, 2013b). See Figure 1 illustrating Keller's Brand Resonance Pyramid (2013b, p. 108):



Figure 1: Keller's Brand Resonance Pyramid

Step one's purpose is to build associations in consumers' minds; step two establishes meaning in consumers' minds based on what a brand does; step three elicits brand responses from consumers; and step four converts responses to ensure consumer loyal relationships (Keller, 2013b). Step one considers identity, and for the purpose of this research, brand purpose as part of brand identity (Enslin, 2011a), constitutes step one. Brand behaviour influences brand experience (Chen et al., 2016), and as such constitutes step two as it is a vehicle assisting in establishing meaning for consumers. Step four is the ultimate consumer-brand relationship resulting in brand resonance (Keller, 2013b). These steps build on one another in creating a brand resonate relationship with consumers (Keller, 2013b). Therefore, this model subtly explains that brand purpose (brand identity) will build to brand behaviour (brand meaning), leading to associations and responses that will result in a brand resonant consumer relationship. Consequently, the model informed questions for field research interviews, where step one and two reflected Woolworths' brand purpose and behaviours. In the findings of the field research, the responses of participants were measured against step four to see whether purpose and behaviour influences brand resonance between Woolworths and consumers.

3. Chapter 3: Methodology

The purpose of research methodology is to situate how data will be collected and analysed (Du Plooy-Cilliers, 2014a). This chapter situates the research design (population and sampling, data collection and analysis methods) in a way that addresses the research question of how the consumer-brand relationship is influenced by the connection between brand purpose and behaviours, using an interpretivist approach.

3.1. Research paradigm

A paradigm is the framework used in studying the phenomena found in a researcher's field of interest and the foremost paradigms are positivism, interpretivism and critical realism (Du Plooy-Cilliers, 2014b). Positivism aims to find causality amongst phenomenon, whereas interpretivism aims to understand human behaviour, by describing and providing insight on social phenomena (Du Plooy-Cilliers, 2014b; (Nieuwenhuis, 2016a). Critical realism aims to expose phenomena and by doing so transmutes society (Du Plooy-Cilliers, 2014b).

Interpretivism was used as the worldview in this study. Although positivism was considered, as it tests casual relationships by measuring observable facts (Du Plooy-Cilliers, 2014b), the researcher was interested in the 'why's' behind the consumer-brand relationship, specifically as a consumer-brand relationship is tenuous in facts and based in emotion (Pourazad, Stocchi, & Pare, 2019). As such, positivism was deemed not entirely suitable for the study. Interpretivism, on the other hand, focuses on deep explorations (Nieuwenhuis, 2016a) and is interested in subjective meanings (Goldkuhl, 2012). This study does not care to evaluate the causal relationship between brand purpose, behaviour and the consumer-brand relationship. Instead, the study aims to provide a deep exploration of the meaning between these elements. A deep exploration was worth studying, as brands are increasingly encouraged to do as they say (Hsu, 2016; Enslin 2011a). The tension specifically related to consumers was worth exploring to understand whether the tension between purpose and behaviour influences the motivations behind consumer choices.

Moreover, the following positions were used to further explain the study's interpretivist worldview:

Epistemology:

Epistemology refers to the nature of knowledge, influencing a research approach (Du Plooy-Cilliers, 2014b). Interpretivists' epistemological position is that knowledge is fluid, meaningful depending on context (Du Plooy-Cilliers, 2014b) and subjective, but transcendent (Maree, 2016). The researcher's position: all interpretations hold meaning in understanding how the consumer-brand relationship is influenced by purpose and behaviour. I.e. Woolworths' interpretations look different to that of the consumers', but both act as meaning sets in understanding the relationship.

Ontology:

Ontology's purpose is to understand from which reality knowledge is understood (Du Plooy-Cilliers, 2014b). Interpretivists' ontological position is that reality is relative and will be experienced differently by different people (Nieuwenhuis, 2016a). As the aim was to understand Woolworths and the consumer in the consumer-brand relationship, the position was that both perspectives were relevant. Woolworths' perspective differs from consumers', but both were used in exploring the consumer-brand relationship, purpose and behaviour. I.e. Woolworths might perceive their purpose in alignment to behaviours, but due to consumers, experiencing the brand as consumers, might feel differently. A discrepancy or congruency in perceptions provides further insight into how the consumer-brand relationship is influenced by Woolworths' purpose and behaviour.

Metatheory:

Metatheory demonstrates what types of theories will provide direction to the research (Du Plooy-Cilliers, 2014b). Interpretivists' metatheoretical position states theory should tell a story of phenomena being studied, rather than being empirical (Du Plooy-Cilliers, 2014b). To gather insights, this research aimed to tell the story of Woolworths' relationship with their consumers, by looking at customer experiences and Woolworths' positioning and actions. Rich description, typical to interpretivist studies (Du Plooy-Cilliers, 2014b), was used to offer insight.

Methodology:

Methodology refers to what systems the researcher uses in collecting and analysing research to understand phenomena (Du Plooy-Cilliers, 2014b). Interpretivists' use qualitative data collection methods to deeply understand meanings, experiences and contexts (Du Plooy-Cilliers, 2014b; Strydom & Bezuidenhout, 2014). The study was interested in deeply understanding how Woolworths positions their purpose and behaviour, and how this influences the consumer-brand relationship. This exploration was done through using field research interviews with consumers, and unobtrusive data collection (content analysis from Woolworths' website).

Axiology:

Axiology explores the researcher's values and how it influences the research (Du Plooy-Cilliers, 2014b). Interpretivists value uniqueness and speak openly about their and their participants' values (Du Plooy-Cilliers, 2014b). This study considered Woolworths' positioning as important as consumers' perceptions. Furthermore, values that could potentially influence the trustworthiness of the study, were openly discussed for transparency. Ethics as a point of integrity (Louw, 2014), are addressed in Chapter 5, showing the importance of transparency as valuable for the research.

3.2. Research approach

Interpretivists uses qualitative methods to understand phenomena (Du Plooy-Cilliers, 2014b). As such, qualitative research methods, aligned to the researcher's worldview of interpretivism, were used in this study.

Qualitative research aims to understand the subjective meanings people attribute to social problems and human qualities (Creswell, 2014; Visocky O'Grady & Visocky O-Grady, 2006). Conversely, quantitative approaches explain research questions through objective statistical examinations (Maree, 2016). Brand purpose is a subjective inspirational ideal that guides brand behaviour (Hsu, 2016). The consumer-brand relationship is emotional and perpetuates how consumers feel and experience a brand (Graffigna & Gambetti, 2015), therefore it is also subjective. Consequently,

purpose, behaviour, and the consumer-brand relationship, aligns to a qualitative approach.

Qualitative research makes use of interactive and non-interactive modes of inquiry (Maree, 2016). To address purpose and behaviour from Woolworths' perspective, non-interactive methods were used in the form of content analysis – Woolworths' media will be used to explore Woolworths' brand purpose and behaviour. To address how the consumer-brand relationship is influenced by purpose and behaviour, the interactive method of field research was used. Thus, interviews were conducted with consumers to understand their associations of purpose and behaviour. This method aided the qualitative tradition of phenomenology, which focuses on participants' experiences and the meaning associated with these experiences (Nieuwenhuis, 2016b).

Furthermore, cross-sectional research is when observational research conducted is done at one specific time only (Setia, 2016). As the study relied on once-off interviews, the study is cross-sectional.

3.3. Research design

Research design addresses research questions, goals, conceptual framework, methods, and validity, to ensure coherency in a study (Nieuwenhuis, 2016b).

Research has been done deductively. During a deductive approach, the researcher looks at making a general claim and through doing research comes to a specific conclusion (Davis, 2014a). Furthermore, deductive reasoning can be used to identify characteristics and behaviours from one context, to make assumptions about characteristics and behaviours in a similar context (Davis, 2014a). As the study looked at characteristics of brand purpose, behaviour, and the consumer-brand relationship in the context of Woolworths, the study deduced meaning from these concepts as a whole.

The research made use of hermeneutic phenomenology. Whereas phenomenology looks at how individuals experience phenomena (Du Plooy-Cilliers, 2014), hermeneutic phenomenology takes it a step further by interpreting documents of the lived experiences of people (Nieuwenhuis, 2016b). Hermeneutics aims to do a deep read of material to discover embedded meanings (Bezuidenhout & Cronje, 2014). It is specifically interested in language, where meaning is established by facilitating the language participants use (Davis, 2014b). The study interpreted meanings consumers hold of Woolworths, specifically in relation to Woolworths' purpose and behaviours. Therefore, the research explored what consumers said, and how they said it, to understand their feelings towards Woolworths. Similarly, research explored Woolworths' language in the form of text, to understand their presentation of their purpose and behaviours.

To emphasise, this research has considered two data sets or studies in answering the research problem of how the tension between purpose and behaviour influences the consumer-brand relationship. To address how Woolworths positions their purpose and behaviours, unobtrusive content analysis was done to explore Woolworths' text. The second study made use of field research interviews with consumers to address the consumer-brand relationship.

The outcome of the research was exploratory, as exploratory research aims to understand and provide insights to the unknown (Davis, 2014c). The study has offered insights that emerged from exploring purpose, behaviour and the consumer-brand relationship.

The upcoming section explores population and sampling, data collection and data analysis methods in alignment to the hermeneutic phenomenological approach discussed in 3.2. and 3.3.

3.4. Population and sampling

3.4.1. Unit of Analysis:

To reiterate, two data sets or mini studies have been conducted. Firstly, data set one explores the sub question of how Woolworths presents its purpose and behaviour. The unit of analysis for this data set is **Woolworths**, where data was collected from a content analysis of Woolworths' texts (website pages).

Secondly, as another sub question speaks to consumers' perceptions about Woolworths' purpose and behaviour, the second data set's unit of analysis is the **Woolworths consumer**, where data was collected from field research interviews.

3.4.2. Population:

The research problem assists in defining a population for a study (Pascoe, 2014). As such the research problem is reiterated: exploring how Woolworths' brand purpose and behaviours, influences the consumer-brand relationship.

Population parameters for both data sets were informed by access, limitations, and the research questions. Parameters for data set one's population group of Woolworths' texts as presented by Woolworths follow:

- The research problem explores concepts of purpose and behaviour. As such, texts referred to these concepts to assure relevancy to the study.
- As sub question 1 addresses how Woolworths presents its purpose, texts had to originate from Woolworths.
- Due to COVID-19, access to physical locations such as visiting the library, or asking for texts from Woolworths' staff, was limited. Therefore, texts were collected online.
- Access to company documents due to Woolworths' safeguarding their intellectual property was also a consideration. Thus, the researcher relied on texts in the public domain.

Thus, the population for data set one was: Woolworths related texts, available online, mentioning Woolworths' purpose and behaviours, and constructed by Woolworths.

The second data set's population will be discussed. As the study looked at how the consumer-brand relationship is influenced by Woolworths' purpose and behaviours, the population had to be relevant to Woolworths and their target audience. The following parameters were considered to ensure relevancy to the research problem:

- Consumers needed to shop regularly at Woolworths, to demonstrate that they are Woolworths' target audience. COVID-19 was considered in regularity, as shopping habits have changed due to the pandemic. Regularity was informed by populations who shops more than twice per year for lifestyle and clothing or more than twice per month for groceries.
- As Keller's brand resonance model was used in the research, the population had to associate as Woolworths consumers in the present or past.
- To ensure safe access for the researcher and participants during COVID-19, consumers needed access to social media and the internet. Social media was used to recruit participants.
- Specifically, participants had to belong to Facebook groups, where the researcher recruited participants. This will be discussed in more detail later.
- Additionally, the population needed reasonable internet connections and access to Zoom video software, as the research was conducted online using Zoom.
- Lastly, the population needed to be available during the period of 15 to 28 July 2020, as that was when the researcher had available time to conduct interviews.

Thus, the population for data set two was: Woolworths consumers who associate as Woolworths consumers and shop regularly at Woolworths, whilst also having access to social media, internet, and Zoom video software to be interviewed during the week of 15 to 28 July 2020.

3.4.3. Sampling:

Sample class:

Non-probability sampling was used for the study, as non-probability sampling is best used for qualitative research where representation of sample is not as important for

generalisation of results (Pascoe, 2014). It will be too difficult to generalise results or access larger populations needed for probability sampling. Rather than choosing a population to generalise results, data saturation was used to understand the research problem in detail (Pascoe, 2014).

Sampling method:

In choosing sampling methods, budget, time, resources, purpose, access, and error allowance were considered (Pascoe, 2014; Maree & Pietersen, 2016). As the study was limited in time and budget, and easy access was needed in recruiting samples, purposive sampling was used in this study. Purposive sampling is done when the researcher has a specific intention in assisting the research (Maree and Pietersen, 2016), and uses the research question to draw a sample that has specific characteristics (Pascoe, 2014).

Both data sets one and two made use of purposive sampling. Purposive sampling was relevant, as specific characteristics were used to draw samples to ensure research addressed relevant Woolworths texts mentioning purpose and addressed the consumers of Woolworths the researcher had access to.

Sample size:

Although larger sampling sizes assist with representativeness and accuracy (Maree & Pietersen, 2016), due to limitations of time and resources, the researcher chose a smaller sample. Specifically, as non-probability sampling is not representative of an entire population (Pascoe, 2014), data saturation becomes vital in quality qualitative research (Nieuwenhuis, 2016b). Data saturation refers to the number of people required to be interviewed or social artefacts analysed until no new information is illuminated (Pascoe, 2014; Nieuwenhuis, 2016b). For data set one, three Woolworths texts, exploring Woolworths' purpose in unique ways, were used. Yet all shared similar information. For data set two, the researcher concluded the interviews after four participants were interviewed, as no new information emerged. Thus, saturation was achieved with both data sets.

Accessing sample:

For data set one of Woolworths texts, access to sample was informed by availability of, and access to texts as explained in 3.4.2. For data set two of Woolworths consumer interviews, access was informed by safety during COVID-19 as per 3.4.2.

Furthermore, in accessing Woolworths related texts, multiple texts were considered from the Woolworths Holdings website, as texts are open to the public. Yet, texts had to qualify the population parameters and as such only texts referring to brand identity elements of purpose were accessed. I.e. texts associated with vision, essence, values, and aligned brand actions taken by Woolworths.

Conversely, in recruiting the Woolworths consumer sample, Facebook was used as a tool to source participants for interviews. Community groups attentive to lifestyle, retailing and food, were accessed to recruit participants for the study. The researcher used Facebook's polling tool to invite and qualify participants; questions mimicked population parameters as set in 3.4.2. The recruiting example can be viewed in Appendix E.

3.5. Data collection

Where quantitative data collection methods focus on generalising results based on random sampling (Du Plooy-Cilliers & Cronje, 2014), qualitative data collection methods focus on understanding human experiences and meanings associated with social phenomena (Strydom & Bezuidenhout, 2014). As the study is interpretivist and used qualitative methodology, qualitative data collection methods were appropriate.

For data set one, unobtrusive data collection was used. To be able to ask questions to participants specifically related to the connection between Woolworths' purpose and behaviours, unobtrusive research assisted in preparation to the interviews. Qualitative content analysis as a method of unobtrusive data collection, explores phenomena by interpretation of texts (Strydom & Bezuidenhout, 2014). Specifically, as information on how Woolworths' presents its purpose and behaviours cannot fully be captured by participants, an unobtrusive data collection was required.

Furthermore, qualitative content analysis is a method used to identify emerging themes and patterns from texts (Strydom & Bezuidenhout, 2014), by systematically identifying specific messages of importance (Nieuwenhuis, 2016c). It was suitable to the study as Woolworths texts illustrated insights regarding how Woolworths' presents its purpose and behaviour.

For data set two, to address how consumers perceive Woolworths' purpose and behaviours, field research was done to collect data. Field research is applicable when participants' behaviour, indicative of deeper thoughts and feelings, is observed (Strydom & Bezuidenhout, 2014). This was applicable as the consumer-brand relationship was being studied, and therefore insights were gathered from Woolworths consumers. Focus groups were considered as a method, but weren't chosen, as focus groups are time-consuming and can be biased due to excessive moderator control or dominant participants overshadowing participants (Nieuwenhuis, 2016b). The researcher has not moderated focus groups before, and rather opted for a familiar field research method.

Specifically, the researcher chose semi-structured, in-depth interviews, as in-depth interviews understand "views, opinions and beliefs about specific phenomenon" (Strydom & Bezuidenhout, 2014: 188). Interviews have the advantage of seeing the world through the eyes of the participant (Nieuwenhuis, 2016b). This was relevant as the study wanted to capture what and how consumers think, feel and act when exposed to Woolworths' purpose and behaviour.

Moreover, to gather insights on how Woolworths has presented their purpose and behaviour, for data set one's content analysis, texts were collected from Woolworths Holdings Limited website (2020). Texts were coded to sub themes as part of the themes of purpose and behaviour. I.e. sub themes were identified and highlighted such as Woolworths' aim to be a responsible retailer, under the theme of purpose.

For data set two's interviews, data was collected using Zoom (digital video and audio meeting software). It was important to capture non-verbal cues and combine it with oral data (Nieuwenhuis, 2016b). The interview schedule and transcripts, with

reference to Keller's brand resonance model and the research questions, can be viewed in Appendices C and D.

3.6. Data analysis

Data collection and analysis are not two separate processes, but iterative and collective (Neuwenhuis, 2016c). As such, data analysis was similar to data collection methods, and aligned to the researcher's interpretivist approach.

Data set one's analysis method follows its collection method in the form of qualitative content analysis. To interpret Woolworths texts, the researcher used thematic content analysis. Thematic analysis is used to identify and analyse iterative themes found in data (Braun & Clarke, 2006), and so embedded meanings become apparent with repeat analysis and interpretation of data (Bezuidenhout & Cronje, 2014). Thus, in doing the content analysis, the researcher searched for iterative themes in Woolworths texts as related to brand purpose elements such as vision, values and essence. Again, hermeneutics, as a technique of interpretivist data collection (Nieuwenhuis, 2016b), was used in thematic content analysis to understand the meaning behind common themes across texts.

To normalise data set two's data with that of one, thematic content analysis was also used. In analysing the data from interview transcripts, the researcher searched for prevalent themes. According to Braun and Clarke (2006), prevalent themes are reoccurring themes in the data set, showcasing meaning as a result of it. Furthermore, data set one's findings were used, in analysing data set two's interviews, as themes were coded and analysed by using the same themes from data set two. In other words, the thematic analysis was deductive, as it was driven by the broader theoretical theme of purpose and behaviour (Braun & Clarke, 2006). I.e. patterns were looked for amongst transcripts to identify commonalities between participant experiences and themes surrounding how Woolworths positions their purpose, vision, values and actions.

The researcher used Braun and Clarke's (2006) guidance for thematic analysis to code both sets of data as per Figures 2 and 3.

Table 1: Phases of Thematic Analysis

Phase	Description of the process
1. Familiarising yourself with your data:	Transcribing data (if necessary), reading and re-reading the data, noting down initial ideas.
2. Generating initial codes:	Coding interesting features of the data in a systematic fashion across the entire data set, collating data relevant to each code.
3. Searching for themes:	Collating codes into potential themes, gathering all data relevant to each potential theme.
4. Reviewing themes:	Checking in the themes work in relation to the coded extracts (Level 1) and the entire data set (Level 2), generating a thematic 'map' of the analysis.
5. Defining and naming themes:	Ongoing analysis to refine the specifics of each theme, and the overall story the analysis tells; generating clear definitions and names for each theme.
6. Producing the report:	The final opportunity for analysis. Selection of vivid, compelling extract examples, final analysis of selected extracts, relating back of the analysis to the research question and literature, producing a scholarly report of the analysis.

Figure 2: Braun and Clarke's Phases of Thematic Analysis

I.e. the researcher repeatedly read data set one texts and transcribed data set two interviews, whilst immersing into the data alongside notetaking. Both data sets were coded after themes emerged. Themes were then refined and named when both data sets demonstrated a story relating to Woolworths' purpose and behaviour, in connection to participants' experiences.

Data extract	Coded for
it's too much like hard work I mean how much paper have you got to sign to change a flippin' name no I I mean no I no we we have thought about it ((inaudible)) half heartedly and thought no no I jus- I can't be bothered, it's too much like hard work. (Kate F07a)	1. Talked about with partner 2. Too much hassle to change name

Figure 1: Data extract, with codes applied (from Clarke, Burns, & Burgoyne, 2005).

Figure 3: Braun and Clarke's Coding Example as researcher followed

Findings (report of analysis) will be explored in Chapter 4. See Appendix F for coding of thematic analysis.

3.7. Limitations and delimitations

Limitations are factors beyond the researcher's control (Enslin, 2014). Limitations for the research follow:

- The study was limited in time, following Vega's deadlines. Time spent with participants increases a study's credibility (Koonin, 2014), and is also increased when findings are believable from participants' perspectives (Koonin, 2014). To address the limitation of time and credibility, the researcher made use of verbatim quotes as evidence in findings for believability, to ensure that data does not lack credibility.
- COVID-19 was another limitation, as direct contact with participants (eliminating random sampling at a shop) and access to the library was restricted. To address this limitation, literature and Woolworths texts were accessed from Woolworths' online sources, and interviews were conducted using digital meeting software.
- Woolworths' presentation of themselves could have overshadowed alignment or misalignment to purpose, in maintaining their brand image. To address this limitation, data was also collected from consumer interviews for an additional perspective. Additionally, during interviews, other behaviours as captured by

external stakeholders, such as the Ubuntu Baba incident, was presented alongside Woolworths' media to provide a holistic picture to participants.

Delimitations, influenced by the researcher's theoretical framework, design, and methods, are limitations the researcher chooses specifically (Enslin, 2014). Delimitations for the research follow:

- In choosing non-probability sampling for the research, samples weren't representative of the entire population. Non-probability sampling is not as reliable as probability sampling and findings cannot be generalised to an entire population (Pascoe, 2014). To address this, findings were not generalised, but rather told a story, to build believability of data. Also, samples were chosen based on the researcher's access, and relevancy to the research problems.
- The study didn't use theoretical frameworks related to broader concepts of branding i.e. brand architecture, thus the researcher was unable to generalise findings to those concepts. However, the researcher, was not interested in broader concepts, as the focus was to explore the phenomena of purpose and behaviours on the consumer-brand relationship
- By excluding quantitative approaches, in focussing on subjective meanings of purpose, behaviour, and the consumer-brand relationship, rather than on causality between these elements, a qualitative, interpretivist research design also delimited the study. However, the researcher recommends additional research to be done to address causality.
- The choice of doing interviews and qualitative content analysis, has delimitations on research execution as focus groups or observational research were absent. This was addressed by ensuring that data collection methods and analysis were trustworthy by qualitatively integrating methods and offering rich descriptions (Koonin, 2014).

4. Chapter 4: Findings and Discussion

4.1. Findings

4.1.1. Answering sub question 1

Data set one (content analysis) will be discussed to answer research sub question 1: How does Woolworths position their brand purpose in relation to their brand behaviours?

The researcher's interest with this question, was to gain insights on how Woolworths positions themselves in relation to their purpose, and whether their behaviours align to that positioning. Content was therefore analysed in terms of brand identity elements, as part of Enslin's brand identity system (2011a), namely, their purpose, vision and values. Furthermore, stakeholders were also considered, as a brand comes to life through cohesive contact with stakeholders (Altaf et al., 2019; Keller, 2013a). Even in Enslin's brand identity system (2011a), stakeholders are referred to in mantra and purpose.

The following website pages from Woolworths were analysed:

- OUR PURPOSE, VISION AND VALUES (Woolworths Holdings Limited, 2020a)
- OUR STAKEHOLDERS (Woolworths Holdings Limited, 2020b)
- Our good business journey (Woolworths Holdings Limited, 2020c)

Woolworths is predominantly positioning themselves, across analysed pages, as a brand that is committed to people and the planet, by being a responsible retailer.

The below table captures specific themes, telling the story of how Woolworths has positioned themselves. Verbatim quotes are used as evidence of the themes:

Table 1: Coded themes alongside prevalent quotes

Themes	Prevalent quote
Stakeholder commitment/responsibility	"A vital component of this is understanding how we influence and impact our stakeholders, and also how we can learn from and leverage our stakeholder base. In turn, we aim to create shared value from our activities through identifying societal and business benefits simultaneously for all our stakeholders."
Sustainability	"The Group's Good Business Journey programme consists of eight focus areas – the main drivers of value creation and the material aspects to address sustainability in the Group."
Responsible retailer	"OUR VISION: TO BE ONE OF THE WORLD'S MOST RESPONSIBLE RETAILERS reflects our passionate commitment to doing good business, for our customers, our people and our planet."
Good business practices	"The Good Business Journey encompasses the issues which matter most to our colleagues, customers, shareholders and other stakeholders. It also enables a consistent approach to managing sustainability issues across our global supply chain, thereby delivering our vision of being the most sustainable retailer in the southern hemisphere."
Responsible sourcing	" Our suppliers – we source goods and use the services of thousands of direct and indirect suppliers. We strive to provide favourable terms and support their development in a long-term and sustainable way." AND "responsible sourcing of all key commodities by 2020."
Community upliftment	" Our communities – we operate in South Africa and 10 other sub-Saharan African countries as well as in Australia and New Zealand. We appreciate the need to be meaningfully involved in community upliftment initiatives in the areas within which we operate."
Customer importance	"CUSTOMER OBSESSED means that in our world, the customer always comes first."
Leadership	"Our values inform and underpin the way we do business across our Group. From values-based leadership to passionate brand advocacy, we seek to embed our values across all dimensions of our business."
Quality	"(E)xceptional quality in every product we sell and every experience we deliver" AND "QUALITY is the heart of our business. We are committed to quality, in whatever we do, wherever we do it."
Value creation	" Our employees – we employ over 46 000 people across our global operations, and recognise our role as a leading employer to enable wellbeing through investment in skills, learning opportunities, and conducive working environments."
Collaboration	"COLLABORATIVE means we are one team working together."
Partnerships	"At WHL, we believe that building strong stakeholder partnerships is key to building a more sustainable business and future."

For the full coded thematic analysis see Appendix F.

Words like "impact on stakeholders" showcase Woolworths' self-awareness about their influence on stakeholders. Stakeholders specifically, have also been identified,

demonstrating the variety of their influence, i.e. employees, communities, the planet, suppliers, and customers.

Concerning good business practices, Woolworths has considered partnerships, responsible sourcing supporting suppliers, as well as sustainability of their business practices, and the environmental footprint. Their bold statement of “OUR VISION: TO BE ONE OF THE WORLD’S MOST RESPONSIBLE RETAILERS,” showcases that commitment to good responsible retailing are ingrained in their business practices. Their strategy called The Good Business Journey ensures they commit to actions that drive forth sustainability.

The following table indicates the frequency in which themes were mentioned across the analysed pages:

Table 2: Frequency of themes

Themes	Frequency
Stakeholder commitment/ responsibility	12
Sustainability	11
Responsible retailer	8
Good business practices	7
Responsible sourcing	4
Community upliftment	4
Customer importance	4
Leadership	4
Quality	3
Value creation	3
Collaboration	1
Partnerships	1

This table shows that themes of stakeholder commitment, sustainability, responsible retailing, and good business practices, are more prevalent than themes of purpose, vision, values, and stakeholders.

Although responsible sourcing, community upliftment, customer importance and leadership are fairly represented, quality has quite low frequency. This is interesting to note as Woolworths’ main purpose statement specifically speaks to quality and

customer importance. Additionally, community upliftment and responsible sourcing have been considered as part of stakeholder commitment, which is one of Woolworths' values. The pie chart below demonstrates the various stakeholder groups as separate themes within the theme of stakeholder commitment:



Figure 4: Stakeholder Commitment divided between stakeholder themes

From the above thematic analysis, it is apparent that Woolworths has positioned themselves as a sustainable brand, who is committed to ethical business practices affecting consumers, suppliers, communities of the world, and the planet.

Importantly, if Woolworths represents themselves as a brand who sees customers equal to suppliers and communities, what does this say about the alleged plagiarised behaviour from a brand like Ubuntu Baba, a local, beloved brand ingrained in the community, yet not part of the Woolworths supply chain? This tension will be considered as part of the findings of 4.1.2.

In summary, what does Woolworths' brand purpose say about their brand behaviours, as captured by themselves? The researcher has identified that Woolworths positions themselves as a sustainable brand, with a vision to be one of the world's most responsible retailers, who cares deeply for multiple stakeholder groups, more so than

the stated purpose of a customer-obsessed brand adding quality of life to their stakeholders. Additionally, the brand has multiple active strategies to take action on these commitments. They do not preach, but have strategies in place, as per their Good Business Journey report (Woolworths Holdings Limited, 2019), aligning to these statements.

4.1.2. Answering sub question 2

Data set two (consumer interviews) will be discussed to answer research sub question 2: What does Woolworths' brand behaviours say about the authenticity of their purpose, as perceived by consumers?

The researcher wanted to capture the consumer's relationship with Woolworths, and how consumers perceive Woolworths' purpose and behaviours. To ensure participants received a holistic view of brand behaviours, the researcher provided participants with behaviours in alignment with Woolworths' purpose (as captured by Woolworths' actions), and instances of alleged behaviour not aligning with their purpose. The researcher feels to make this transparent, to ensure context for the findings below. See Appendix C and D, to view these behaviours as shown to participants.

During data set two's analysis, the prevalent themes from the content analysis were also used to ensure consistency across data; sustainability, stakeholder commitment, good business journey, quality. The below table captures these specific themes and subthemes, which emerged during interviews. Again, the most prevalent verbatim quotes are used as evidence:

Table 3: Thematic analysis and evidence

Themes	Subthemes	Quote
Sustainability	Good business practices	"Woolworths is doing better than most" (Participant D)
	Plastic packaging	"Woolworths has campaigns for no plastic yet they have so much packaging...Woolworths are actually really heavy on packaging." (Participant D)
Stakeholder commitment	Customer importance	"(customer) is King...That, that we are here to serve you with quality, is what, is what consistently comes through in everything... There's consistency in their service. Absolute consistency in their service" (Participant B)
	Responsible sourcing	"sometimes it's when brands transgress on that, that you are more likely not to shop there...it's funny because those stick in mind more than if somebody had told me Woolies put up a school somewhere... negative publicity always stays in mind more than positive publicity... You didn't have to have a degree in marketing or advertising or know anything about business to see that this was completely plagiarised. So that that is disappointing." (Participant A speaking about Ubuntu Baba)
Good business practices	Accountability	"So, you got caught a few times you paid off, you got off the hook, but you haven't fundamentally changed the systems that keep making these mistakes...address the skeletons...I would want a clear, not an out of court settlement. I want to company policy...I want to see where and how creatives are going to benefit and I want to see their names on the tags....I think they need to step up their quality overall." (Participant D speaking about Ubuntu Baba and Frankie's)
	Community upliftment	"they haven't really, well in my personal experience, encouraged me to utilise [MySchool MyVillage MyPlanet card], which means that it's there and it seems like they're doing something, but if I'm not utilising it, it means they're not actually sending the money to anyone." (Participant A)
	Collaboration	"I think maybe with Ubuntu Baba they should have brought her in. They should have done a collab with her immediately...Let's partner up. You've clearly got something that we're looking for. Let's either buy you out and make you however much money...Or let's do a collab... They've done collabs with other people, so then just do it. I would have preferred them to do that...And then pre-empt other ones that you know are coming... let's bring it in quicker. Let's highlight. Let's talk about white labelling." (Participant B)
Quality	Quality	"I find that there's certain quality that is appealing. I think it helps validate who I think I'd like to be in terms of like a high-end consumer...there's definitely the quality they go for. Quality and sophistication and, and beauty. Yet, there's definitely an attempt to be, to show that they are trying to be more sustainable and more ethical." (Participant C)

See the below table, illustrating the frequency of participants mentioning themes:

Table 4: Frequency of themes across participants

Theme	Sub theme	Frequency
Sustainability	Woolworths as a sustainable brand	4
	Plastic packaging	2
Stakeholder commitment	Customer importance	4
	Responsible sourcing	3
Good business practices	Accountability	4
	Community upliftment	3
	Collaboration	3
Quality	Quality	3

The above tables in telling a story, recognises that Woolworths is doing more than other brands when it comes to sustainability. It also alludes to Woolworths' main purpose statement of adding quality to the lives of customers and their people: all participants agreed that Woolworths' stated purpose of customer importance and quality is representative of their experiences. To link it to the literature review, participants do recognise the importance of internal stakeholders in delivering the purpose of customer-obsession and quality; Participant C stated "I've just returned something recently and they very happily, just took it and swapped it out...I've had a lot of positive experiences of just, you know, really, like really helpful [staff] wanting to be there, present, engaging" (Appendix D).

Similarly, all participants agreed that Woolworths is sustainable, yet Participant D noted: "it feels like a tick-boxing exercise...If you're planning on being sustainable, it can't just be an add on" (Appendix D). The same participant complained about the heavy plastic packaging, when Woolworths campaigns for plastic-free initiatives. The concern with regards to plastic packaging was also emphasised by Participant C, who felt that the target audience of Woolworths' seaweed product, expects sustainable packaging (Appendix D).

Regardless of whether Woolworths' contribution to sustainability is more than most retailers, and although participants experience customer importance and quality behaviours from internal stakeholders, the purpose of the brand is questioned, when communication doesn't align with touchpoints such as packaging.

Participants also feel behaviours with regards to responsible sourcing, community upliftment, and collaboration, are not aligned to Woolworths' purpose. Participant D felt initiatives like MySchool MyVillage MyPlanet, although collaborative with communities and organisations, do not account for longevity: "Who's paying for the water to keep that going? What about the upkeep? What about upskilling?" (Appendix D). Participant A felt that Woolworths doesn't encourage her to use the MySchool MyVillage MyPlanet card, and thus questioned whether communities are truly uplifted if the cards aren't used (see Table 3 for direct quote).

When the Ubuntu Baba and Frankie's incidents were shared with participants, they responded as follows in regards to collaboration:

- "They should have done a collab with her immediately" (Participant B, Appendix D).
- Participant C felt that Woolworths had to start selling Ubuntu Baba products instead of their own, to empower the entrepreneurial owner (Appendix D).
- "I want to see where and how creatives are going to benefit and I want to see their names on the tags" (Participant D, Appendix D).

Explicitly, as Woolworths has stated collaboration as one of their core values, it is interesting to see that Woolworths did not source Ubuntu Baba products, and that participants expect Woolworths to collaborate with entrepreneurial stakeholders. It is the researcher's interpretation that participants infer judgement, as the brand missed the opportunity to source the product responsibly.

Moreover, participants have brand expectations of Woolworths to be more responsible and be accountable for their actions. Relating to the Ubuntu Baba incident Participant C expressed: "I don't think they've addressed it adequately" (Appendix D). Similarly, Participant B said: "(y)ou have to come out straight away" when there are accusations

against your brand and that “[she] need(s) to be seeing that somebody’s head is rolling” (Appendix D).

It is clear that there are brand expectations, because of how Woolworths has positioned themselves. Participant B said “(i)f you are ethical and you’re saying that, then stand by your brand ethics...You’ve got to live that in everything” (Appendix D). This is emphasised by Participant D when speaking about Woolworths’ ethics: “Pick n Pay is no better than Checkers’ but [these retailers aren’t] running around saying that they’re the best...if you built your whole brand around these concepts you should hold water” (Appendix D).

To answer the sub question of, what does Woolworths’ brand behaviours say about the authenticity of their purpose, as perceived by consumers? Consumers question Woolworths’ purpose, specifically as there are behaviours that do not align to their stated purpose qualities of collaboration, good business practices and stakeholder commitment, which is expected of Woolworths.

4.1.3. Answering research question 1

Using Keller’s brand resonant consequential steps of identity (awareness and salience), meaning (performance and imagery), response (judgements and feelings), and relationships (loyalty and resonance), findings will be discussed to answer the primary research question: How does the tension between Woolworths’ brand purpose and behaviours, as measured against Keller’s brand resonance pyramid, influence the consumer-brand relationship?

Identity:

- Participants recognise Woolworths’ purpose as a responsible retailer, focussing on sustainability.
- All participants are aware of incidents where Woolworths have acted questionably to entrepreneurial stakeholders, in their opinion.
- Two participants were aware of Woolworths’ plastic packaging.

Meaning:

- As a result of heavy plastic packaging (touchpoint), consumers question Woolworths' purpose.
- The majority of participants have had a positive experience when it comes to customer service and quality.
- As a result of the Ubuntu Baba incident, participants question Woolworths' integrity and purpose.

Response:

Participants have brand expectations of Woolworths, in regards to themes of accountability and collaboration, as Woolworths' actions with entrepreneurial stakeholders do not align with their stated purpose. This sentiment also applies to plastic packaging, where Woolworths' sustainability promises do not align.

Relationship:

These associations don't negatively influence three of the participants' purchasing behaviours, even though they are aware of it:

- "I don't see them necessarily as you know, an evil entity" (Participant A, Appendix D).
- "(t)hey're not like doing anything incredibly heinous, but I've got quite high standards for them, because I don't believe Woolies has a single excuse to wrap a single thing in something that can't be recycled" (Participant C, Appendix D).
- Participant C confirms "if Woolies' wasn't there, I would definitely miss it and I would feel, I feel very concerned about South Africa, because Woolies is like an institute" (Appendix D).
- Only Participant D, who no longer associates as a Woolworths consumer has said: "I don't, because I feel conned. I feel like they've lost my trust" (Appendix D).

Thus, the connection between Woolworths' brand purpose and behaviours, as measured against Keller's brand resonance pyramid doesn't outright influence the consumer-brand relationship – participants will continue to support Woolworths. However, participants expect Woolworths to take more action towards responsible sourcing, collaboration, and sustainability. There is enough alignment for consumers to believe the purpose is authentic. However, purpose and behaviours are questioned.

4.2. Validity, reliability and trustworthiness:

Validity and reliability are used in research, to provide trust for findings (Koonin, 2014). These terms are more applicable to quantitative studies, with reliability related to whether studies can be consistently reproduced and validity related to whether the measurements were a true reflection of reality (Koonin, 2014). Qualitative studies make use of the term trustworthiness (Koonin, 2014; Nieuwenhuis, 2016c). As the study is qualitative, trustworthiness was used to explore trust of the study.

Trustworthiness relies on concepts of credibility, transferability, dependability and confirmability (Koonin, 2014). Qualitative research's use of credibility demonstrates how accurately a researcher interpreted data and is increased by spending periods of time with participants, as well as triangulating data by using multiple research methods (Koonin, 2014). Well-established research methods, appropriateness of research design to research question, purposive sampling, and detailed data collection and thick description, increases credibility (Nieuwenhuis, 2016c). As the study was limited by time, the researcher was not able to build credibility by spending extensive time with participants. However, by qualitatively integrating a research design that speaks to interpretation of concepts, with multiple data collection methods (in conducting interviews and using qualitative thematic content analysis, the researcher had two data sets from different perspectives to understand the consumer-brand relationship in relation to purpose and behaviour), and using purposive sampling (to choose a sample with relevant characteristics), the credibility of the study has increased, according to Nieuwenhuis' (2016c) descriptions of credibility.

Transferability speaks to how transferable the results of a study are to similar situations (Koonin, 2014). It can be increased by focusing on how appropriate participants are for the study and providing an in-depth understanding of study's context (Nieuwenhuis, 2016c). Although the study made use of Woolworths to understand purpose, behaviour and how these concepts influence the consumer-brand relationship, the study could potentially be transferable to other brands and offer insight to the industry, as the findings provided insight into these concepts, rather than explaining these concepts as truth.

Dependability speaks to the level of quality produced when integrating theory, data collection and analysis methods (Koonin, 2014). It is used to substitute reliability in qualitative research and is established through research design, detailed data collection and reflection on research (Nieuwenhuis, 2016c). As the research problem is one exploring concepts of purpose, behaviour and the consumer-brand relationship, rather than a comparative or proving a hypothesis, the problem fits the research design of a qualitative study. Aligned data collection and analysis methods, have similarly aided dependability, as the study aimed to interpret concepts, and thus used appropriate methods of thematic analysis amongst content and interviews, to interpret the consumer-brand relationship as influenced by purpose and behaviours.

Lastly, confirmability speaks to how accurately the researcher's findings and interpretations reflect the data collected (Koonin, 2014). It can be increased by minimising research bias (Nieuwenhuis, 2016c). As such, the researcher admitted to own predispositions and ensured data is represented transparently (all transcripts and raw texts are available in the appendices). The researcher has also critically reflected on the data. I.e. biases amongst consumers have been discussed in findings, and the researcher has openly discussed problems with interviews. Furthermore, limitations and ethical considerations (in Chapter 5) have been openly discussed to account for biases. Thus, the researcher aimed to ensure that the findings are confirmable and openly available to safeguard confirmability.

In conclusion, by implementing credibility, transferability, dependability, and confirmability, the research aimed to be trustworthy.

5. Chapter 5: Conclusion

5.1. Concluding answers to the research questions

As per Chapter 4, the researcher found that Woolworths positions themselves as a responsible retailer who cares about their stakeholders. Their stated purpose addresses customer obsession, quality, and collaboration (Woolworths Holdings Limited, 2020a). Yet the thematic content analysis showed more emphasis is placed on sustainability.

In 4.1.2. the thematic analysis of interviews demonstrated that participants do not perceive Woolworths as heinous due to misaligned behaviours, because Woolworths contributes more to sustainability and community upliftment than most retailers. They do however expect Woolworths to be more accountable when behaving questionably – essentially, they do believe brands have to do as they say, and believe actions speak loudest.

The literature speaks to purpose, as a meaningful brand promise made to all stakeholders. It is something all stakeholders should experience cohesively, with brands not using it as a communications gimmick to attract more consumers. The research findings from Woolworths' content analysis showcases Woolworths' meaningful ethic driving touchpoints. Initiatives like MySchool MyVillage MyPlanet, and their Good Business Journey strategy and report tracking actions taken, also indicate that it is not just a gimmick, but something Woolworths commits to. Important to note that it is also measurable, transparently showing all stakeholders, how they aim and have implemented their purpose.

When it comes to behaviours, the literature emphasises that behaviours are touchpoints, which stakeholders experience cohesively. The importance of internal stakeholders is key to brand behaviours, as they are essentially the vehicles to drive purpose and deliver on a brand's promise. Internal stakeholders have to believe in the brand to be able to deliver that promise effectively to external stakeholders.

Participants confirmed Woolworths' value of customer obsession and quality, with internal stakeholders driving this value, offering cohesion. However, heavy plastic packaging in products, alleged plagiarised behaviours, and lack of collaboration and accountability, interrupt the cohesion participants feel towards Woolworths.

This brings the researcher to the consumer-brand relationship. The literature speaks to the consumer-brand relationship in regards to the power consumers hold in evaluating the brand. Using Keller's model, the findings show that participants associate Woolworths as a responsible retailer, because Woolworths has positioned themselves as such. This association still stands, even though participants are aware of misaligned behaviours concerning Ubuntu Baba and heavy plastic packaging. This has led to brand responses, where participants have brand expectations of Woolworths needing to be more accountable to counter misaligned behaviours. In regards to brand resonance, for three participants, regardless of brand expectations, their relationship with Woolworths is not at risk. However, they do question Woolworths' authenticity.

Therefore, the researcher concludes the research problem (how is the consumer-brand relationship influenced by the connection between purpose and behaviours, as measured against Keller's brand resonance model?): Participants do question how brands behave in comparison to what they say, whilst remaining loyal. Loyalty is influenced by considering a brand's experience of touchpoints as representative of purpose. Importantly, consumers expect brands to do better, especially if brands have positioned themselves as better brands.

5.2. Implications of findings for future practices

5.2.1. *Implications for brands*

The research has emphasised there is a connection between purpose and behaviours for consumers. Although, the majority of participants associate strongly with Woolworths, they have expectations of the brand to behave better as Woolworths explicitly uses better behaviour as driving ethic. This demonstrates all brands should

be more cognisant of what they say and what they do. Consumers are conscious of a cohesive brand experience and look to multiple actions. Consumers will consider both Woolworths' strategies for their Good Business Journey and the potential of non-cohesive behaviour, as illustrated during the Ubuntu Baba incident, in building meaning of the brand. Thus, brands should consider all of their touchpoints critically from the perspective of multiple stakeholders.

5.2.2. Implications for the branding industry

The connection between purpose and behaviour to the consumer-brand relationship has implications for brand professionals. As a result of understanding purpose and behaviour better, brand professionals could assist in building improved relationships with clients and their consumers by paying careful attention to a cohesive brand experience. This is important, because brand building's purpose is to connect stakeholders to a meaningful purpose they share with a brand and to build long-term relationships with stakeholders, based on improving lives (Enslin & Klopper, 2011).

5.2.3. Implications for future research

The research indicated that participants do feel brand purpose is important to them in making purchasing decisions. Where the study showed that brand purpose is something consumers consider as part of the relationship and consumers do observe behaviours to see whether brand purpose is lived by a brand, the research did not fully address purchasing decisions. This could be explored in future research.

As this study was limited by time and COVID-19, it would be valuable to have the research replicated with greater allocation to time, and during a time when more participants can be recruited using random sampling in Woolworths stores.

Lastly, in focussing on brand purpose, behaviour and the consumer-brand relationship, qualitatively, using an interpretivist approach, there is an opportunity for future researchers to explore the direct causal relationships between these concepts, using either a mixed method or quantitative positivist study.

5.3. Conclusions

The research aimed to explore how the consumer-brand relationship is influenced by the tension between brand purpose and behaviours. The relationship between purpose and behaviours is not black and white for consumers. Woolworths is experienced meaningfully, because their positive behaviours outweigh the alleged negative behaviours. More importantly, the research did confirm that consumers expect brands to behave as they promise, yet it also demonstrated that consumers are somewhat forgiving when brands take responsibility for their actions and put plans into place to address misaligned behaviours with integrity. Consumers base these brand expectations on what the brand promises, i.e. their purpose. In conclusion, consumers will expect more from brands who have purposes that are clearly communicated to consumers, but will also be forgiving, as long as brands address misalignment.

5.4. Ethical considerations

Ethics is there to ensure research integrity, by adhering to an ethical code and academic standard (Louw, 2014). The following ethics were considered:

- Participants should not be misled and need to trust the researcher (Louw, 2014). Consent forms were sent to participants (see Appendix B), and confidentiality ensured by altering participants' names (research refers to Participant A, B, C, and D). Participants were clearly informed of the context, purpose, and safety of research during interviews. Participants were not forced to answer when they didn't want to answer a question or felt uncomfortable. I.e. one participant mentioned she has worked for Woolworths (this was only revealed to researcher during the interview), and asked to exclude a specific recorded section.
- The researcher is a stakeholder of the research (Louw, 2014). Personal bias of the researcher could potentially influence the research. I.e. as the researcher

is a Woolworths consumer, strong unfounded opinions were avoided and data was analysed as objectively as possible.

- Data on the Internet isn't always trustworthy (Nieuwenhuis, 2016b). The study made use of content analysis from Woolworths' online media. The researcher paid careful attention to sourcing information directly from Woolworths' holdings website, rather than using questionable authored documents.

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Appendices:

A. Ethical clearance form



15 July 2020



Student name: Le Zanne Pienaar

Student number: 19012160

Campus: Vega Bordeaux



Re: Approval of Bachelor of Arts (Honours) in Strategic Brand Communication Proposal and Ethics Clearance



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 we hereby provide you with ethical clearance to proceed with your data collection.



There may be some aspects that you still need to address in your proposal. If this is the case, feedback will be provided to you in writing. You will need to address these aspects in consultation with your supervisor.

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

We wish you all the best with your research!

Yours sincerely,

Peet Engelbrecht
Supervisor


Dr. Helena van Wyk
Campus Postgraduate
Coordinator – RESM8419

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Inanda Greens
54 Wierda Rd West
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Group Company Secretary: KN Piki

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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.

The Independent Institute of Education Pty Ltd, its associated companies, employees, contractors, representatives and directors, are indemnified against all claims which may arise in connection with or as a result of any loss, damage or injury to you as a researcher entering into an agreement with a participant in the course of your research, provided that such loss, damage or injury is caused by the gross negligence or intentional act(s) or omission(s) of The Independent of Institute Education Pty Ltd, its associated companies, employees, contractors, representatives and directors.

Wishing you the very best of luck.

Yours sincerely,



Campus Postgraduate Coordinator – RESM8419

Dr. Ria van Zyl

National Post-graduate Coordinator – IIE-Vega

The Independent Institute of Education

B. Informed consent forms

Participant A consent form

EXPLANATORY INFORMATION SHEET AND CONSENT FORM FOR PARTICIPANTS

To whom it may concern,

My name is Le Zanne Pienaar and I am a student at Vega. I am currently conducting research under the supervision of Helena van Wyk and Peet Engelbrecht about how the tension between brand purpose and behaviour influences the consumer-brand relationship, by looking specifically at Woolworths. I hope that this research will enhance our understanding of the importance of brand purpose and brand behaviours, and consequently apply these concepts to purpose-driven branding and communication and be able to contribute to the academic body of knowledge on these concepts.

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 the study relies on consumers' knowledge and insights on how brand purpose and behaviours are perceived. As you are a Woolworths consumer, it would be of great value to my study. If you decide to participate in this research, I would like to invite you to a one to two-hour in-depth interview in the next two weeks. The interview will ask questions related to the concepts of your understanding of Woolworths' brand purpose and behaviours as well as your experience as a consumer. The interview will be semi-structured. Although there will be structured questions, the conversation might lead to other questions.

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 experience as a consumer, and that will contribute to the academic body of knowledge on the concepts discussed. 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 purely 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 agree 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 lecturer and I will have access to these recordings. Nobody else, including anybody at Vega 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.

I would like your permission to use your name/video recordings/audio recordings to share with my study colleagues like my supervisor to get feedback for my research.

What will happen to the information that participants provide?

Once I have finished all interviews, I will write summaries and transcripts to be included in my research report, which is a requirement to complete my BA Honours in 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 lecturer 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.

Consent:

I..... Atiya Mosam voluntarily agree to participate in this research study.



Signature of Participant

24/07/2020

Date

Researcher

Le Zanne Pienaar

072 771 7239

19012160@vegaconnect.co.za

Lecturer

Helena van Wyk

011 521 4600

jhb@vegaschool.com

Participant B consent form

EXPLANATORY INFORMATION SHEET AND CONSENT FORM FOR PARTICIPANTS

To whom it may concern,

My name is Le Zanne Pienaar and I am a student at Vega. I am currently conducting research under the supervision of Helena van Wyk and Peet Engelbrecht about how the tension between brand purpose and behaviour influences the consumer-brand relationship, by looking specifically at Woolworths. I hope that this research will enhance our understanding of the importance of brand purpose and brand behaviours, and consequently apply these concepts to purpose-driven branding and communication and be able to contribute to the academic body of knowledge on these concepts.

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 the study relies on consumers' knowledge and insights on how brand purpose and behaviours are perceived. As you are a Woolworths consumer, it would be of great value to my study. If you decide to participate in this research, I would like to invite you to a one to two-hour in-depth interview in the next two weeks. The interview will ask questions related to the concepts of your understanding of Woolworths' brand purpose and behaviours as well as your experience as a consumer. The interview will be semi-structured. Although there will be structured questions, the conversation might lead to other questions.

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 experience as a consumer, and that will contribute to the academic body of knowledge on the concepts discussed. 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 purely 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 agree 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 lecturer and I will have access to these recordings. Nobody else, including anybody at Vega 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.

I would like your permission to use your name/video recordings/audio recordings to share with my study colleagues like my supervisor to get feedback for my research.

What will happen to the information that participants provide?

Once I have finished all interviews, I will write summaries and transcripts to be included in my research report, which is a requirement to complete my BA Honours in 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 lecturer 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.

Consent:

I, Diane Lindemann voluntarily agree to participate in this research study.

Diane Lindemann

Signature of Participant

27 July 2020

Date

Researcher

Le Zanne Pienaar

072 771 7239

19012160@vegaconnect.co.za

Lecturer

Helena van Wyk

011 521 4600

jhb@vegaschool.com

Participant C consent form

EXPLANATORY INFORMATION SHEET AND CONSENT FORM FOR PARTICIPANTS

To whom it may concern,

My name is Le Zanne Pienaar and I am a student at Vega. I am currently conducting research under the supervision of Helena van Wyk and Peet Engelbrecht about how the tension between brand purpose and behaviour influences the consumer-brand relationship, by looking specifically at Woolworths. I hope that this research will enhance our understanding of the importance of brand purpose and brand behaviours, and consequently apply these concepts to purpose-driven branding and communication and be able to contribute to the academic body of knowledge on these concepts.

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 the study relies on consumers' knowledge and insights on how brand purpose and behaviours are perceived. As you are a Woolworths consumer, it would be of great value to my study. If you decide to participate in this research, I would like to invite you to a one to two-hour in-depth interview in the next two weeks. The interview will ask questions related to the concepts of your understanding of Woolworths' brand purpose and behaviours as well as your experience as a consumer. The interview will be semi-structured. Although there will be structured questions, the conversation might lead to other questions.

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 experience as a consumer, and that will contribute to the academic body of knowledge on the concepts discussed. 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 purely 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 agree 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 lecturer and I will have access to these recordings. Nobody else, including anybody at Vega 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.

I would like your permission to use your name/video recordings/audio recordings to share with my study colleagues like my supervisor to get feedback for my research.

What will happen to the information that participants provide?

Once I have finished all interviews, I will write summaries and transcripts to be included in my research report, which is a requirement to complete my BA Honours in 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 lecturer 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.

Consent:

I..Bevin.Leigh.Reynolds..... voluntarily agree to participate in this research study.

BLReynolds

Signature of Participant

27/07/2020

Date

Researcher
Le Zanne Pienaar
072 771 7239
19012160@vegaconnect.co.za

Lecturer
Helena van Wyk
011 521 4600
jhb@vegaschool.com

Participant D consent form

EXPLANATORY INFORMATION SHEET AND CONSENT FORM FOR PARTICIPANTS

To whom it may concern,

My name is Le Zanne Pienaar and I am a student at Vega. I am currently conducting research under the supervision of Helena van Wyk and Peet Engelbrecht about how the tension between brand purpose and behaviour influences the consumer-brand relationship, by looking specifically at Woolworths. I hope that this research will enhance our understanding of the importance of brand purpose and brand behaviours, and consequently apply these concepts to purpose-driven branding and communication and be able to contribute to the academic body of knowledge on these concepts.

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 the study relies on consumers' knowledge and insights on how brand purpose and behaviours are perceived. As you are a Woolworths consumer, it would be of great value to my study. If you decide to participate in this research, I would like to invite you to a one to two-hour in-depth interview in the next two weeks. The interview will ask questions related to the concepts of your understanding of Woolworths' brand purpose and behaviours as well as your experience as a consumer. The interview will be semi-structured. Although there will be structured questions, the conversation might lead to other questions.

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 experience as a consumer, and that will contribute to the academic body of knowledge on the concepts discussed. 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 purely 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 agree 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 lecturer and I will have access to these recordings. Nobody else, including anybody at Vega 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.

I would like your permission to use your name/video recordings/audio recordings to share with my study colleagues like my supervisor to get feedback for my research.

What will happen to the information that participants provide?

Once I have finished all interviews, I will write summaries and transcripts to be included in my research report, which is a requirement to complete my BA Honours in 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.

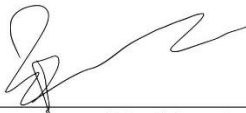
What happens if I have more questions about the study?

Please feel free to contact me or my lecturer 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.

Consent:

I..... Petro Lee Burgers voluntarily agree to participate in this research study.



Signature of Participant

24 July 2020

Date

Researcher

Le Zanne Pienaar

072 771 7239

19012160@vegaconnect.co.za

Lecturer

Helena van Wyk

011 521 4600

jhb@vegaschool.com

C. Interview schedule

Section 1: Introductory remarks	
Greeting	Good morning/ afternoon. My name is Le Zanne Pienaar and I am a Vega Honours student. My major is Strategic Brand Communications. Thank you for your willingness to participate in this study. I greatly appreciate it. This specific research focus is on the tension between brand purpose and brand behaviour, and how this tension influences the consumer-brand relationship.
Purpose of Project	I am specifically interested in purpose-driven branding. Essentially there is a shift happening in the world, where consumers want brands to behave better. My research so far has found that brands have to do as they say, have a purpose that positively influences the world and its people, and that brands have to be more transparent and truthful in communicating their purpose.
How will information be used?	This information gathered from the interview will be transcribed and coded. It will assist me collecting themes amongst different consumers, and provide insights into how consumers understand brand purpose and behaviour. Mention ethical considerations – permission.
Section 2: Interview questions	
Setting the stage	1. Firstly, I would like to explain definitions in more detail before heading into the questions. Brand purpose is an ethic, and worldview, that drives all kinds of brand behaviours. Some authors refer to it as a brand's essence and brand promise. It's also how a brand makes a meaningful difference in the world. Brand behaviours is any touchpoint or point of contact between a brand and its stakeholders. Stakeholders can be employees, communities affected, and also consumers. Does this offer basic and clear explanations of these concepts?

	2. What is your age? 3. Where are you based? 4. How long have you been shopping at Woolworths? 5. How often do you shop at Woolworths? 6. Why do you shop at Woolworths? 7. Which Woolworths branch is your preferred Woolworths branch? 8. Is Woolworths your go-to shop, or do you prefer visiting other shops? 9. If so, why? 10. Do you associate yourself as a conscious consumer? 11. Do you expect brands to behave in specific ways? If so, please elaborate.
Keller's brand resonance model (2013b) to be used: Step 1 is about brand identity. This is the step of awareness and salience.	<u>Brand identity:</u> 1. When you think of Woolworths what comes to mind? (SQ1) 2. Woolworths has presented themselves as a brand that cares about the planet and its people. They mention on their website that they want to be one of the world's most responsible retailers. They have initiatives like MySchool which allows consumers to shop at Woolworths and a portion of the shopping goes to charities. They talk about empowering local entrepreneurs by welcoming them into their supply chain. How does this make you feel about their brand purpose? 3. Do you feel the above description is fair and authentic to explain their reason for existing? 4. Do you associate Woolworths with any of the following words? Sustainability, luxury, organic, conscious eating, giving back to the community, good business practices, quality, environmentally conscious, empowering entrepreneurs, unethical behaviour, exploitation of entrepreneurs, fake. (SQ1)

	5. Woolworths have stated that their purpose is one of adding value to their consumers' and their people's lives. According to you, are they clear in their brand purpose? And do you feel they deliver on it as a brand promise? (SQ1)
Step 2 is about brand meaning. This is the step where imagery and performance (i.e. brand behaviours) are used to create points of parity and difference.	<u>Brand meaning within brand imagery and performance:</u> 1. Do you see their brand purpose in touchpoints like: (SQ2) a. Customer service b. Products c. Floor staff d. Social media e. Website f. How they treat staff internally g. External stakeholders 2. Do you feel their touchpoints are meaningful to you as a consumer? 3. Do you feel their touchpoints impact stakeholders meaningfully? 4. Do you feel their internal stakeholders drive their brand purpose in touchpoints with external stakeholders? 5. In 2019, Woolworths was accused of plagiarising a baby carrier, by local entrepreneur Ubuntu Baba. This caused somewhat of a stir, with journalists condemning Woolworths, and consumers posting on social media to boycott the brand. Woolworths, who did not confirm to plagiarising, did apologise to Ubuntu Baba, noting the similarities, withdrew their carrier, gave refunds to consumers. How does this situation make you feel about their brand purpose? (SQ2) 6. In another incident, Frankie's, a soft drink company, won a legal pursuit against Woolworths, in which they claimed that Woolworths plagiarised their brand, packaging and flavours. Before the legal case, Woolworths denied the claim. How

	does this situation make you feel about their purpose? (SQ2) 7. I would like to show you this video as an example of Woolworths showcasing their good business practices. https://www.youtube.com/watch?v=7DfPAmTC8uE&list=PL36D950224B2081D7 Seeing videos like this, and hearing about Ubuntu Baba and Frankie's, is it clear what Woolworths' brand purpose is based on the variety of behaviours? (SQ2)
Step 3 is about consumers' response towards a brand. This is where consumers make brand judgements and have feelings towards a brand.	<u>Brand judgement:</u> 1. Do you feel positively or negatively about Woolworths now that you have seen specific instances of behaviour (performance) related to Woolworths? Please elaborate. (SQ2) 2. How does their stated purpose make you feel? (SQ2) 3. How do their brand performances make you feel? (SQ2) 4. What do you think Woolworths could have done differently when it came to Ubuntu Baba or Frankie's? (SQ2) 5. What else would Woolworths need to do in your opinion to illustrate their behaviour in such a way that demonstrates their brand purpose? (SQ2)
Step 4 is about building a relationship with consumers. This is where resonance between brand and	<u>Brand resonance/ loyalty:</u> 1. Does their stated brand purpose influence your relationship with them? And if so, how and why? (RQ3) 2. Do these instances of brand behaviours influence your relationship with them? (RQ3) Do you still consider yourself a loyal consumer? Why or why not? (RQ3)

consumer is formed based on loyalty and attachment.	
Section 3: Closing Remarks	
Establishing end of interview	Do you have any closing remarks or questions related to the research?
Provide insights into how participants have contributed	Thank you for participating. This is helpful as now I have a better understanding of brand purpose and brand behaviours and how that influences you as a consumer of Woolworths. This will add to my findings and provide deeper insights between the meaning shared between purpose, behaviour and the consumer-brand relationship.

D. Interview transcripts

Participant A transcript

Researcher 2:25

Hello, how are you? Um... I'm just trying to unmute you.

Participant A 2:29

Hi, how are you?

Researcher 2:31

I'm good, and you?

Participant A 2:32

Good. Thanks.

Researcher 2:34

Thank you so much for doing this. I really appreciate it.

Participant A 2:37

No problem. I've also been a student too. once upon a time. and I know what it's like to get people to do your interviews.

Researcher 2:45

That is a godsend, really. It's so intimidating to ask people to do research. So, um thank you so much.

Participant A 2:55

Not a problem.

Researcher 2:57

Okay, so I'm going to jump right into it.

Participant A 3:01

Before you do, did you get my consent?

Researcher 3:04

Yes.

Participant A 3:04

Okay, alright.

Researcher 3:05

Thank you so much for filling that in. So, as I'm going to probably just read on the side of the screen, because I've got some questions here. It's going to be very relaxed. So, if you want to or if you don't want to answer any questions, you don't have to. Um if you're not sure what any of the questions, if there's a section, if you're not sure what it means you can ask me for clarification. You can interrupt me if you have any ideas. So, it's a little bit of a fluid, semi-structured interview, so there will be questions to guide, but we can have a conversation. And so, the reason I've specifically chosen this topic, just to give you some background has been that I'm interested in purpose-driven branding. So even in my own business, I'm very passionate about what this idea means to have purpose in a business and in a brand. And there's shifts happening all over the world, where consumers want brands to behave better. They want brands to look at the people and the planet and look after them because they have the capacity to do so. Um so, my research has really found in a way that brands have to do as they say. And that purpose, a message that brands have is what consumers look to essentially, when they look at what a brand does and what a brand says they do. So, the information will be gathered, and it will be transcribed and coded. Your name will not be present, as I've mentioned. Um it will mainly be used, we'll take snippets out of it like words, and your name won't be attached to it. And it's mostly to look for insights. And yeah, so are you comfortable to continue?

Participant A 5:00

Yeah yeah, I'm a qualitative researcher, so I'm very happy.

Researcher 5:09

Thank you. Okay. So, some of the definitions, uh, just to start off with is, when we look at brand purpose, it's described as an ethic, a worldview. It's what drives a brand's behaviours. So, it's almost that the meaning behind the brand and what they use, and the why as to "why" they exist. And then it also drives the brand behaviours. So, brand behaviours, we consider that as any touchpoint, any point of contact between a brand and its stakeholders. So, it's not necessarily just consumer touchpoints it's also how they treat their staff um, whether their products are sustainable or not. We're looking at websites. We're looking at kind of the whole ecosystem of any touchpoint where a brand is connecting to a stakeholder. So, um, is this, is this clear to you? Do you understand the concepts?

Participant A 6:09

[nods]

Researcher 6:10

Okay. Just some few questions just before we get going, what is your age?

Participant A 6:17

38

Researcher 6:19

And your gender?

Participant A 6:21

Female.

Researcher 6:22

Okay, so I do have to just ask. Where are you based?

Participant A 6:25

Yeah, I know.

Participant A 6:30

in Johannesburg.

Researcher 6:31

Johannesburg. Okay. How long have you been shopping at Woolworths?

Participant A 6:37

Ah, probably on 10 years or so. I don't know. Like, yeah, probably around 10 years. Maybe a little more, but I think that's safe to say.

Researcher 6:48

And how often do you shop at Woolworths?

Participant A 6:52

Um, for groceries at most, maybe once a month, but usually not. Not everyday groceries. It's more kind of like the **luxury nice-to-have stuff** that Woolies might have. Cakes and all of that stuff. And then clothes usually on a seasonal basis. So, you know, a couple of times a year, I generally get more sort of, you know, your essentials from Woolies.

Researcher 7:24

Okay. Okay, great. So other than that, you've mentioned that you get more of the luxury items of Woolworths and why do you shop for clothing specifically at Woolworths?

Participant A 7:36

Mostly for size and fit and the quality. So, I'm a much kind of small person. So, I don't really sometimes find things that fit me so I do know, you know, certain things, Woolies underwear, certain essentials such as the t-shirts, etc., **come in like my size. And then also, I find them good quality so they last a bit longer.** And sometimes they are good, like **specials**. like the buy two for 500 Rand whatever. So, yeah, so that's some of the some of the draw-ins.

Researcher 8:18

Okay thank you. And then which Woolworths branch is your preferred Woolworths branch and this can be online or it can be a physical one near your location?

Participant A 8:28

So, I use Rosebank mall.

Researcher 8:32

Okay. Um Is there a reason as to why that specific location?

Participant A 8:43

It's just the nearest to me. I've tried the online shopping. I don't find it as user friendly as other online stores. So, I would rather just go into the into the store itself.

Researcher 8:58

Okay, so then another definition that I just like to mention before the next question, um, is that a conscious consumer is a consumer that's expecting more from a brand other than products. So, it's often to do with stuff like whether the brand does CSI and then you actively as a consumer choose that brand because of that initiative. Um, is the... Do you associate yourself as such a consumer? Would you consider yourself a conscious consumer?

Participant A 9:35

Yeah, I would think so.

Researcher 9:38

And as to your choice to shop at Woolworths, has that been influenced by any of their initiatives like MySchool, um, or their sustainability?

Participant A 9:46

Um, not necessarily. So, I do know that they have these initiatives. I won't say that they have influenced it in specifically in that direction. Like I haven't even signed up. Even though I do have you know those Woolies cards and that. Actually, I haven't

signed up for MySchool card, which now that I'm thinking about, is stupid. Like I should since they are giving free money to schools, but also, I don't think like it's never prompted to you. Like there's nobody that ever says to you "Hey would you like My School card?" So yeah.

Researcher 10:28

Okay and then outside of Woolworths are there any brands that you do support because of that.

Participant A 10:39

I do. Lush more because of their you know around the ethos on clean products that are eco-friendly and sustainable. I'm trying to think, who else? I'm not quite sure, but if anything comes to mind, I will, I will let you know.

Researcher 11:03

Okay. Okay, so now we're getting into the bulk of the interview. Um, and again, if you feel like you want to stop me at any point, then feel free to do so. So, what do you think of when you think of Woolworths? It can be emotions, it can be functional, anything that comes to mind, what do you think of when you think of Woolworths?

Participant A 11:29

Words, sort of like privilege, more luxury, more, because I think it's associated with sort of a brand for the more elite in the South African society. Um, expensive in some, in certain, in certain ways. Also, slightly international, because I think, you know, it's got ties to Australia if I'm not mistaken. So I do see it as a bit of an international brand. Food comes to mind. I usually, it's even though I don't shop, a lot of Woolies foods, for some reason, and I think of Woolies usually the food that comes to my springs first mind. What else?

Participant A 12:25

Yeah, I think I think in my head I associate it's weird disconnect, because I associate it with being more expensive if I could say that in quotation marks in some ways. Like I said, I wouldn't shop essentials, like I wouldn't go buy washing powder from Woolies, because in my head, it's more expensive. But I do know like for certain things that like example clothes that you get on, like they have those low for their, for their consumers. I'm assuming that same principle applies to the food section as well where you can

purchase, we buy things, you know, at a reasonable price, they have specials. But in my head, it's always as if Woolies is just the more expensive brand.

Researcher 13:09

Yeah, that's just top of mind.

Participant A 13:12

Yeah, yeah.

Researcher 13:13

Okay, good, thank you. And some Woolworths is quite interesting. And they're really great case study for brand purpose, because they've been quite verbal with it. And it's open to the public domain. And they've positioned themselves very much as a brand for their people. So, when they literally say "our people", a brand for "Our" people, so on the one hand, yes, it's the consumers. And on the other side, they also talk about sustainability. So, on the website, they'll talk about how they want to be one of the most (inaudible)... listed as one of the most responsible retailers of the world. They want to fall into that list. Um and they talk about how there's farming initiatives for farmers to get involved in, in the supply chain. And they talk about how they source. And so, they're quite open about that to some extent. And they've got the initiative like MySchool and MySchool really grew with Woolworths, if you look at the history of it. And essentially what it does is, it's not just MySchool anymore, now it's MyVillage. There's a few now that's connected to it so every time you shop, a donation of that goes to one of those charities. And they also have. I mentioned that. but just to put it clearly, they really do talk about empowering local entrepreneurs. So, they do say that they want to support that. And how does this make you feel about Woolworths?

Participant A 15:00

So, I mean, it's, it is great and I won't say that I know enough about Woolworths to say that they are on to delivering on that. You know, sometimes you know, these are things that companies can say but they don't necessarily do so. Like the example I said like they have the MySchool MyVillage, but they haven't really well in my personal experience encouraged me to utilise it, which means that it's there and it seems like they're doing something but if I'm not utilising it means they're not actually sending the money to anyone. So, it's, it's, you know, it's very good that brands do that. But I would say that I haven't seen that roll out so I can't say and that's maybe why it's not a it's not a reason why I would consciously shop there me because I don't see enough of that exam. The one thing that and I think maybe this, I don't know if it's for other

consumers, but generally, even though I, you know, you are conscious about things, sometimes it's when brands transgress on that, that you are more likely not to shop there. So, like for example, you know, even though they say they try and empower local entrepreneurs, I know of two examples one was the ginger beer or something of Frankie's, and one was the baby there was a baby something where there was an argument. Yeah, so um, those it's funny because those stick in mind more than if somebody had told me Woolies put up a school somewhere, for example. You know, so it's good that they have that but I think negative publicity is always stays in mind more than positive publicity. So...

Researcher 16:56

Yeah, I'm actually going to touch on those later. So interesting that you brought it up. I'm going to go through a list of words now. Um, and if I say the word you can immediately after the word, I'll pause between each word say whether you associate Woolworths with that. So just a yes or no, no. Okay. So, sustainability?

Participant A 17:21

Yes.

Researcher 17:22

Organic.

Participant A 17:24

Yes.

Researcher 17:25

Conscious eating?

Participant A 17:28

Yes.

Researcher 17:30

Exploitation of entrepreneurs

Participant A 17:34

Yes.

Researcher 17:35

Fake or false?

Participant A 17:41

Okay, undecided

Researcher 17:45

Unethical behaviour?

Participant A 17:49

Yes.

Researcher 17:51

Giving back to the community?

Participant A 17:54

Yes.

Researcher 17:55

Environmentally conscious?

Participant A 17:59

Undecided.

Researcher 18:01

Empowering intrapreneurs?

Participant A 18:04

Undecided.

Researcher 18:06

Good business practices?

Participant A 18:11

I don't know enough so I'm undecided on that.

Researcher 18:16

So, Woolworths have also stated that their purpose is about adding value to consumers lives. Would you say that, that rings true for you as their brand purpose? So, do they add value to consumers lives?

Participant A 18:39

I don't know I don't, I don't know actually.

Researcher 18:49

Your life as a consumer?

Participant A 18:55

I wouldn't say they add value. I don't see them as; I don't see them as a retailer that does that to me. So, if I can just give you an example, like Superbalist example, where I shop a lot. For me, I feel they add value because, you know, the way it's structured, I can, you know, order from home and I don't need to worry about going places and its easy utilisation. They come, they drop off, they pick up and you know, the whole process is seamless. So that would add value in terms of being a busy, someone who doesn't want to go to a store. So, I don't see Woolworths in that way. It's an, it's like Checkers or it's a for me, it's like sort of a necessity, kind of thing. Yeah, it's...

Researcher 19:38

Okay, Okay. And do you, do you, can also add any other touchpoints if you like, but do you see a brand purpose represented in the customer service?

Participant A 19:53

Yeah, I would say yes. I think the customer service is generally quite good. And so, I do see that way that value creation is the yeah.

Researcher 20:08

And social media?

Participant A 20:15

I don't, I don't, I don't really engage with them on social media. Except for I think what's it, their Woolworths TASTE, their magazine. But I don't really engage with any of like the Woolworths I don't even know if I like their pages on Facebook or anything, so I can't, I'm unable to say, yeah.

Researcher 20:35

And you see that purpose represented on the website at all?

Participant A 20:40

Again, I don't really use a website, Yeah.

Researcher 20:45

Okay. And are you familiar with, with any touchpoints, like how they treat their staff or how they treat other external stakeholders and would you then say that their purpose is represented there and it's more of a confirmation of earlier of what we talked about?

Participant A 21:03

Yeah, So, look, I don't, I don't... I can't think of any examples around staff. Wouldn't have heard of anything. But as I said, two examples of their engagement with local

entrepreneurs and the, you know, I know there's always two sides to a story, but I think it really showed them in a negative light and so that didn't gel with the, you know, what they prefer to do as a brand.

Researcher 21:35

Okay, so let's get to those two now. And so, you mentioned that you are familiar with Ubuntu Baba, so they were the baby carrier company. They were actually, well, so the owner of the company accused Woolworths in the beginning of 2019. So last year in January, that Woolworths outright plagiarized their carrier. So, she wrote an entire blog where she explained that just before um, she saw the carrier in Woolworths, two of the carriers were ordered by Woolworths staff at head office. And, and at first, this caused quite a bit of a stir. Journalists came out saying that they openly condemned, condemning Woolworths's behaviour. Consumers posted on social media, specifically mothers to boycott the brand. They were very unhappy. And how they mentioned that was specifically in relation to Woolworths, taking advantage of a local entrepreneur and undercutting her by making the price so low that Ubuntu Baba cannot compete and there were also issues about safety with the carrier and then a lot of the owner of Ubuntu baba and some of the consumers came out to say. Um so at first Woolworths did not confirm that they plagiarised anything, but they did apologise saying that there is clearly similarities. And they met with the owner and after they met with the owner all the carriers that were in the store were withdrawn from all of their stores. And they also offered to consumers who bought the carrier to refund the carrier. So how does this situation make you feel about how they treat people or how they treat entrepreneurs? Do you feel the brand purpose is represented there?

Participant A 23:44

So, obviously the initial and the initial part of where they transgressed that doesn't reflect well on them. I mean we obviously won't know whether it was a purposeful plagiarism, like, you know, copying off the brand or if it was just, you know, they, sometimes somebody would see it or they look at it and then, you know, hi, the manager who gives the go ahead might not necessarily know that this is from a copywriter. Right. So, I can't say yes or no, they knew what they didn't know. If that was the case, where you know, they did do this purposefully, then I think some of the steps that they have undertaken, such as you know, you know, apologising, meeting with the owner, removing it from their stores, offering a refund is good, because I think that shows some sort of accountability. You know, a lot of times brands just go silent, and they don't say anything or they if they do say something it's kind of tone deaf and not really addressing the issue. So, I think, you know, by meeting with the owner, obviously hearing her concerns, you know, not just hearing her concerns, but then actively removing it from your shelf so you don't continue to make profit out of it. I don't know if they, what happened to it later. If they stopped selling it altogether. But if they

did that, then that would be great, I think, because that acknowledges that we've transgressed on somebody else's intellectual property.

Researcher 25:29

The second known incident, where Woolworths actively did something as well was with Frankie's. So, Frankie's was that soft drink company. And so, at first when Frankie's accused Woolworths, Woolworths denied the claims of plagiarism, um, but then they went to the advertising board. The specific board is called, The Advertising Standards Authority. Then there was a legal proceeding where the Advertising Standards Authority did charge legally, Woolworths with plagiarising not just the brand but the packaging and the flavours as well. So how does this situation make you feel about their purpose?

Participant A 26:32

So, I think if I'm not mistaken that preceded the, the other one, use that as much. Yeah. So, I mean then you know and I do remember that because I remember even seeing the pictures you could see that it was quite ugly a plagiarism of it. So that would be disappointing that they had to have been taken to court or to a board for any action to be taken when really you could see that this was a clear copy. You didn't have to have a degree in marketing or advertising or know anything about business to see that this was completely plagiarised. So that that is disappointing. The way that I think that was handled, but I'm hoping since clearly, they handled the Ubuntu Baba one better, they learnt something from it. But yeah, I don't think that was handled to the best for me or in line with what they claim to be as a brand.

Researcher 27:38

Okay.

Participant A 27:39

Because the answer is just to say like I mean, for especially, for Woolies, which is a big corporate, for something to go to court or to go to, you know, some sort of board, requires, you know, money and time and lawyers and the like. And, you know, that's how sometimes big corporates bullies small entrepreneurs. And so, you know that was disappointing that you'd have to get to that standard, because that means that these not only have, they plagiarised, but then they're also utilising other resources of the smaller company in order to fight for what is rightfully theirs.

Researcher 28:17

Um ya, I know, I hear you definitely, and it is actually nice to see how in 2012 and 2019 there was a difference in how they responded. And I'd like to show you a video quick.

Participant A 28:38

Okay.

Researcher 28:42

Can you see the video?

Participant A 28:45

Okay, yes.

Researcher 29:44

So that's one video and then I'd like to show you...

Participant A 31:02

Okay.

Researcher 31:04

So, to give you some background, um, they have, they call this, there is a series of these types of videos on YouTube called "Our Good Business Journey". Um, and this also refers to, they've made reference to this in their annual reports as well that are available on the holdings company website where you can actually see where the money has been, has gone and how they've implemented these things for the for their CSR. And so, seeing videos like this and now having gained a fuller picture of Ubuntu Baba and Frankie's, do you feel that it is clear to consumers that they, they're trying to do brand behaviours that mention the purpose of theirs?

Participant A 32:00

Yeah, I think, it just started showing me the videos and like stuff came to look... I think Woolies is very good at pulling at heartstrings, so like a lot of the videos you know these remind you of other ones that I've seen. And I think, you know, I think they do

try more, probably more than I can say well, maybe they wanted to, maybe they do try more, but it's more evident it's so it's more out there and you know you reminded that Woolies is trying to do these things I mean, you know even with the move from packets to the cloth bags, you know Woolies was one of the first to say, you know we're not giving you one if you want you're going to give your cloth bag. So, I think they do think they are trying and it's interesting that Frankie's was so long ago. It stays. It seems recent. But it was. So I'm hoping that they, you know, it does seem that there is a shift towards better, better brand behaviours. Given that those are, I mean, two instances in say 10 years is, you know, probably much better than other brands. I'm sure there's lots of brands that are transgressing, we just don't know about it. So, I think it does seem from what you've shown me, what I've seen in public domain, it does seem that they have better brand behaviour. For me always the one, that one question, and the one that will really niggle with me with any business is with how they treat their staff, and I don't know enough. I've not heard anything about how Woolies treats their staff. But that would probably be a deal breaker for me if there was any.

Researcher 33:53

Okay. Um, is there a specific reason, though I'm going off script here with this one; is there, I don't know how to phrase this specifically, but did Frankie's at all impact even if it was shortly after that, about how you perceived Woolworths? Did it affect your relationship at all with Woolworths at the time?

Participant A 34:22

No, I don't, I don't think it affected my relationship, because I think when this happened, I probably I didn't shop at Woolies as much as I do now. Um. So at that point, it didn't but I, I just, you know, it's weird because it just left a bitter taste in my mouth and I think because of the, you know, how Woolies has been perceived as being more elite and you know, as from especially in terms of other brands or, you know, in South Africa that did seem very much like bullying, you know, taking into account our country and our you know, the context of it didn't seem like you know, Woolies was bullying another brand and so it didn't really change my behaviour, but I know it did you leave a bad taste in my mouth even though I wasn't like a Woolies consumer,

Researcher 35:23

Would you have? Do you think you would have shopped more at Woolworths if those instances didn't happen?

Participant A 35:31

That point, I don't think so. But now, if that had happened now, and I think, you know, what was acceptable in 2012, and the way the world is now, is very different. You know, lots of issues, we are much more aware of certain things, things that had happened the way or even if Ubuntu Baba had not been handled the way it had been. That would have led to much more of an impact. Now if it had happened now in 2020, as opposed to 2012, so I don't think it would have affected me back then. Just take into account, you know, my situation then and how, you know, my, my shopping behaviours and the like. But now it probably would.

Researcher 36:21

Okay. And thank you that that actually answers a few of my questions following. In general, so doesn't have to do with brand purpose or brand behaviour. How do you feel about their brand performance in general?

Participant A 36:43

So, I think, I do think Woolies is the one sort of consistent brand. Like they're not, I think, they do know what they mean for me trying to achieve that consistently. So, you know, whether it's quality service or the likes. You know, it's not, it's not, kind of like I'm going to go and I don't know what to expect, you kind of know from Woolies what you what you're going to what you're going to expect. So yeah, I think, I mean, they're not, I don't see them necessarily as you know, an evil entity. Like I said, like, I would like to know how they treat their staff. But yeah, but I think, you know, I just see, you know, they it's Woolies it's, you know, you know what it is when you're talking about it, and everyone has the same frame of reference with regards to it, so, yeah.

Researcher 37:40

Okay. And then. So, you have touched on that with saying MySchool, was talking about MySchool and how they treat their staff, but is there anything else in your opinion that would illustrate their brand purpose better for you as a consumer to resonate with them more?

Participant A 38:00

Um, I think if they, if they made more of an effort to, so these videos and stuff are great, right? Because it shows their [inaudible], but I don't see like, if you're not consuming their social media or any of their media or marketing you won't be aware of these things. And I think probably the consumer that is likely to shop at Woolies is

probably much older, or luckily all in it's more of an older demographic who, you know, have children and you know, housewives and you know, married etc. So, I think they in-store and sort of what would be the, whether, their, in-store message around the brand behaviours maybe needs to be strengthened, you know? So if you walked in and for example, the water when if it was like, you know, water display to say, you know, this is our campaign for the month, it might work but it might make you feel more that they are engaged band. Because like I said, I'm not consuming that on so I don't really know what it is that they are doing to assist or you know, to do corporate social responsibility or whatever it is. So, yeah, I feel like it's great that they're doing that, but I don't thin, maybe it's just me, but it's not reaching me in that way.

Researcher 39:45

So, you've answered a lot of my questions that I've had here. Thank you very much. And so, I'm not going to bore you by redoing questions. Um, do you have any closing remarks or questions? Related to the research, anything that you think could be of value to the concept of purpose or behaviour?

Participant A 40:11

No, not anything that I can think of at the moment.

Researcher 40:16

Okay, great. Thank you so much, [Participant A]. It's really been helpful. And that really, it's given me some insight into your relationship with Woolworths and it's really given me some ideas on the purpose and behaviours. So, I'll definitely delve into this and look deeper. And if you want to have a transcript of the interview or see my research paper at the end, I am opening that up to participants to view so if you want to request a copy, just let me know.

Participant A 40:48

Okay, well, you can send me. I'd like to read your final, whatever it is that you produce. If it's a I don't know if you planning, if you have to publish or if you have to write the dissertation but yeah... You know, even if it's just a short note to say these are my findings that will be great. I don't, I don't need to see the transcript.

Researcher 41:08

Okay. Okay. I'd love to share it.

Participant A 41:11

Yeah, I just, it's just of interest. It's always nice to see what came of it.

Researcher 41:18

Yeah, of course no 100%. I'll, I'll probably only send it to you sometime in August.

Participant A 41:25

No, no, it's fine. I know it might be August and then it might be September. I know how these things go. Is it okay?

Researcher 41:35

It will definitely be okay.

Participant A 41:37

Okay, that's good. Cause, one thing, for one of the first things I was taught when I started, like, you cannot change the name. It's the nature of research. So, I was like, Okay...

Researcher 41:52

I'm going to stop the recording now.

Participant B transcript

Researcher

Hello

Participant C 0:36

Hi Liz,

Researcher 0:37

how are you?

Participant C 0:39

I am mostly well today. I'm in Cape Town. I'm enjoying the weather. I don't know where you are.

Researcher 0:46

I'm in Joburg.

Participant C 0:49

Okay, how's it there?

Researcher 0:52

Some days or cold but uh it's, it's always sunny. So, I think that we're always grateful for the sun here.

Participant C 1:01

Okay, you don't have our cold fronts and crazy wind.

Researcher 1:05

So, we actually have this is the first winter that I've lived here for most of my life. So, we've been experiencing really bad wind when there's a cold front or snow. But we've lucky today is a better day. So, we've got like a slight breeze but it's not too cold.

Participant C 1:25

Okay.

Researcher 1:28

Yeah. So, thank you. And I really appreciate that you have offered to be a participant in the research. And I've also I'm going to just move up to the sides. I might, look, when I'm talking to you, I'm probably I'm looking at you, to you though. It's just going to look like I'm looking to the side for them when I have my interview questions on the right and be very relaxed. It's we it says Although this questions that are guiding the interview, it will you can stop me at any time. And you can if you have any specific thoughts and go beyond the scope of the interview, you're more than welcome to do that. And, and, as I've said, in the consent form, so thank you for giving consent as well. And you will be anonymous. So, you I won't use your name anywhere. And although the transcripts are included as appendices, your name will not be present. So, you'll be participant x. And I might use quotes from the interview, or I might use specific insights that I gathered from the interview.

Participant C 2:45

Okay, awesome. I had done an honors project as well for psychology. So, and I use the thematic analysis so it was quite familiar in terms of the interview, but I think I understand where you're coming from a little bit.

Researcher 3:01

That's also helpful. I guess I'm going to jump right into it. And then as I've said, I'm also just recording it just for ease of transcription. So, my topic specifically the title is exploring the tension between purpose and behaviour. How does the consumer How does the connection between brand purpose and brand behaviours influence the consumer brand relationship? So, I'm looking specifically at Woolworths to get insights into those concepts. And the purpose of the project was really sparked by my personal association with purpose driven branding. So, there's a big movement that's been happening where consumers are more conscious, they're expecting brands to behave in specific ways. They want brands to behave in ways that go beyond just selling products or profits, but have meaningful existence and meaningful reason why they're existing? Or if they're impacting communities? Are they doing it in ethical ways? Or

are they doing in conscious ways? And so, specifically, they want brands to positively impact the people planet and then eventually profit will come from that. So, I'm going to draw a jump right into the questions. The first few questions will just be setting the stage getting to know you from a consumer point of view, but also give you definitions. So, if you later on want more clarification on the definitions, just stop me and I'll rephrase and go back to those definitions. So, for now, brand purpose, the way we in the industry explain purposes as an ethic or worldview that drives a brand's behaviours. So, it goes beyond just what they're doing in terms of a functional purpose, it goes to it has to do with how they make a meaningful difference in the world. And a lot of authors refer to it as a brand's reason for existing a brand's essence or a brand's promise beyond their functional benefit, okay? brand behaviours, we will talk about behaviours, we're not just talking about an instore, for instance, we're talking about any point of contact or touch point between a brand and its stakeholders. So, it could be something like, you know, the till point as a touch point on social media as a touch point, even how they treat the internal stakeholders like employees or how the brand actually affects communities, that can also be a touch point. So, stakeholders then are beyond consumers, these internal stakeholders, theres external stakeholder So that's when we talk about stakeholders are referred specifically to internal might be employees or entrepreneurs. In their supply chain, and then external is largely referred to as consumers rather. Okay. Is that clear?

Participant C 6:15

I think so. Yeah. Thanks.

Researcher 6:18

Any questions?

Participant C 6:22

Um, no, not yet.

Researcher 6:27

So just to start off with, what is your age?

Participant C 6:32

I'm 36.

Researcher 6:34

And gender that you associate with.

Participant C 6:38

Woman, female, I identify as woman. Yeah.

Researcher 6:42

And you were in Cape Town Are you based?

Participant C 6:46

I'm in Hout Bay

Researcher 6:48

Okay, how long have you been shopping at Woolworths?

Participant C 6:53

So, um, I think like, I grew up quite Close to Woolies, well it was part of a center so like my mom must have shopped there when I was young. So pretty much my whole life for me not since I probably got out of school 18? Yah

Researcher 7:16

Yeah. And how often do you shop at Woolworths?

Participant C 7:22

Um, I think I'm probably I'm probably there at least once a week. It's some time like at the change of a season I would go and will often maybe like to look at the clothing or see what new stuff has to come in. So yeah, that helps.

Researcher 7:44

And why do you shop at Woolworths?

Participant C 7:48

Why? I enjoy the I do enjoy the experience; I find that there's certain quality that is appealing. I think it helps validate who I think I'd like to be in terms of like a high-end consumer. And yeah, I mean, I like that there's, there's often I know one of the things that Woolies does is they often bring in new products, and they're often experimenting and that's kind of what sets them apart in many ways. From what I understand. And so, I do like to see like, what new what's new, so they novelty and they Yeah, they bring in stuff that's, yeah, just beautiful. I like it.

Researcher 8:44

And so, you just to clarify, you shop at Woolworths for clothing and do you shop for groceries as well then.

Participant C 8:54

And I don't do my full grocery shop there but I'll go in for select products or when I'm looking for something specific, I really like their pizzas and the cheese range and quite enjoy their, like of you know, so I know that some of the stuff that they've got that I love and then I do go off into the clothing section

Researcher 9:21

As a preferred branch that you visit?

Participant C 9:26

I prefer the Claremont branch but I go to the Houtbay one because it's close and I don't know if you know much about Cape Town, Hout Bay is like what this weird [Crosstalk 9:37] Republic about. Yeah.

Researcher 9:44

Okay. Um, have you shopped online?

Participant C 9:49

Through Woolies? Um, I don't actually think so. No.

Researcher 9:55

And in terms of whether it's groceries or clothing. Are there other brands that you support?

Participant C 10:06

Do you mean in terms of stores?

Researcher 10:08

No, not Woolworths. So whether it's PicnPay or Spar, or Checkers, and all the other brands that you go to for those types of things?

Participant C 10:18

Yeah, I've been I do. Sure. It's quite situational like it depends on location like where so I'm not super loyal. I'm not like I only shop here. I tend to shop in places that are a lot of the time convenient. At one point was a lot of what was happening with COVID. The pick and pay in the checkers in our Bay were having long queues. So, then I went to Woolies because there were shorter queues. And, and so I go to spar as well go to checkers going to pick and pay and then clothing. Yeah, wherever I find what I like so it's quite diverse.

Researcher 11:06

Okay. So as a safe to assume that you buy. It's also selective in nature when you do go to Pick and Pay you maybe give go there for specific things, and they like it is with Woolworths. I've taken the situation.

Participant C 11:28

I'm not as much like I would probably more generalized if I'm looking for like some everyday things, I might go very much back (inaudible) so. It's not as directed.

Researcher 11:47

Okay, Um, so having spoken a little bit about brand purpose, and the conscious consumer, do you associate yourself as a conscious consumer?

Participant C 12:02

Yes, I think I do I get quite I do I turn over the packaging and I check out where things are from and I tend to often say no to things based on what why where I see it's produced and what packaging its in.

Researcher 12:22

So, my next question would have been would you do you support specific brands based on that so if you know that a brand is sourcing their products, ethically, you'd rather support that brand over another brand.

Participant C 12:37

Definitely I can be not as much because obviously look, sometimes the that can be more expensive, but I think if my income stream was feeling really flush, I would probably definitely more often, like by only from places that I know where it was ethically sourced, but I didn't always have that free financial freedom to do so. Because they tend to be pricey Yeah,

Researcher 13:03

I do you expect brands to behave in a specific way so would you get this to put in other words would you get angry if a brand overly is exploitive or unethical?

Participant C 13:18

Yes, I get super angry about I mean, one of the things that really pissed me off and I recently I think it was it was it was it was a Checkers. They changed all the late the pre made Lettuce bags, they used to be recyclable. And then they switched over to non-recyclable plastic and I was so pissed off that I actually stopped shopping there for like three weeks. I was like, I can't I can't. So, and I do like I get quiet, quite upset. Yeah.

Researcher 13:53

Do you also like it if a brand is quite transparent about things like that, so If they're transparent about where they get from, or transparent about sustainability or whether the food is organic, would you like to support them as well? Again, if they're more transparent about it,

Participant C 14:16

Yes, because I definitely believe that brands have a role to play in the direction that we're all taking as a as a collective, towards destroying our planet or helping it continue or somehow be sustainable or regenerative. And I think that brands have got a lot of power. And sometimes the consumers feel trapped in their decision making like they can't choose. They don't always feel like they can choose the ethical choice that they would like to because they aren't the options and that's when the brand, I feel needs to step in and be the one to go All of our stuff is packaged like this so consumers don't feel so trapped. Yeah.

Researcher 15:08

I'm going to go into more central questions around Woolworths specifically now. And so, the first point is really about brand identity and how their Purpose fits their identity. So, when you think of Woolworths, what comes to mind like overall perceptions about Woolworths?

Participant C 15:43

There's something about I mean, there's definitely the quality they go for quality and sophistication and, and beauty, yet, there's definitely an attempt to be to show that they are trying To be more sustainable and more ethical and their behaviour and but I have a personal niggle about some of the stuff that they their packaging and that kind of stuff. So that is a part of me that feels that they're a little bit incongruent and their brand behaviours not fully lining up with clear.

Researcher 16:28

So, Woolworths has presented themselves specifically in terms of their greater purpose and their value system as a brand that cares about the people and the planet. So, for instance, on the website they mentioned that they want to be one of the world's most responsible retailers and they try and back that up with things like they've got my school initiative. Are you familiar with that? So where consumers can spend their Essentially, giving a percentage of their purchase to the charities under the My school my village brand and Woolworths also quite transparent in the way they talk about how they want to empower entrepreneurs for instance, by welcoming them into the supply

chain and a big portion of the annual report is actually dedicated to CSR and corporate social responsibility. And do you feel that this description is fair as to how they operate?

Participant C 17:37

I suppose it kind of continues from what I just said. I do say it is fair, but I think there still some oversights that they haven't fully paid attention to in terms of I mean, it's one of my biggest niggles, they put all the dried seaweed products, which are essentially for a very particular taste. Not everyone likes dry seaweed in a tray and a tin foil packaging, and neither of those are recyclable, and they are shooting themselves in the foot because the type of person that eats dry seaweed is going to be looking at their packaging. So, there's a lot of little oversights in those little things that the everyday consumer who isn't viewing the website, or going onto their social media platform, is getting another message. Yeah,

Researcher 18:40

So, you know, my follow up question essentially would have been that do you think that they're transparent or authentic enough in how they're communicating that for consumers specifically who might not go on to the website?

Participant C 18:56

No, well, that's not really and I don't peruse Woolies website or their social media platform. Like that's not something that I really do because I grew up with Woolies around me all the time. So, it's not like I'm seeking out new information about them who is nice Woolies I'm not looking for that. I'm turning over the packages in the shops and going, is this packaging recyclable? Is this made in China? Those are the little things that I'm going to notice. Yeah.

Researcher 19:31

So, you interface specifically with the brand behaviours. like you'd say one of the brand touch points is predominantly their packaging and you interface with that and see that you know more about the band [Inaudible 19:44], or do you don't know, you know, depending on how congruent it is?

Participant C 19:50

Yes, and it's, it's ultimately sending a message of like This is what we do. But this is actually what we do. That's what I'm left with. Yeah,

Researcher 20:07

Uh and so building on that, I'm going to list a few words and then you can either say yes that you associate that word with Woolworths. No, you don't associate or not sure. Okay. So, sustainability?

Participant C 20:29

Not sure.

Researcher 20:31

Okay, so what from other participants but I also get a lot of yes and no and then they'll say the yes and the no if you want to go that route as well. And

Participant C 20:42

All that then that yes, and they know Yeah.

Researcher 20:47

Luxury?

Participant C 20:50

Yes,

Researcher 20:51

Organic?

Participant C 20:56

Not sure.

Researcher

Fake?

Participant C

No

Researcher 21:06

Good Business practices?

Participant C 21:12

Yes.

Researcher 21:14

Giving back to the community?

Participant C 21:18

Yes,

Researcher 21:19

Conscious eating?

Participant C 21:22

So conscious eating? No.

Researcher 21:30

Can I ask why?

Participant C 21:35

For me when I when I think of conscious eating, it's also about a kind of relationship that the consumer has with the product. And more and more I see that Woolies is aiming towards convenience. Their packaging like Thai Chicken curry in a bag and all you need to add is chicken and vegetables, but also for me that really creates a big

disconnect between you know way these things are coming from and you know the process of the cooking and then it's all about convenience I feel. Yeah...

Researcher 22:20

Okay. environmentally conscious?

Participant C 22:25

No.

Researcher 22:30

Empowering entrepreneurs?

Participant C 22:34

I'm not sure because I've heard mixed stories. And I've heard I've seen stuff around Woolies taking, like a locally made, you know, single moms' idea and making it a product out of it and making it quite a commercial thing. And there's no recognition of, you know, there's no support. But I also understand that ideas aren't necessarily normal and creative, but I don't think they've addressed it adequately in terms of not come into contact with any.

Researcher 23:12

So, we'll use that example specifically in a short bit. So, my I'm in the I'm not sure if I've mentioned this one but unethical behaviours is the last one.

Participant C 23:26

Ethical behaviour, yes or no. I mean, overall, they're not like doing anything incredibly heinous, but I've got quite high standards for them because I don't believe Woolies has a single excuse to wrap a single thing in something that can't be recycled.

Researcher 23:45

Okay. environmentally conscious, or hide that reaction?

Participant C 23:56

In my mind, because I've seen how well I've seen Woolworths grow, living as a South African, I've watched Woolies grow. I've seen them expand; I've seen them transform their branding. And I can only imagine that they as a, as a, as a business, they must be doing very well financially. So now, I don't or I would love to see them actually, you know, either visibly or you know, at least in the backend and showing us the consumer that they're doing and contributing to research sustainably sustainable product packaging. Why that would be that would be, if Woolies was pushing for packaging to be completely recyclable, finding new and alternative ways. People are wrapping things in all sorts of amazing stuff. from hemp to banana leaves. What do like? They could do so much more there. I mean when you go in there is like packaging heaven and it's just Yeah. Does that help you?

Researcher 25:10

100% and so a lot of the questions might be re-iterative. Wherever you might find yourself saying the same thing, but I just want to make sure that I'm clear on that point; that it comes through across so like for instance you mentioned with the Sea Weed that's why I just to ask again about environmentally conscious because you had a reaction to and I'm sorry, Woolworths says I tried stated on their website, for instance, that they purpose is to add value to what they say "our" people to "our" people's lives, that's what they want. And if you try and look deeper into what they mean with our people, it's Yes, it's the consumer but they also talk about the internal stakeholders. They have quite a large section on this website when they talk about all the people that they catered to in its communities, and that they influence with it's how they positioning themselves as this responsible retailer and obviously this the consumers life. So, do you do you feel that they're clear and they brand purpose and to consumers specifically?

Participant C 26:31

Ooh, are they clear? Maybe, but it it's Hmm. The when they say our people, they're referring to their staff, the people that are internally involved with their...

Researcher

(nods)

Participant C

Okay. Yeah, it's interesting because I don't think like the majority of South Africans can't shop at Woolies. So, it feels like a bit of a very bold statement for the couple of thousand people that work for them. There's a couple of million, billions of South Africans who can't shop, actually ever have any interest in interaction with them. So, they could easily broaden their reach.

Researcher 27:34

If you just heard that, for instance, and if you saw touch points that represented that, would that make you more of a loyal consumer?

Participant C 27:46

Yeah, definitely, because I really feel that I mean, I don't know if they did anything to mean there's been a food security issue in South Africa due to Covid, and the number of people that have lost their jobs. And I have not seen anything that Woolies has contributed to any payments or food schemes, anything like that. So, if I saw that I saw that they were really trying to help the people of our country. Yeah, you're going to have a very loyal consumer. Okay.

Researcher 28:21

So, I'm going to go through another list again. And I'd like to you to ask you whether you do see their purpose, that purpose in these touch points. So, the first being customer service.

Participant C 28:38

Um I think their customer service is quite good. Yeah, I mean, I've just returned something recently and they very happily, just took it and topped it out. Yeah.

Researcher 28:49

Do you see their purpose in their products?

Participant C 29:01

In terms of adding value, yeah. I mean, in a temporary kind of way. As a consumer, where I'm at, it feels like that instant that moment of yeah, I have this delicious, beautiful meal. I've made the people around me happy. We've enjoyed this. And yes,

some of their clothing products have been, they haven't been as sturdy as I would have liked them to be. Does that make sense?

Researcher 29:37

(Nods) And their social media?

Participant C 29:43

So, I've somehow managed to have escape most of the social media. So that's interesting. And if I was maybe then I would have a different story, right? Do you follow them on social media? Are they quiet?

Researcher 29:59

Oh, We'll get into that later but ya -no. If you, if you, if you haven't even had experience then that's definitely a no from you in that regard. And so, I'm sorry just for clarity, have you been in contact with the website at all? Is there a reason as to why not online or that you just don't have a relationship online?

Participant C 30:28

I don't really have a much of an online relationship with Woolies, which is, which is interesting like how did I manage to escape it but yeah. Um, but I'm also quite I don't, I don't follow a lot of the brands that I buy from. I like I'm quite, I'm quite discerning about what I have on my feed, just in general. So, it's not a personal thing towards Woolies that I think, yah.

Researcher 31:00

And then when it comes to their internal stakeholders like their staff or even in their supply chain, have you seen their brand purpose Anywhere within that , like Do you like if you have to another way to put, for instances Do you see the employees in the, in the retail shop as exhibiting that brand purpose at all?

Participant C 31:26

And some Yeah, I mean, I've had I've had a lot of positive experiences of just, you know, really, like really helpful wanting to be there present engaging. Definitely. And then there's sometimes a few that look like they would rather be elsewhere. I do know that especially in South Africa, with because Woolies is very cold, they keep the

temperatures of the stores quite cool. And I know that it impacts the mood of a lot of their, their staff. Yeah, I've often seen them sitting with like five layers and the woman's like Hi. And she looks deeply unhappy. She can't really give much value because she's freezing.

Researcher 32:23

And, and then in general, all these touch points, whether they're products or whether it's the interaction of the employees, do you feel that they're meaningful to you as a consumer?

Participant C 32:42

Sure, and with all the touch points meaningful or other interactions, like meaningful to me experience to certain clarify

Researcher 32:55

Either-or, it's how you interpret the question?

Participant C 33:02

The best way I can answer is that if Woolies' wasn't there, I would definitely miss it and I would feel I feel very concerned about South Africa because Woolies is like an institute, right? So yes, yes

Researcher 33:26

I've never actually asked that I think but do you associate as a loyal Woolworths consumer?

Participant C 33:36

Fairly but as I've become yes, but as I've become more aware of stuff and more like more conscious around, where things have come from the loyalty was definitely questioned. Um like, I mean, not a lot of polystyrene and I don't even know. Some of the polystyrene are not recyclable. They continue to put the pizzas on a polystyrene tray and there has to be another alternative to that. Because you do nothing with that polystyrene tray children make beautiful clocks and play things out of it in a project of Africa children that have gone up a stack of polystyrene tray circles. Yeah. So yeah,

the loyalty has been questioned for me, yeah. But it is there it is there. They haven't lost me,

Researcher 34:31

I want to go into some examples of, of brand behaviours. The first being Frankie's, so Frankie's and just to give you some information around the incident, Frankie's they were a soft drink company and in 2012, they accused Woolworths of plagiarizing their brand and their products and the at First Woolworths made a very public statement saying that, you know, they did not plagiarize anything, they did not copy their brand. And then Frankie's went to the ASA, which is the Advertising Standards Authority, authority. And there was a legal proceeding there where Woolworths was actually accused of plagiarizing their brand, packaging and flavors. And so, with this situation, how do you feel about Woolworths in general? or How did it affect your relationship to them in any way in 2012 when this happened, were you aware of it? And if not, how does it make you feel now?

Participant C 35:42

I wasn't aware of that example the one that came to mind which is similar and I don't know if you're going to go into it was around some kind of baby holding ..

Researcher 35:54

Yeah. Next, my next example will be that.

Participant C 35:56

Okay, so then our answer. So, from not knowing what When I hear that, it definitely you look, it brings up two things because I know that we can be very, we can't we're not always 100% aware of everything that is around us and I know that we can be influenced. So, I'm imagining that whoever was behind the Frankie idea might have been, you know, just saw a whole lot of stuff. don't connect that it was this and then, you know, two weeks later started exploring soft drinks or whatever. And those idea came and they thought it was normal, I get this human errors. And I Yeah, it definitely does make me question their ethics and their integrity. Because if you're going to punch yourself as being ethical people are going to expect an increased level of integrity from you. The places that don't promise Like I go to the Pakistani shop, they don't at all ever indicate that they are, you know, sourcing their stuff organically and they want to make a difference and... it. So, like I don't hold them to those standards. Yeah. So, they set themselves up to be questioned more vigorously.

Researcher 37:26

Yes, as I hear you. And so similarly that this was seven years later, this was now last year in 2019, the owner of Ubuntu Baba which is a baby carrier company accused Woolworths of plagiarizing and she wrote a whole blog about her experience and why she's making the claim. And she showed instances, the similarities and she specifically caught them out for unethical behaviour whilst they are promoting ethical behaviour. And it caused quite a stir journalist condemned Woolworths consumers posted on social media to boycott the brand. It blew up in a lot of Facebook groups, and specifically moms were really upset because the owner of Ubuntu Baba she's a mom, the local mum local entrepreneurs trying to make a business work and so at first Woolworths did make a public statement, not necessarily hundred percent saying that they are that they do feel that this was a copy but they did come off and saying that there'll be a deeper investigation and five days later, if it came up that Ubuntu Baba and Woolworths sat down. They had some kind of discussion and agreement. The specifics of their discussion aren't open to the public. But what did happen publicly was that Woolworths apologized for the similarities and they called out that that mistakes were made and they pulled the product from all of their shops and they also offered to consumers who already bought the product a, refunds. So, with this isn't this situation was handled differently to Frankie's, do you feel that this was more representative of the purpose and the selling point that they for the people and that they tried to be responsible retailer?

Participant C 39:45

Not necessarily. Because it could very much have just it, they had to. They had to do those things because of how much exposure it was getting in it in a way it was painting them in quite a bad light. So, their actions could have been purely driven to protect the brand image doesn't necessarily mean that they mean that they are truly. You know, is its real integrity or fake integrity? Do you know what I mean? Yeah. And it happened in the first place. So that's a that's still questionable whether they, whether they repair if it's me helped to regain something didn't really work that well. Because you still original act in mind. Yeah. Act in mind. Yeah.

Researcher 40:41

In terms of for you as consumer, what do you think they could have been doing differently to be more aligned with their brand purpose when these things came to light so for you as a consumer, what would make you think? be more supportive towards them, based On brand behaviours that are aligned to purpose if they could do something differently

Participant C 41:06

I don't know if it's quite controversial, but if they had taken that product, withdrawn the products, put her labelling on it told her story within the store and use their store as a platform for her product as a local entrepreneur. And maybe I would have that would have been like, yeah, we fucked up. we copied you because we love what you've got. And now we're going to give you a space to it's, it's still Woolies, but it's hers. And as there I think that I don't know if that's kind of an out there thing to do, but I think that would have been a better approach, to be honest.

Researcher 41:47

Yeah, I'd like to share two videos with you

Researcher 42:04

Can you see the screen?

Participant C 42:06

I can.

Researcher 43:00

There we go. I'm going to share my screen you can welcome to help with that.

Researcher 44:32

Okay, so those two videos, they're quite. well The one I think is a little bit older news double check. I don't know. So, they both 2020. So, the one was posted in January, and that one was in March. And its part of this series of how they're trying to let consumers know that they do. They have good business practices. The series is called, good business journey. So, there's quite a few of them. But this is Just two instances one with my school and the one is more specifically related to Christmas and both have sustainability messages within them. So, seeing these videos hearing about Ubuntu Baba Frankie's knowing what the value systems are, do you feel that they are clear in how they're presenting themselves and they brand purpose?

Participant C 45:28

I definitely think those videos are very informative, and I haven't seen in before so there is a clarity about them. That is in heartening to know that they are having more of an impact and I'm aware of. So, does that answer the question a little bit.

Researcher 45:52

And right now, do you feel negative or positive about Woolworths?

Participant C 46:06

I feel I feel quite Yeah, I guess I feel more positive than I did before. And I was always kind of like, vacillated with them. But this was a good move. Yeah, that was good to see. It's good to see them.

Researcher 46:27

What else do you think as a whole Woolworths could you in terms of bad behaviours and touchpoints to illustrate the purpose more clearly?

Participant C 47:05

Other than airplanes in the sky. And so that's a difficult one for me personally because of how I interact with social media and I don't have a TV and I don't really listen to radio. So, I'm really shutting myself off from a quite a few channels. And I don't follow them on social media. Oh, why is probably the question. Like there's must be some disconnect then to in terms of and I'm wondering how many of how many Woolies consumers you go there every day follow them on social media. I don't know.

Participant C 47:55

So, I mean, I don't know other than current social media work. Yeah.

Participant C 48:08

And I suppose Yeah, sure. What I think I would love to hear is they've presented what they doing in those places. I would love to hear the stories of those woman. Like, let's hear their voices and I don't know if that was in the video was I couldn't hear it there was and people who are actually being impacted positively like tell me how Woolies is changing your life Yeah, yeah, I just want to see what they've said that you know their marketing people that are being influenced. I want to hear their voices, Yeah. Does that make sense?

Researcher 48:58

It does, thank you. 100%. It's actually quite a nice insight to it shows the power in a different way. Now, close closing question if you've got any other remark or question relates to the research, you're more than welcome to ask or if you have a specific idea, you're more than welcome to share it with me.

Participant C 49:45

Yeah, sure. Not really No. Although I would love to if you feel, I'd love to see you said you can send a snippet off afterwards, but I'd love to see the whole thing.

Researcher 50:01

Well, first, I thought what I'm offering to participants is that if you do want to see the final study the final paper, I will send it to you, it will likely be towards the end of August. And I'd be happy to send to you if you'd like the transcript as well of the interview. I'd also send that to you, if you like that.

Participant C 50:29

You don't have to send the transcript. I don't want to read my own words. And I'd love to see what other people said and the analysis that you bring to that out, I'd be very curious. And yeah, and I suppose thank you for waking me up to more of what Woolies is about.

Participant C 50:49

In in, yeah, I'm going to walk through them more careful I know, I think.

Researcher 50:55

Thank you so much for participating no its been. It's really been helpful. I've definitely had a better understanding of their purpose and how that influences you as a consumer. And yeah, it's really going to contribute to my study. So, thank you very much. I'm going to stop the recording now.

Participant C transcript

Researcher 0:33

Hello! Let's unmute you.

Participant B 0:42

Hello.

Researcher 0:44

How are you doing?

Participant B 0:46

Fine just hold on. There we go. Try again?

Researcher 0:49

Sorry, can you hear me?

Participant B 0:51

No, no you know what it was Liz. I had muted my laptop earlier this morning, so... It doesn't matter. I've been (inaudible). There we go, now I can hear you.

Researcher 1:02

Thank you so much for doing this. I really appreciate it.

Participant B 1:08

It's a pleasure, Did you get my consent form?

Researcher 1:10

Yes, I've got a just now, so thank you very much for sending the first email just didn't have an attachment.

Participant B 1:16

Okay, Monday morning. Let's not say anything.

Researcher 1:20

How are you doing?

Participant B 1:23

I'm okay and you?

Researcher 1:24

I'm good. I'm actually one of the few people I think that are doing... I'm okay during COVID. I think most people are battling quite a bit during this time business wise.

Participant B 1:35

Ya, ya, I think it's been... I think it's an interesting time. Okay, because I think, I have seen some businesses do phenomenally well. And I've seen some businesses fold. Do you know what I mean? But I don't say this too loudly. So hopefully you're aren't recording yet alright?

Researcher 1:58

I am recording but I and quickly stop it, because we've not started.

Participant B

No no!

Researcher

Okay, so it's not going to be very formal. It's, it's a relaxed interview. So, I do have questions that will guide the process. But if you have an idea that suddenly comes up, or if you want to interrupt anything that I say you're more than welcome to do so. Okay. And, and so like I said, if at any point, as well that are not hundred percent sure what

I'm speaking about if any definition is unclear, you can stop me and I'll explain as best I can. Okay, so firstly, thank you very much for providing consent. Thank you for your time doing this. And I really appreciate it and I'm going to move the screen to the side. So, I might look at you this way just because I connect with your face but I've got my questions on the other side. So just to give you a little bit of more background of the study my topic is called exploring the tension between purpose and behavior. How does the connection between brand purpose and brand behaviors influence the consumer brand relationship? And essentially, I'm working with Woolworths to look at that question. Okay. And what really sparked the study and the purpose of this study is that I'm as a person quite interested in purpose driven branding and purpose driven businesses. Um, there's been major shifts in the world today, consumers are becoming more demanding of brands to be more ethical, they want brands to behave better, they want brands to have a purpose that's not just about selling or making profits. So, they want brands because brands have the power to actually make a positive difference in the world as a whole. And so, my research really wants to look at how that purpose influences consumers, specifically whether really holds true for consumers, and how brands if they're more transparent and truthful, and the purpose, how that really influences their relationship with consumers. And the information that will be gathered from this interview. So, I'm not going to use the Zoom In my research, but I will put in a transcription, your name will not be present at all. So, you will be participant x. And I'm not going to use necessarily the whole transcript of my research paper that will be an appendix. I'm looking more at looking for insights or specific quotes that I'll draw into to the researcher to qualitative interviews essentially. Okay, to just get started with a few relaxed questions, and just to get some context on who you are as a consumer, and there'll be a few questions now and then also just explain a few definitions. So, the first definition that I'm looking at is brand purpose. And we roughly refer to that as an ethic or a worldview that drives a brand's behaviors. So, it's more of the why behind why the brand exists. So, a lot of authors will call it a brand reason for existence, a brand's essence, and even a brand's promise. Okay, it's also how brand makes a meaningful difference in the world. And so, it's not necessarily about if it's a retailer that the position is retailing necessarily, it can be something beyond that. And then when we talk about brand behaviors, we talked about any touch point contact point, any brand action, any communication point that's between a stakeholder and the brand so and stakeholders can be employees, they can be communities, they can be consumers, it goes beyond just the consumer and the brand. Okay, is this clear to you?

Participant B 6:00

Yeah,

Researcher 6:00

Can we move on?

Participant B 6:02

Yep.

Researcher 6:03

Okay so first off, where are you based?

Participant B 6:07

In Cape Town.

Researcher 6:08

In Cape Town

Participant B 6:10

Blouburg, Cape Town, so let's get specific.

Researcher 6:13

And your age?

Participant B 6:16

50.

Researcher 6:17

50, and your gender?

Participant B 6:20

Female.

Researcher 6:21

Female. Okay. Um, how long have you been shopping at Woolworths?

Participant B 6:28

Good grief (inaudible) woman. Um...Shit. I don't know, me, myself. No man, my parents... I mean, I've shopped at Woolworths my whole life. Do you know what I mean? For me, I cannot remember a time where Woolworths was not part of my life.

Researcher 6:46

Okay.

Participant B 6:48

And as an adult, as an adult have shopped in my entire life, too. Does that make sense? Yah, so I don't know. Yeah, forever.

Researcher 7:01

So, you definitely associate yourself as Woolworths consumer?

Participant B 7:06

Yes, I'm a Woolies girl.

Researcher 7:09

And how often do you shop at Woolworths whether it's groceries or clothing?

Participant B 7:15

Daily.

Researcher 7:16

Daily. Okay.

Participant B 7:18

Probably. Okay let's take Covid, let's give you insight. Outside of COVID most probably daily. In COVID most probably every third day.

Researcher 7:32

Okay, okay. Why Woolworths is and not any other brand?

Participant B 7:39

Two things, alright. Because I know I'm going because there's consistency in their service. Absolute consistency in their service, alright. And the second thing is yah that I'm just a dyed in the wool, wood wool, Woolies girl. Do you know what I mean? But I've tried. I mean, I've tried shopping at other places. And I just don't get... yah as I always explain, my children are addicted to Woolworths chicken. So I'm screwed, you know what I mean?

Researcher 08:11

[Laughs]

Participant B 08:13

And that sounds terrible doesn't it? But yah it's just it's that...It's the, it's the brand. It's that I'm I know I'm consistently going to get the same service. The food I'm buying is consistent. The quality across clothing is consistent. Do you know what I mean? And that's one of the biggest reasons I shop there, um yah.

Researcher 8:33

Um, which branch Do you shop back? Or do you shop online?

Participant B 8:39

Both, so I do online. But let's not even go down the road of Woolworths online. All right. Okay, so all right. But I shop predominantly at two Woolies. So, I have both. I mean, in your research, I suppose you will find it as well that I have a home store and then I have an away store. Do you know what I mean? So, my home store is Flamingo Flay Woolworths and my away store is either Canal Walk or Table Bay depending on what I'm buying, yeah.

Researcher 9:09

So, I'm assuming maybe it's quantity or the types of things you getting from them?

Participant B 9:16

So, I will shop and I will do a big shop at either Table Bay or Canal Walk. Certainly, now Table Bay, because they've upped their range and then my convenient shopping is Flamingo Flay and clothing, I'm doing Canal Walk. Do you know what I mean? Clothing I'm doing canal walk.

Researcher 9:37

Do you go to Woolworths for specific things and do you then shop at other places like Pick and Pay or Spar for specific things or do you predominantly just shop at Woolworths you find that predominant?

Participant B 9:48

Woolworths.

Researcher 9:49

Fantastic okay. And so earlier than I explained brand purpose, and why there really is a need for purpose. Among brands, is that the consumers becoming more conscious? Would you consider yourself a conscious consumer?

Participant B 10:09

Totally. Yah.

Researcher 10:11

And is that a reason why you've chosen Woolworths?

Participant B 10:16

Yah, so I like I like Woolies' brand story. Do you know what I mean? I resound with the brand story. And look, I suppose I should have started by saying I do, I do know

Woolworths better than most other people? Because they've been a client of mine since 2000 in various different ways. All right. So, I kind of do know some of the stuff in the background, but as a consumer, but I mean, let's park there. But as a consumer, yes, I resound with their brand story. Do you know what I mean? And as they've gone on, which they aren't really punting anymore, but their Good Business Journey. Do you know what I mean? Like back then that was part of the branding at a stage... was the Good Business Journey. Certainly, now the the...as we moving more to organic, you know what I mean? We are moving more into that and they are looking more at the, like the kind of [inaudible] organic, vegan, that kind of stuff. Yeah, I'm resounding with that with them. It's a by the by with other brands.

Researcher 11:28

Taking Woolworths away from that discussion Do you generally expect brands to be more ethical or, or more conscious in the way they operate as well?

Participant B 11:42

Yes.

Researcher 11:43

Yes, Okay. And which brand other brands can you think of that might come close towards Woolworths in that regard?

Participant B 11:53

Trying to think, let's think Where else?

Participant B 11:58

Smaller brands. Do you know what I mean? Not so much the big brands alright. So, people like now, it's gone right out of my head... So, people like Desiree, which is a, is a clothing brand that has purpose, real purpose for me. Do you know what I mean? I'm trying to think from a food perspective used to be Melissa's. But obviously Melissa's is not around anymore. So, we've got one or two in our area that are similar to Melissa's, but very small. Do you know what I mean? And I will shop there, because I can see brand purpose in what they're doing. You know what I mean? From a food perspective, I'm very much about understanding where my food is coming from. So that's what I'm looking for in brand purpose. I'm, I'm not looking for you to flood to me. Do you know what I mean? Like I'm wanting to understand. Another one who has, that

I use a lot of for my business is a company called Honest Chocolate and De Villiers, which is associated with Woolies, but there's good brand purpose. Do you know what I mean? And then there's Blue Mountain Coffee which I also use. So, you can see for me it's that! It's the kind of the journey. **I'm looking for the journey.** And then from a clothing retailer perspective, I'd like to say Poetry but I don't I'm not really clear. Do you know to mean? I think they've lost a little bit of their thing.

Participant B 13:41

And then Lush, Lush obviously. So yeah, so those are some.

Researcher 13:47

So, when you talk about clarity in the journey, you talk about like, how they talk about it, how transparent they are about their journey?

Participant B:

[nods]

Researcher:

Okay, hundred percent.

Participant B 13:58

If you took like, um, De Villiers' and you took Honest Chocolate, all right? And you took Blue Mountain Coffee and Origin Coffee, it's that **I know exactly where it's coming from. And that it's ethical.** Do you know what I mean? That it's not. And I think in Africa, it's very important for us to understand that, you know, to support the ethical stuff, because you're so, you're so far from wherever to where I'm buying it.

Researcher 14:29

Okay, great. Thank you. That in itself was so enlightening. And so now I'm going to get to the more central questions specifically pertaining to purpose. And when you think of Woolworths, what comes to mind?

Participant B 14:48

Stability.

Participant B 14:53

Say that when you told them that, I'm supposed to say things like innovation and whatever, but yah.

Researcher 15:00

About you, what for you comes to mind?

Participant B 15:03

Oh, no, no it's so Woolworths. There are two things, actually three things if I think of Woolworths. **Stability. Quality**, but they're losing a bit of that in their clothing. Okay and service. **Service certainly**. But I'd say stability, quality, and service I would have said to you a year ago. It's not as good as it should be at the moment.

Researcher 15:28

And for you without, well you might know more and more because you're more familiar with Woolworths but for you, what do you think their brand purpose is without them saying to you, this is our brand purpose?

Participant B 15:45

Service, that customer is King! Do you know what I mean? That, that we are here to serve you with quality, is what, is what consistently comes through in everything. Do you know what I mean? Like yah..

Researcher 16:03

Okay, fantastic. So now I'll tell you a little bit of how they've actually positioned themselves. So, you can find all this information as well. If you want to have a look at it on the holding site, but they've really presented themselves as a brand that cares about people and the planet. So, from a brand value position, they mentioned that they want to be one of the world's most responsible retailers. And they, if you look at their annual reports, they really try and drive that through by saying they are involved in initiatives like My School. Are you familiar with my school? Yeah. Okay. So, it's an initiative which allows consumers to actually give a portion of their purchase to My School, My Village initiative. So, when they shop, um. They also talk a lot about that

they want to empower local entrepreneurs by involving them in their supply chain. They talk a lot about sustainability and trying the best with, whether it be packaging, or how they operate their stores whether it's water conservation, and all of that... They want to basically from all points, that they are able to be a responsible retailer. So, do you feel that this resonates as their brand purpose or as one of their purposes?

Participant B 17:26

Yeah, they are. They are. And, and I want to say yah, because again, for me, it may not be coming through as clear as at consumer level as what it could, all right. But as somebody who knows the brand, yes, I know that they are very responsible.

Researcher 17:48

So, my next question was going to be do you feel at the consumer level that that's clear?

Participant B 17:56

No, no. I'll give you an example. Can I give you an example?

Researcher:

Yes, please.

Participant B 18:00

They had a range called RE that no longer exists alright. Or, it exists but it doesn't exist. The brand was completely responsible in that the jeans that were in "RE" were made from plastic, alright.

Researcher 18:20

Wow! [inaudible]

Participant B 18:22

Yah! Where was that? Where was that anywhere? Well um, it was hidden. It was kind of not put it in your face. When I tell people that, they are like "What?! But I would have

bought that” Because that's the kind of, you know, ethically sourced from Mauritius...completely whatever.

Researcher 18:42

And I have been doing research on them, so and okay look noted, my research only spans a year back, but I did not, I did not ever pick that up anywhere. I didn't even see that in any of the reports or anything.

Participant B 18:56

I think yah, and its, and its, unless you were, unless you were part of the RE brand, the RE as in that part of the brand, you didn't know that. Not even other people in the business knew that. So then how does that come out at consumer level? It doesn't, all right. Looking in the clothing, it said it, but I mean, that's not where you want it. You want it big, bold.

Researcher 19:22

Very interesting. Thank you and that example is fantastic. And so, I want to go through a list of words now and you can either say yes, you do associate Woolworths with that, or no, you don't. So, the first word is sustainability.

Participant B 19:44

[long pause] Yes, before COVID, after COVID shit. Ummm. Yes, but it's a [waves hand in gesture to show it's wavering]

Researcher 19:51

Yeah. Okay. luxury?

Participant B 19:56

Yes.

Researcher 19:59

Good business practices?

Participant B 20:02

Yeah.

Researcher 20:05

Environmentally conscious?

Participant B 20:10

Yes.

Researcher 20:12

Fake?

Participant B 20:18

No.

Researcher 20:20

Organic?

Participant B 20:23

Definitely

Researcher 20:25

Unethical behavior?

Participant B 20:28

No.

Researcher 20:30

Giving back to the community?

Participant B 20:37

So difficult to answer that one because I know Yeah, for me yes. Personally, yes.

Researcher 20:42

Okay. Exploitation of entrepreneurs?

Participant B 20:48

Yes and no. I don't know how you gonna put that in the research. but it's kind of both.

Researcher 20:54

Okay. I think we'll touch on that a little bit later and we go into specific examples. Okay, are there any other words that you think I should be focusing on in terms of research that's comes to mind with Woolworths?

Participant B 21:10

No, those are good.

Researcher 21:12

Okay, so good. Now get specifically to the purpose statement. So, on their website that actually speak of their purpose statement as one that is adding value to their people, to their people's lives. So, they say, "our people." In whatever they do, it's about adding that value. So, it could be consumers, it could be stakeholders. But for them, it's more of embrace it as us and we want to add value, but that's our employees, and our consumers. We want to offer value to them. And they actually have specific groups of people that they, that they identify within their value system. Um. And do you feel that that's clear and a brand purpose?

Participant B 21:58

No! Not clear enough. I think it used to be and I think they've lost it. Do you know what I mean? And particularly maybe not with their stakeholders, they've lost it. Alright, forget about consumer for a moment. But in stakeholder they've lost it slightly. That their people don't feel like "our" [gesturing to show circle]. The people who work there are feeling a bit removed from the brand.

Researcher 22:28

Okay. So, would you say that in touchpoints, their, the, the internal stakeholders isn't necessarily living that purpose for you?

Participant B 22:40

No.

Researcher 22:41

Okay.

Participant B 22:42

And it's, it's got to do with that the brand has changed. Do you know what I mean? The brand has fundamentally changed in the last eight years, seven to eight years. And they have not fundamentally brought their people with them. People feel like "I'm not, I'm not part of this anymore. [gesturing the circle again] I'm just a cog in the wheel now."

Researcher 23:13

Okay, so the next question is kind of similar. And I want to ask you if you see their brand purpose and touch points like Firstly, customer service and floor staff, social media, how they treat their staff internally. As a consumer do you see that purpose there?

Participant B 23:35

I do see it. All right, except I am seeing a lot more in the... It's not, It's not coming through as clear as it used to in customer service. Okay. Woolworths customer service in the last year has taken a massive dip. You are you're not getting the same quality of customer service that you were getting a year ago. I'm not talking about when you shop and you pay. I'm talking about when you've got a problem.

Researcher 24:03

Hmm. Okay, I hear what you're saying

Participant B 24:05

When we return in something, when you, whatever it is, there's a lack and the lack is education.

Researcher 24:14

Do you feel that overall, though, that their touchpoints are meaningful to you?

Participant B 24:20

Yah, they need to, **they need to get better at their social media**, but they know that. Do you know what I mean? And they are trying. I mean, they're trying desperately, but everybody keeps leaving. Do you know what I mean? Everybody who joins them to look after their social media just leaves. Ah, but maybe it'll change with the new guy. And you know, so their social media is... It works for me Liz. **It works for me. I'm not the person you should be trying to attract.** Okay. So, you're, it's you're... It's a bit old school

Researcher 24:56

Okay it works for you because you're already a consumer of theirs?

Participant B 25:02

It works for me, because I'm already a consumer, so you don't need to be selling to me that much. Okay, secondly it works for me and my age demographic, but I'm not the age demographic you should be worried about. **You've got to get the youngsters into there**, right. So, it's kind of yes, it works for me. But if I take my hat off when I look at others, it doesn't work. Do you know what I mean? **They are too old.**

Researcher 25:25

Yeah.

Participant B 25:26

Terrible. That's why I'm so glad you're not going to give my name, because they will know it's me.

Researcher 25:31

No. [laughs] Oh, we have to as ethical researchers, we can't do that. So then. I'm going to going to two examples now and um, you'll likely be familiar with them. I know that the one, well both actually are very familiar. Well a lot of uh... It happened in Cape Town. So, the first thing, Frankie's. Frankie's, I don't know if you are familiar with the whole Frankie situation, but in 2012 Frankie's a soft drink, or they were a soft drink company, um. And they accused Woolworths of plagiarizing their brand and their products. Uh, at first Woolworths denied plagiarizing anything and then uh Frankie's took them to, let me just get the exact name of it... The Advertising Standards Authority. So that took them to the ASA. Um, and they won. So, they were basically ah...Woolworths had to come out saying that they plagiarized, not just the brand, or the product, but the packaging and the flavors. And, and so this was in 2012. How do you think or, how did that situation possibly influence your perception of Woolworths at the time if you were aware of it, or how does it influence your perception of Woolworths now?

Participant B 27:12

Honestly, not at all. Okay because I can give you 20 other examples in 20 other retailers where it's been stolen. everybody steals from everybody! Every single day! All right. But having said that, Woolworths has and you got to be careful to say that you are ethical, and then you're doing that. Do you know what I mean? And I think where they went wrong, is that they didn't come out straight away. Let's see what your second example is. They didn't come out straight away. Do you know what I mean? You have to come out straight away. You have to say "yes, it was...This is the person." You know what I mean? Like, uh if you think about it logically in, in a business the size of Woolworths alright... The mere fact of the matter is that the product developer, developed that, alright. Your senior executives very often don't know where your product developers are getting their ideas from. Because there's so many coming through, that... You're not and in today's world, everybody's stealing from everybody. Yeah.

Researcher 28:34

Okay. So, this happened last year, and 2019 in January and was Ubuntu Baba, are you familiar with what happened there?

Participant 28:40

[nods]

Researcher 28:42

Okay. So just to give you information from what we know in the public, what's in the public knowledge of how the events happened... Was that the owner of Ubuntu Baba came up to the media. Well, she wrote in a blog, sorry. So, she wrote a blog on her own website that Woolworths plagiarized her baby carrier. Okay. So, at first what happened was journalists started openly condemning Woolworths. Consumers started posting to social media to boycott the brand, specifically amongst mothers. So, a lot of mothers who were big fans of Shannon and Ubuntu Baba said "please boycott Woolworths Carrier, it isn't as safe as Ubuntu Babas's." So, Woolworths did make a public statement shortly after saying that, while they didn't actually, they didn't say that they are admitting to plagiarizing, but they said that they are going to investigate the situation. And after, it was really not a long period, I think it was two days. I need to actually be more exact. I think it was two days, Woolworths sat down with the owner of Ubuntu Baba; they came to an agreement they noted the similarity.

Participant B: 29:57

5 days.

Researcher 29:59

There was a... Oh okay 5. Um. They pulled the carrier from their floors. And they also offered consumers, their consumers who purchased the carrier, a refund. And it came out as well afterwards that two of the, how the owner accused was essentially was saying that and two people from Woolworths purchased her carrier from head office. They found out that those two were in product development, the two people who did purchase it, and that they were shipped to Woolworths. But Woolworths did come out afterwards and they did do everything that they thought, they'd acknowledged that there were mistakes being made. And they came to the party. No one knows if there was a settlement or anything of that. And it's not really in public knowledge, but there was a consensus from both parties, that Woolworths did the right thing at that point. How does this situation make you feel specifically in comparison to Frankie's about the brand purpose?

Participant B 31:07

Again, I'm going to say to you that they steal every day. So those product developers go on a buying spree every three months. All right? And they literally, buy, buy, buy, buy, go back. Where I got cross with Woolworths in this one, is that, you were lazy.

Okay, lazy. Yes, everybody steals from everybody, but don't do identical. She could pick up identical stitching, or whatever. You can't fucking do that. Okay. And again, that's why I'm saying it was five days. You've got to get ahead of the curve. Do you know what I mean? And that's what I get when I, when I think their brand for me, particularly that their brand takes a knock every time. All right. They're not quick enough Liz! You've got to come out immediately like this. So, what they do is they rely on the traditional media, like relying on traditional media doesn't exist anymore. Traditional media doesn't exist. You've got to come out on your Facebook page; Take it down; Get your social media team into those things. I was in one of those groups where it went viral, alright. Where it went absolutely viral, I was like "Hier kom groot kak", now there's big shit, okay. And somebody's head needs to roll. I need to be seeing that somebody's head is rolling. I don't know that's for me. You know what I mean? If you are ethical and you're saying that then stand by your brand ethics and come out. The two people who bought it, whatever, have been disciplined. Or like you saying, we don't know if there was a settlement. That leaves a bad taste in my mouth, alright. Because now, is that product developer just gonna go on and just go and do it again. Do you know what I mean? Is she gonna go? No, she needs to be disciplined. Because if she's done it once, then she's done it a good couple of times. So, yah, for me with Frankie's was one thing. This was something else, because there was another one. I think it was a year before that, which is the is the hummingbird...

Researcher 33:25

Yeah, the designer.

Participant B 33:26

The designer. Do you know what I mean? Yeah,

Researcher 33:31

I would, so that's an interesting one. So, it's not in my questions, but I'm with... With that one specifically, there was no legal discussions or interference or any of that kind. Um, she just posted to social media. And she had the before, well, her version and Woolworths' version, but Woolworths never said anything about that.

Participant B 33:56

No, but they had changed it slightly. So, you could see that they changed it 30%. I think and applied 30%, but they removed it. I mean, they took it off shelves literally...

Researcher 34:09

Okay, okay.

Participant B 34:13

They issued an internal statement to take it off shelves.

Researcher 34:15

So, that was that was in 2016. So it was actually three years before Ubuntu Baba,

Participant B 34:21

So, but it, but it's... There's been a couple of others that have been very hush-hush. Do you know what I mean? Like just taken away, whatever. Um...

Researcher 34:31

Interesting, because last year specifically after Ubuntu, quite a lot came out all of a sudden. But um, in, to be honest, Woolworths and most of the cases did. I don't know how quick they responded, but they could prove that they've had their versions up before those brands had there's up. So, um I don't think, that's why I didn't make such a splash as Ubuntu Baba.

Participant B 34:58

And it's always, it's always been like that, because they have most probably looking for inspiration in the same places.

Researcher 35:08

Yes, well. Look at Pinterest. [laughter].

Participant B 35:10

Yes, exactly. So, I'm tweaking. I'm looking. I'm tweaking. Do you know what I mean? Um, yeah, I mean, I've got one or two retail clients who I work with who've stolen Woolies stuff. Do you know what I mean? And they doing, they, they've altered a bit, but I can see that it's Woolworths stuff.

Researcher 35:31

[nods]

Participant B 35:33

But they just, if you're gonna, if you're gonna go out there and say brand purpose is... Ethics whatever, whatever, whatever... Yah! Be careful. Know what I mean? Then you've got to show me. You've got to live that in everything. Right? And you've got to be off the mark to comment on stuff. That's my whole thing with him. Be quicker off the mark. Shut it down before even goes viral.

Researcher 36:02

No 100%. So, I'd like to also and to show the opposite. So yes, there were these instances. But Woolworths, but you are obviously familiar with it because you've mentioned the Good Business Practices, but this has been this year. Um so, I want to just share my screen with you. Are you do you see it?

Participant B 36:25

There we go. Yes. There we go.

Researcher

I'll quickly play this

Researcher 37:22

That's the one video.

Researcher 38:34

Sorry, this is what they call there's a whole series of videos like this on YouTube. They've also been posting to social media called "Our Good Business Journey." So, it falls into their Good Business Practices. And part of this is, also you can if you go into their annual reports, you can actually see how they've done all these things. Um, so now having a little bit of a fuller picture from the interview based on the videos and hearing about Ubuntu Baba and Frankie's. Do you think that Woolworths brand purpose is clear amongst the how they position themselves and according to their behaviors?

Participant B 39:20

Yah, I'd say yes and no. So again, I want to I want to quantify it for you okay, uh qualify for you and say this: maybe to the older generation, but not to the younger generation. Does that make sense? Do you know what I mean? I think if you're a brand-new shopper to Woolworths. A brand-new shopper... As in you know, it's your first-time shopping, I don't think it's that clear. I think for the person who's who shopped at Woolworths for a while like I have, then it is clear. Does that make sense to you? Do you know what I mean?

Researcher 39:59

I think if you grew up with it potentially then it might be clear, but if you didn't..

Participant B 40:07

Yes.

Researcher 40:08

And [inaudible], now maybe you are in a new income bracket deciding to purchase from Woolworths, it's not clear?

Participant B 40:13

No. It's it they are relying on historical; do you know what I mean? They are relying on history. They not they not saying... They are not doing enough for the new consumer and they have a lot of new consumers coming in all the time. And I don't think they're doing that well enough.

Researcher 40:35

Um, do you personally feel positive or negative about Woolworths? You have kind of answered this in the beginning, but after seeing this, specifically, um, do you feel positive or negative about Woolworths?

Participant B 40:50

No, I'm always... I mean, I am going to, I'm going to say this: I'm positive about Woolworths. Do I think that Woolworths will survive in the current format in which it

exists in the South African market? Not so sure. Do you know what I mean? I'm not so sure. Ah, unless they radically start doing some stuff, we may see a different format of Woolworths going forward, rather than what we currently see.

Researcher 41:23

Okay.

Participant B 41:28

If I can give you one question on add into your research is to ask if the person is a Woolworths consumer, do they consume across the whole brand?

Researcher 41:40

So, I tend to get that answer relatively quickly in the beginning. So, when I asked how often do you shop, ask for groceries and across their product ranges, so it's quite ah... I'll share it with you afterwards. Uh, because I don't want to influence the interview. But I'm sure we can talk for an hour about it afterwards.

Participant B 42:02

Does that make sense what I'm saying? Do not worry about it? Don't get me wrong. Woolworths is never going to go anywhere. All right. But is it going to stay the Woolworths that we've known for 100 years? Not so sure. I wasn't even sure about this before COVID. Okay. I said that before COVID. Now certainly after COVID I'm like, I'm not so sure. You know what I mean?

Researcher 42:31

So, if for you as a consumer, what do you think Woolworths could have done differently with Ubuntu Baba and Frankie's to present the brand purpose better? So, if their purpose and value system is around ethical behavior, what would the ideal for you have looked like?

Participant B 42:50

I think maybe with Ubuntu Baba they should have brought her in. They should have done a collab with her immediately. Do you know what I mean? And uhm... So, there's a Microsoft strategy. I don't know if you've ever heard about the Microsoft strategy. So, the Microsoft strategy works like this. All right. If Microsoft finds a competitor, or

they steal something from a competitor. Or they are in a business where the most senior person is going to, do you know what I mean, stop the sale. What do they do? They buy them. Immediately. **They buy the competitor.** They bring in the person. They offer the person a job. They should have done the Microsoft strategy immediately with Ubuntu. "Sorry!" Do you know what I mean? **"Let's partner up. You've clearly got something that we're looking for. Let's either buy you out and make you however much money."** Do you know what I mean? And you come in as a collab. **Or let's do a collab.** Do you know what I mean? And with Frankie's, most probably the same. **They've done collabs with other people, so then just do it. I would have preferred them to do that.** Do you know what I mean? Like, be strategic now about what you're doing. And then preempt other ones that you know are coming. Because you'll know that they're coming. Alright. You're going to know, like shit, that's coming. Uh, but let's, **let's bring it in quicker. Let's highlight. Let's talk about white labeling. Let's say 80% of our products are white labeled.** You know what I mean? They come from... We were not going to talk, but we collab for more. And this is a collab that they have missed out on.

Researcher 44:30

One of these outweighs the other essentially. Okay, okay, what other behaviors do you think, just as a general consumer, what else could they do in terms of behavior that for you, or for the new shoppers that you think could illustrate the brand purpose better overall? So, it doesn't have to be related to these instances specifically.

Participant B 44:54

I just, what I said to you earlier, they just need to be using social media better. Do you know what I mean? **They are needing to up their social media game big time.**

Researcher 45:03

Okay. Uh and better being engagement? Better being a new content strategy? What to you would be better?

Participant B 45:14

New content strategy, alright. It is quite old. Okay? My opinion... Do you know what I mean? My opinion is that the content strategy is old. Uh go and look for the, go and bring in the media head... And I know it's difficult. Please don't misunderstand. I know it's freaking difficult in a big business to be ahead of the curve, alright, but **don't be the follower. You've always been the leader. You've always! In retail in South Africa, you've always been seen as one of the leaders. You need to continue to be seen as**

the leader in in in content marketing on social media and you're not. You're not. And the other thing is, get your fucking online shopping working properly, please!

Researcher 46:05

This actually brings me to the end. Do you have any closing remarks or questions? Or anything that you think would be of value to the research?

Participant B 46:16

Yah, I think that you're, I think you've covered everything. Do you know what I mean? Um, yeah. I'm just interested to see what, what they take up from you. Do you know what I mean? I'm, I'm always interested. To see what they get out of it.

Researcher 46:32

Thank you so much for participating. This has been extremely helpful. You've given me really valuable insights. I really love how open you've been about everything. And I do make my research available when I'm finished to my participants. So, if you do want to read my final study, I'm happy to send it to you. I'm also happy to send you the transcripts if you'd like to see that. um yeah,

Participant B 46:58

Don't worry about the transcript. Just send me the research.

Researcher 47:03

That might only be towards the end of August. So, but I'll definitely send it through to you.

Participant B 47:09

Okay.

Researcher 47:09

And thank you so much. It's really helped me I'm going to stop the recording now.

Participant B 47:14

Pleasure.

Participant D transcript

Researcher 0:48

Hello, whoo let me just unmute you some reason the software can't find mute you if you try to unmute There you Going out. Can you hear me you?

Participant D 1:04

Yes,

Researcher 1:05

I'm good. Cold.

Participant D 1:09

It's been. It's that weird. lockdown feels like the week and the weekend is kind of the same thing. So, I haven't quite gotten used to it.

Researcher: What are you doing now,

Participant D 1:21

I'm a project manager for an NGO. And we're also everything's been pivoted because we generally run workshops and things. And we obviously can't do that now. So, it's all a bit. I mean, everyone's kind of in that that situation.

Researcher 1:42

Yes, yes, uncertain, Oh, no, I heard apparently because one of my other participants, is also from Cape Town. So, you still in Cape Town?

Participant D 1:51

Yeah. Oh, where are you? I thought you were also in Cape Town.

Researcher 1:54

No, no, I moved to Johannesburg a few years ago. Yes, I'm in Joburg. I do, miss the Cape. I do miss it uh. But all in all, in good time.

Participant D 2:09

Yeah. Well, I mean, at the moment, there's just protests everywhere. It's quite awful. We can hear the, I'm staying out and Plumsted and we can hear we this morning when the protests were like quite busy we could hear the water cannons and stuff going off it sounds like it sounds like war you know and you're like whoa and I mean you know I'm also like shame these poor people everyone's just like hungry and tired and shame so I don't know and I don't I don't really agree with the police being violent towards for like if people protest you know, it's all right.

Researcher 2:50

And compassion, just show some compassion, you know.

Researcher 2:57

Thank you very much for offering to participate. I'd really appreciate it. And thank you for signing the consent form.

Participant D 3:06

And I know so we do public engagement. I know a lot about consent forms, you need them. So, don't worry.

Researcher 3:14

It's difficult to get hold off.

Participant D 3:19

voice would be very wary when someone's like, Nah, sign it later. Don't worry. Let's carry on. I'll sign it later. No, no.

Researcher 3:29

No, I'm actually been blessed. All of the participants have also done some form of research, whether that's academic or for their jobs. So, they've all like given consent fairly easily. Whereas last year when I was doing market research, it was so difficult to get people to give consent. So no, I'm very blessed.

Participant D 3:50

It's like, that's, that's really nice to hear because it's usually the extra step of signing something where people like I'm fine with everything else, but Now that you're asked me to make this one more step, it's too much, it's too much.

Researcher 4:05

I'm gonna get straight into it, with this research, it's very fluid. Um, so there is an interview and there is questions that are structured. But if you have specific ideas, you can interrupt me, it's more of a conversation that we'll be having. And in terms of ethical research practices, I won't be using your name so you don't have to worry about your name being anywhere in the research, you'll be participant x, and the transcript will be in the appendix. And I will refer to specific insights or quotes within the research itself. And to give you some background, my topic the title of my topic is exploring the tension between purpose and behaviour. And the sub title is how does the connection between Brand purpose and brand behaviours influence the consumer brand relationship. So again, I'm using Woolworths as kind of the, the case study to look at these concepts. And I've got my questions here on the screen the other screen. Yes. So, if I'm looking, here, I'm actually looking at you.

Participant D: Okay cool

Researcher:

Okay. So, what really sparked this research for me is that I'm very interested in purpose driven branding. So, you'll see that these trends and shifts happening in the world and what they call purpose driven branding, purpose driven business essentially. And it's partially been sparked because consumers are becoming more conscious because there's a lot of technology has made it available essentially what's what brands do and what they say. And consumers are expecting brands to behave better. So that might be that they, they want brands to positively impact the world or they want brands to do more than just provide a functional benefit, they want to look at how the brand actually influences the world and its people. And also, they expecting some level of transparency and communication. Right. So, I really am interested specifically at looking at what brands say versus what they do and how the consumer responds to that. And, and as I mentioned, you clear on the ethical circumstances you happy as we go forward?

Participant D 6:31

Yes.

Researcher 6:34

So, I'm going to explain some definitions first. So, brand purpose. Specifically, when we look at what the direct meaning of it is, it's got quite a few different meanings. But most authors can agree that it's an ethical worldview that drives a brand's behaviours. It's a reason for existing beyond that functional benefit. Some authors refer to as a brand's present and brands essence or the brand promise It's how they make that meaningful difference in the world. And then brand behaviours is any touchpoint between the brand and its stakeholders. So, its stakeholders aren't necessarily just consumers, it could be employees, it could be how the brand is affecting communities, like for instance, if you look at fashion brands, how is fast fashion affecting communities in India, or China, for instance. And so, stakeholders can almost be the whole world in that regard and then touch point is also not just you know, what happens in the store, it can be a product, it can be the website, it's how they communicate on social media. It's any form where you as a stakeholder get to do with that brand.

Researcher 7:47

Okay. Okay, so just some, some starter questions and just to give me some sense of demographic, what is your age?

Participant D 7:58

30

Researcher 8:00

The gender you associate with?

Participant D 8:02

Female.

Researcher 8:04

And you've already mentioned this to me personally, but where are you based.

Participant D 8:08

Cape Town, Plumstead Cape Town if you need to be more specific

Researcher 8:12

Okay? And do you associate as a Woolworths consumer?

Participant D 8:17

Not anymore. And this is going to be interesting, but I used to, yes.

Researcher 8:20

Okay, can you elaborate?

Participant D 8:23

Okay, um, well, I, I kind of, you know... You, you get this idea that Woolworths are a better brand. You know, it's **telling you this idea of organic** and you just, you know, you're kind of, like **assume everything's above board**. But then when I was doing a course I read an article about Woolworths expansion to Australia and then I got a bit like, oh, but that's not **really supporting local** and I got a bit like it's not I felt like it wasn't selling **it wasn't it wasn't actually doing what it was saying it was doing** and then I started like sort of nitpicking at a lot of stuff that Woolworths has campaigns for; **No plastic yet they have so much packaging**. So those kind of things really started to bother me because it's not it's something that they do kind of give you the impression that don't worry, we've got this we're taking care of it, but then they're not **when you actually start looking at the things and there's sort of this inherent thing that you're paying more for this better brand. So then what are you paying more for?** Um, you know if that's if that's what always justified the cost is that it says ethical, organic or you know, just "Woolworths" good. I always associated with something specific. Yeah.

Researcher 9:38

So, when did you wind up that happen that kind of divide happen?

Participant D 9:43

That's literally been in the last year where I'd like I kind of **identify now as a more conscious consumer**. So, like, that's so just this is, this is gonna be interesting. And Woolworths are **actually really heavy on packaging**. It's, it's impossible to get sort of clean, good anyway. And so that's kind of like I shop from checkers now because most of the Veg you can get without packaging. It's obviously not perfect in any way.

Researcher 10:13

Yes.

Participant D 10:15

But at least they're not trying to sell me this idea of them being this amazing brand.

Researcher 10:22

You know, how long is your history with Woolworths? So how far back can you remember shopping at Woolworths?

Participant D 10:30

I would say definitely increasingly So in the last four years, four or five years and that's got to do with income to be honest, I started earning a better salary and then it's "hey" you know, I'm, I'm going to be a better person. No, it's also good to enjoy Woolworths' food. And the convenience. No, well, it's definitely like the convenience, but it was always the price difference to me was always justified by this sort of unspoken contract. Between me as the consumer and Woolworths as my supplier, and but yeah, then when you take a closer look, it's not actually not actually all good things.

Researcher 11:12

Yeah, hundred percent. I hear you. That's one of the reasons I think that's also sparked interest my in it, and they're quite an interesting case to look at their behaviours in terms of what they say. And how long or no not how long, but how often did you shop with them when you did support them fully?

Participant D 11:35

For those four years, I mean, like I did the majority of my shopping with them. And granted it was mostly convenience meals. But yeah, and it was they were very close to my house. At that point I would say twice a week. Okay. Okay, like I do a big shop then I'm done. You know?

Researcher 12:05

You've already answered this but do you associate yourself as a conscious consumer?

Participant D: Yes, I do.

Researcher:

Going on that do you specifically support specific brands based on their ethical or conscious behaviours? It doesn't have to be grocery related; can be any anything.

Participant D 12:31

For me what's because I did the advanced (*inaudible*), I did an operations course and then I did a business course on sustainability. What's really important for me now is like is like... **looking at the whole supply chain**. And I feel like that's where Woolworths disappointed me the most. Because you get this, I don't know, it's a false idea. But yeah, now **I look for things that are locally produced**. I look I make sure that it's that they have **recycling policies** or that they're, they at least have a sustainability something and **that it's not just business as usual**, you know, I want that to be sort of featured in their mandate and all that and I check I check receipts basically I want to know. **So okay, you support which, what NGOs are you supporting? Who are they? Are they active, the thing?**

Participant D 13:25

Because I think before I started thinking this way, you know, you that you as a consumer, you're always like, Oh, no, you know, **it's the responsibility of the people selling the stuff to make sure it's good, but at the end of the day when we're paying the bill, so and then I also for me**, it's, it's not even that like I looked into Unilever, because they are such a huge conglomerate, and then, and they also made some massive, it's the Ex CEO, but they made some massive commitments to sustainability and to do They supply chains and then you're like this is how the world's gonna change. So that's where that's where my, I want to know more, I want to know that the majority of the stuff in the shop was in South African or here or from here because I want to make sure that my money stays in the local economy basically.

Researcher 14:19

Okay so when you think of Woolworths, loosely what comes to mind?

Participant D 14:32

It is tasty. Well, um it's difficult because I've been burned but before I used I used to have all these sort of green feelings I thought that they were this big company on ethical stuff, you know, on all the fronts on people planet profits, you know, and I don't feel that anymore like I don't and this is also why I was quite interested in your survey because I don't shop there anymore. You know, like I like unless it's at the Engen, you know, on a late night, which these days are much fewer. But otherwise I don't, I don't because I feel conned. I feel like they've lost my trust. And I think that's also what's so important for and I see it more with like young companies run by 20 something year olds, where there's the transparencies there and it's, you know, like, I don't even I don't even have to ask, it's already there. Because that's how ingrained it is in the business. And I'm likely that kind of supporting those kinds of businesses. To me is just another evil mega not evil, but you're not doing enough. So, they fall short, now.

Researcher 15:46

Yes, I think you'll enjoy the latter section because I'm gonna ask questions specifically about how you think they can position themselves better, but we'll get to the essence of positioning themselves and Now as is they've presented themselves, and specifically more so in recent years as a brand that cares about the planet and its people. So, you'll see on the website like the holding's website, not the online shopping website, that they want to be one of the world's most responsible retailers. And they try and back that up with things like the initiatives like with my school, my village. So, you know, the initiative where if a consumer shops a portion of the profits if you swipe that card goes to the charities under that brand. They also try and talk a lot about how they're empowering local entrepreneurs by welcoming them into their supply chain from a marketing perspective, which I'll show to you later, and do you feel that this is a fair description of their brand purpose.

Participant D 17:00

No, I don't because I've also in the recent years which has now led to my final decision of quite a few designers, designs have been stolen by words that I know personally and so that's exactly the opposite of what they're saying they're doing and it's those little things that really like add up and for me with the with the my schools, like I also I want to know what more show me more there's programs from running for how long show me something, you know, feels it feels like a tick-boxing exercise and that and that makes it very that makes me very wary of them sort of overall.

Researcher 17:39

So, do you would you say that the communication is not representative of their initiatives terms at all?

Participant D 17:50

Well, I'd like I'm reluctant to go for finite answers, but I definitely don't think that they align not for me not on all aspects. But that's also specifically with what you know, I didn't even notice of the Woolworths like franchisors do different people are like, Okay, well then, I don't know what to say somebody, somebody's stealing someone's artworks. But I saw it with it was with this illustrator her designs are starting and putting on socks. And it's like, it's, it's more than just it. You know, it's like, I don't know, it's not a coincidence. And I make some stretches on those claims.

Researcher 18:35

But, yeah, I hear what you say. So, I'm going to give a list of words and I want to ask if you associate Woolworths with any of these words. So yes, if you do associate No, if you don't associate and sometimes what I've noticed is that some of the feedback I'm getting is that it's a yes and no or not sure type of thing like I don't know enough. Not sure

Researcher 19:00

Sustainability?

Participant D 19:04

Yes, I'm going to go with Yes. Not enough, but they're trying

Researcher 19:08

To have luxury.

Participant D 19:11

Yes.

Researcher 19:12

Organic?

Participant D 19:14

Yes.

Researcher 19:16

Unethical behaviour?

Participant D 19:19

Yes.

Researcher 19:19

Conscious eating?

Participant D 19:24

No.

Researcher 19:25

Giving back to the community?

Participant D 19:30

Yes.

Researcher 19:31

Exploitation of entrepreneurs?

Participant D 19:34

Yes.

Researcher 19:37

Environmentally conscious?

Participant D 19:40

No.

Researcher 19:42

Quality?

Participant D 19:44

Yes.

Researcher 19:46

Good business practices?

Participant D 19:48

No.

Researcher 19:49

Fake?

Participant D 19:51

Yes (Laughter).

Researcher 19:54

Empowering entrepreneurs?

Participant D 19:58

Yes, No.

Researcher 20:00

Can I ask for you personally what the difference is between environmentally conscious and sustainable?

Participant D 20:10

I said yes to sustainable and I said no to (environment) because this is the problem. I should have changed it to no. But for me, I guess it's the they're not. There isn't a there isn't, Okay, well hell, let me answer the question. And with environmentalism, it will, for me it relates specifically to the to the aspects of the planet in terms of pollution in terms of the oceans, you know, all planetary things. Whereas sustainability for me, is, you know, we have to operate within these planetary limits. And, as a business, when you use the word sustainability is, you know, will it and **Woolworths is doing better than most**, but it's a poor example. So I'd like I have unresolved feelings, I guess I should have said no, even though they have more initiatives than other companies, but again, it's that it feels like it's a surface level activity, that it's Tick-boxing and that it is to reinforce their brand image, not so much actually do the work and become a sustainable business. So that makes sense?

Researcher 21:32

Are 100%. True. It does, definitely very insightful. So just to give you some clarification as to what they specifically say the purposes that they say it's one of adding value to what they say the people's life. So, like our people, they say, adding value to our people lives. And they are trying to mean their consumers and their people. So how you interpret this People could be open for discussion. But I'll else on the website when they talk about who they serve in general, they do mention stakeholders like entrepreneurs, they do mention stakeholders within the supply chain within community. So there is mention of further stakeholders. And do you feel that they are clear? As for consumers that that is what they say they purposes. So, do you see that elsewhere because this, this is on their holding's website? This isn't on the shopping website necessarily.

Participant D 22:37

No, I don't think it's clear at all. I think that there's a lot of presumption about who's, who shops, at Woolworths and there are definitely the stereotypes within society, but I don't think and I think they are happy to endorse that stereotype actually. So yeah, no, I don't think it's clear. It's it isn't they didn't really target specific people.

Researcher 23:04

Yeah. And I hear what you're saying. And so, I'm going to go through a list again of types of touch points within their system. And again, you can give me a yes or no whether you feel the band purpose is represented in that touchpoint. So, the band purpose can be this holistic, responsible retailer adding value to the people's lives kind of ecosystem. Customer Service?

Participant D 23:32

Yes,

Researcher 23:36

For Staff

Participant D 23:39

Yes,

Researcher 23:41

Products?

Participant D 23:44

No.

Researcher 23:46

Social media?

Participant D 23:48

No.

Researcher 23:50

Website?

Participant D 23:52

No, yes, yes, actually. Yes.

Researcher 23:56

So again, when I say website, it can it can be the the shopping side of it.

Participant D 24:02

That's why I changed my mind.

Researcher 24:05

Great. How are they treating staff internally? If you aware are on that.

Participant D 24:12

No, I can't be sure.

Researcher 24:15

External stakeholders?

Participant D 24:21

I'm also unsure.

Researcher 24:24

Okay, um, so when you were heart-strong on Woolies. Um, do you feel that their internal stakeholders presented that brand purpose to you as a consumer? So, did you feel that they represented that brand purpose?

Participant D 24:41

Yeah. Yeah, I think I think I mean, yeah, it's that, you know, you fall for the... I fell hook, line and sinker. I didn't... I didn't look any further than "Oh, if it's a Woolworths brand, it must... If it's a Woolworths branded product, it must abide to the Woolworths ethos".

Researcher 25:00

So, with the employees specifically, if you had to deal with employees?

Participant D 25:06

Yeah, no, I saw that they were, they were always... I dropped the tomato sauce bottle once in the aisle and everyone was so nice. So, I like on that level I can be like, yes, they made me feel like somehow like they were an inconvenience to me.

Researcher 25:21

So, yeah, I think using the word meaningful... Do you feel that they touchpoints were meaningful to you as a consumer then? And now?

Participant D 25:34

Then yes. Now it's a weird thing, because it comes down to trust and now, I don't trust the brand. I don't trust the employees. It's very strange how that shifted with me completely because now it's a no. Whereas before, you know I would have yeah. There's that... there's that authority. They borrow the authority of their brand.

Researcher 26:02

I'm going to put three examples forward now of specific brand behaviours, the one being the whole situation with Ubuntu Baba. So, I'll just explain a little bit more feedback just to refresh your memory if you if you are aware of it, but you just want to know a little bit more or if you don't know about the situation at all. So last year in January 2019, Ubuntu Baba, they're a baby carrier company. It's run by a mom, and she's really passionate about what she does. She wrote this whole blog about accusing Woolworths of stealing her baby carrier to the point where she would post photos of each product alongside one another, showcasing the similarities and how it was what she called a plagiarism rip-off and it was sold for a lot cheaper than hers. So, she Thought Woolworths stole her market from her because now they can get a Woolworths before they buy from her. And then also one of the main driving factors of her writing the article was that she, she had two people from Woolworths in a specific period of time before the carrier went in towards purchase her carrier from her and it being delivered to Woolworths head office.

Researcher 27:30

So, at first Woolworths came out and said, you know, and we see something's wrong here. We're going to do a further investigation and cause quite a lot of stir. So, journalists condemned Woolworths. Moms took to social media trying to boycott the brand. Moms were pissed off, like, there's an article on... Yeah, there's an article on Bizcommunity that actually shows where BrandsEye that does research, and research in that week showed how there was a negative percentage of negative conversation on social media about Woolworths that was never there before. And so, after five days, Woolworths and the owner of Ubuntu Baba met, and it's not in the public, public knowledge of what exactly the settlement there was or what exactly transpired. But what is known is that was made a public apology after that saying that they did meet with Shannon from Ubuntu Baba, and that they pulled all of their carriers from Woolworths. And they would offer refunds to any consumers who did buy the carrier from them. So that was kind of the end of the story. And another incident, I ~~wouldn't normally ask the question~~, yeah, but to show you seven years prior and 2012 Frankies, a softdrink company as well, accused rule is very similar in a similar style. And that was for plagiarizing the brand And their products at first Woolworths completely denied the claims and then Frankies went to the ASA, which is the Advertising Standards Authority. And they ruled in Frankies favour saying that Woolworths did indeed, copy their brand packaging and flavors. So, with these two situations, and I know they're kind of spread far out, and I know you've mentioned that you've said that you've known designers, you've personally felt like they were paid, the designs were plagiarized. How does the situation make you feel about Woolworths? And did these instances if you knew about them affect your relationship with them at all?

Participant D 29:51

Um it did, and it has, I mean, not those stories, but the other stories that I've heard which now makes me feel like there are more... Where there's smoke, there's fire. And I also I've mean yeah, I don't, I feel like all these things came together for me and then you know even just **from a plastic standpoint Woolworths is annoying**. And I guess the ultimate final nail in the coffin for me was okay so you **plagiarizing entrepreneurs work** you are not, you have **plastic things everywhere** and then the food that was supposed to be vegan that's not vegan there's also something about that and then I'm just like you guys are not, **you're clearly in it for the money the veil**, little veil little bit of bubble that was once held has popped for me because they were just they were just all these little things that and then the biggest problem for me because when I would then complain about it because I complain And people be like oh **but Pic 'n' Pay no better Checkers** isn't it but I'm like but then I'm **running around saying that they're the best you know, the best shopping chain in the world and that they're so good** and they're so if they're not saying that if you if you if you are if you **built your whole brand around these concepts you should hold water you know** and they are not shocked actually to hear that they are more examples but...

Researcher 31:31

So, in your opinion for Woolworths to really represent properly that brand purpose. What do you think they could have done differently with these instances with entrepreneurs like that was Ubuntu Baba or Frankies, or even the designers that you know?

Participant D 31:48

Well, I mean, first off, you can **contact the creatives**, the initial creative and either **collaborate with them**, which they probably wouldn't want to do because it would drive up the prices. And someone then would have to get fair pay? I think. I mean, it's a bigger picture problem for me. I **think Woolworths hasn't actually addressed the issue** because it's not. It's not Oh, it happened in 2000. And whatever. And it happened last year, it's, it's happening in your creative department. **So, you got caught a few times you paid off, you got off the hook, but you haven't fundamentally changed the systems that keep making these mistakes.** And so clearly, internally, it's still encouraged to look for inspiration. And, yeah, so far. I think it's they should do differently internally, but I don't think much of that has changed.

Researcher 32:48

So if they had to do that, if they had to collaborate with designers, if they're to be more on top and show exactly what happens within the system and how they change the system, would you then maybe support them again and say, Look, try again being in a relationship with you. Or...

Participant D 33:08

If definitely, I mean, I'm a difficult one, because I've not taken issue with Woolies on all fronts. not treating creatives, right? Your packaging needs to be better. **You need to be more transparent.** Like, rather don't offer a vegan option if it's not a vegan option. I'm not a vegan, but, you know, for those who take it very seriously, that's a very upsetting thing. And but yeah, I'm, I mean, that's the whole thing if we're begging brands to change. And again, I recognize that Woolworths has a whole supply chain. And if they had to step up, it'll ripple through so yeah, **if they can update their activities to reflect the mandates, that would be great, then I would definitely support them again.** But yeah, it's an it's an it's a difficult one because also I used to not mind paying those prices because of what I thought I was paying for. **And I worried that if they actually had to make those changes, how expensive would things be?** But that's why Woolworths needs to soul search, for lack of a better term. But yeah, that's what it's gonna take for me to go back to Woolworths.

Researcher 34:21

Okay, and that's great. Thank you so much. I'm really gonna share my screen. Let me know if you can see that. That's the wrong one. So, I'm just gonna show you two videos quickly. You can see the screen.

Participant D: Yes / Implied.

Researcher plays 2 videos.

Researcher 36:44

Now that you've got just a view of also what they do say so in the annual reports do say they are trying to do stuff with my school and they are driving this initiative on YouTube. So, these videos were from 2020, which they call my good business journey, when there's a few of them in the series, but just giving it a little bit of a view, do you have any specific thoughts on the brand purpose of brand behaviours that are coming to mind?

Participant D 37:15

Well, the first thing for me is again, that they're leaning quite heavily on the partner. So that, you know, it's the one with the planets, the no sorry, the trees, trees for Africa, I would imagine that NGO got a large lump of money, and they're doing all the work. So, for me, sorry, I'm also in public engagement. So, this might be too much. But **I'd want to see more collaboration at that touch point**, if you know if you know what I mean. So, it's not enough for me that will which just give money for someone to do the hard work because my first thought when I saw the trees is **who's paying for the water to keep that going. What about the upkeep? What about upskilling** What about What about, you know, because again, this is this very external view of, **I'm going to help this poor community that can't help itself, parachutes, some supplies and money**. And that's not enough. So, it's very critical of me and I will go with **Woolworths still does a lot more than most brands. But then I can tell you, there's a start-up that's six months old, that's doing better**. So, for me at those at on the community engagement side of things, because I also work for an NGO and I know how these things work, that's not enough. **You can't just slap your logo on it and say that you're doing a good job**. And you and my favourite were the thing that popped up and was like, bring our recycling to selected stores. You know, it's like, again, I want **I want more consistency**. But this is this is a very critical stance. So, I'd it's maybe not the me. Someone would be like, just dammit. We're trying

Researcher 39:00

You don't have to self-criticize either. This is all good, good information and good feedback, so 100 percent. And for you I know we are I said about Frankies or Ubuntu, but what do you think was in general can do to illustrate the behaviour in such a way that's more aligned to a brand purpose that really is of a responsible retailer or bringing value to multiple stakeholders?

Participant D 39:29

Hmm. I think I think it's, it's what? No, I would, I would expect them to address the skeletons and so by that, I would mean like with the designers, I would want a clear, not an out of court settlement. I want to company policy. I want to I want to see where and how creatives are going to benefit and I want to see their names on the tags. Something I mean, just for now out of memory, I feel like Woolworths as a brand, you know, like they really sort of, they flipped over into a mass production like the Food wasn't. And this is also this could also just be perception but the Food wasn't as nice. The clothes quality wasn't that nice. Now the more business I can see, it's where margins were getting tighter. And yeah, I think they need to step up their quality overall. To be able to claim to be what, you know. So, I don't know if that actually answers the question.

Researcher 40:42

No, it does. So, it's almost like overall transparency and, and seeing that there is actually proper change being made not just not just on the outside, but fully through the inside.

Participant D 40:55

Yes, actually, I think it's all clicked together. Now. It's for me, it's the problem is that these are initiatives. They're not part of the core purpose, it needs to be woven into the core identity of the company. If you're planning on being sustainable, it can't just be an add on. And I think that's why they're failing because from the beginning, they were leaders in green and whatever, but they've fallen behind, because they haven't actually integrated into their daily value. I mean, like, I don't I haven't checked, but I would imagine if I took picked up a like any Woolworths product, I would probably be disappointed in the supply chains. You know, like, it's one of those things that could start it starts with yourself. Yeah, you don't worry about all those things.

Researcher 41:45

And then one last question, if you have any questions specifically because you're interested in the research, or if you have a closing remark that you think will be valuable to my research, please share with me.

Participant D 42:04

Yeah, I mean, for me, I, like I'm really excited. I mean, this is not just some comments, they're not really anything. But for me what's so exciting about this pandemic, awful thing to say, instant regret, but the exciting thing to me is that there's a levelling of the playing field in so many regards...that a lot of people are starting up their own businesses with beautiful clean, everything's, quote unquote, perfect, perfect. There's a company called Rewoven. They're also a few years old, and it's these three young girls. No, they're not all girls. I think one is a girl actually. But these three young people that they collect, it started with collecting scraps from factories, and then they re-(inaudible) what they make their own textiles and fashion and they have also making a drive for sustainability in fashion in South Africa and also you're in yah yes this is these are the kind of things that are really great and I see I'm going to, I see that there's there's going to be a much bigger call for genuine and sustainability within business practices and I would I wouldn't even go like I even with these lockdowns these global thing you know weathers, I can see that the laws will change to make this happen if come and it's actually just to the benefit of companies to be ahead of the game on that specific topic, but just bluntly on brand on branding for me as a consumer, I Woolworths lost my trust. And I never thought that I had such a like relationship, your relationship with Woolworths but I honestly now it's like everything that I it's a it was a great example because I've completely flipped on them and I've and this was very insightful for me because I think it's exactly that their initiatives are all sort of secondary their add ons it's never It was never integrated and then they mistakes keep happening which mistakes.

Researcher 44:20

So how often now do you shop there?

Participant D 44:24

Hardly ever like hardly ever you know it's an it's a.. but I took I took issue so I'm also one of those people once I've made a decision I've made it and I did move that I used to stay there was a Woolworths quite close to me but that always had a Checkers nearby and then I preferred Woolworths back then. But now you're and I mean my habits just as a consumer, I'm also looking into getting veggies from a local organic farmer, you know, like I want to make all those changes because I can't trust that the

big guy has to do it. And that's how I that's kind of my feelings towards big companies at the moment is that I don't I can't trust your website and you have too many offices to know what's going on. And I'm more and more attracted to supporting little guys where it's you can see exactly what's going on. And they probably have a better chance of creating a sustainable sort of business network. All habits die hard, because last year's reports Woolworths will always be like, this is how much money we've made. And as soon as you start shifting the value from you know, the value percentages, I don't know losing my value balance, then that whole thing comes out of whack. So yeah,

Researcher 45:51

Well, thank you very much for participating. It's been really helpful. I've definitely gathered a lot of insights from you as a consumer and I definitely think I've got a lot to say now about how that purpose and behaviour could influence you. And something that I am opening up to my participants is that if they want to see the final research paper, I'll be happy to send it on.

Participant D 46:15

I'd love to if you if it's a topic I'm quite keen on. So, I'd really like to when it comes out

Researcher 46:20

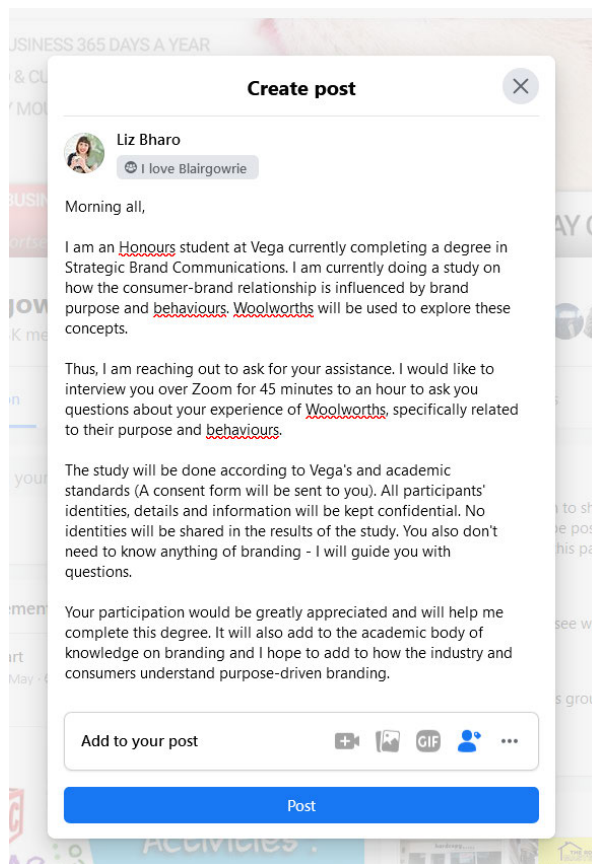
Sorry, it will be towards the end of September or the beginning of end of August beginning September that I would sign it because I first have to send it off to, to my, my supervisor and lecture before and But yeah, I know I'll be happy to send that on. I'm just going to stop the recording now.

E. Recruitment of participants

Poll questions:

- I do or have done grocery shopping at Woolworths at least twice per month.
- And/ Or, I do or have done clothes and/or lifestyle shopping at Woolworths at least twice times per year.
- I associate as a Woolworths shopper or have previously associated as a Woolworths shopper, that shopped at Woolworths regularly as per the above first two points.
- I am available to be interviewed in the next two weeks (15 July to 28 July).
- I think I could add value to your study.
- I am available to be interviewed via Zoom with my camera on for 45 minutes to an hour. I can consent to participating in the research.

Participant invitation alongside poll questions:



The image shows a screenshot of a Facebook 'Create post' dialog box. The user's name is 'Liz Bharo' and the location is 'I love Blairgowrie'. The message text is as follows:

Morning all,

I am an Honours student at Vega currently completing a degree in Strategic Brand Communications. I am currently doing a study on how the consumer-brand relationship is influenced by brand purpose and behaviours. Woolworths will be used to explore these concepts.

Thus, I am reaching out to ask for your assistance. I would like to interview you over Zoom for 45 minutes to an hour to ask you questions about your experience of Woolworths, specifically related to their purpose and behaviours.

The study will be done according to Vega's and academic standards (A consent form will be sent to you). All participants' identities, details and information will be kept confidential. No identities will be shared in the results of the study. You also don't need to know anything of branding - I will guide you with questions.

Your participation would be greatly appreciated and will help me complete this degree. It will also add to the academic body of knowledge on branding and I hope to add to how the industry and consumers understand purpose-driven branding.

At the bottom of the dialog box, there is a section 'Add to your post' with icons for video, photo, GIF, and a person icon, followed by a blue 'Post' button.

F. Thematic analysis and coding

Thematic content analysis for data set one

Website page: OUR PURPOSE, VISION AND VALUES	
Quote	Code
“OUR PURPOSE: ADDING QUALITY TO LIFE exceptional quality in every product we sell and every experience we deliver, to our customers and our people.”	Quality Stakeholder commitment/ responsibility Customer importance
“OUR VISION: TO BE ONE OF THE WORLD’S MOST RESPONSIBLE RETAILERS reflects our passionate commitment to doing good business, for our customers, our people and our planet.”	Stakeholder commitment/ responsibility Responsible retailer Sustainability Good business practices
“OUR VALUES: Our values inform and underpin the way we do business across our Group. From values-based leadership to passionate brand advocacy, we seek to embed our values across all dimensions of our business.” <i>(values in below rows)</i>	Leadership Good business practices
“CUSTOMER OBSESSED means that in our world, the customer always comes first.”	Customer importance
“INSPIRATIONAL says we are always looking ahead and taking the lead.”	Leadership

"BEING RESPONSIBLE is about doing the right thing – always value with values."	Responsible retailer
"COLLABORATIVE means we are one team working together."	Stakeholder commitment/ responsibility inferred Collaboration
"QUALITY is the heart of our business. We are committed to quality, in whatever we do, wherever we do it."	Quality

Website page: OUR STAKEHOLDERS

Quote	Code
"At WHL, we believe that building strong stakeholder partnerships is key to building a more sustainable business and future."	Stakeholder commitment/ responsibility Partnerships Good business practices inferred Sustainability
"A vital component of this is understanding how we influence and impact our stakeholders, and also how we can learn from and leverage our stakeholder base. In turn, we aim to create shared value from our activities through identifying societal and business benefits simultaneously for all our stakeholders."	Stakeholder commitment/ responsibility Value creation
"Our Good Business Journey not only aims to comprehensively manage our business risks but to also meet the expectations of these key stakeholder groupings" <i>(stakeholder groupings in below rows)</i>	Good business practices

	Stakeholder commitment/ responsibility
“ Our customers – throughout over 1 576 store locations, we make every effort to satisfy our customer requirements around our product quality, value, and sustainability.”	Customer importance Quality Sustainability
“ Our employees – we employ over 46 000 people across our global operations, and recognise our role as a leading employer to enable wellbeing through investment in skills, learning opportunities, and conducive working environments.”	Stakeholder commitment/ responsibility Leadership Value creation
“ Our suppliers – we source goods and use the services of thousands of direct and indirect suppliers. We strive to provide favourable terms and support their development in a long-term and sustainable way.”	Leadership Responsible sourcing Sustainability Good business practices
“ Our communities – we operate in South Africa and 10 other sub-Saharan African countries as well as in Australia and New Zealand. We appreciate the need to be meaningfully involved in community upliftment initiatives in the areas within which we operate.”	Community upliftment Good business practices

Website page: Our good business journey

Quote	Code
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“The Good Business Journey is our plan to make a difference for our people, in our communities, and for the environment.”	Responsible retailer Stakeholder commitment/ responsibility Good business practices Sustainability Community upliftment
“contribute R3.5billion to our communities by 2020.”	Stakeholder commitment/ responsibility Community upliftment Responsible retailer
“save 500billion litres of water by 2020.”	Responsible retailer Sustainability
“halve our energy impact by 2020 and source all our energy from renewables by 2030.”	Responsible retailer Sustainability
“responsible sourcing of all key commodities by 2020.”	Stakeholder commitment/ responsibility

	Responsible sourcing
“have at least one sustainability attribute for our directly sourced products by 2020.”	Responsible sourcing Sustainability
“Phase out single-use plastic shopping bags by 2020.* All our packaging will be reusable or recyclable by 2022.”	Sustainability Responsible retailer
“The Good Business Journey encompasses the issues which matter most to our colleagues, customers, shareholders and other stakeholders. It also enables a consistent approach to managing sustainability issues across our global supply chain, thereby delivering our vision of being the most sustainable retailer in the southern hemisphere.”	Stakeholder commitment/ responsibility Customer importance Sustainability Responsible retailer
“The Group’s Good Business Journey programme consists of eight focus areas – the main drivers of value creation and the material aspects to address sustainability in the Group.”	Value creation
“These eight areas are: people and transformation, social development, health and wellness, ethical sourcing, sustainable farming, waste, water, as well as energy and climate change.”	Sustainability Stakeholder commitment/ responsibility Community upliftment Responsible sourcing

Thematic analysis for data set two

Transcripts also showcase coding, where areas of themes have been highlighted

Themes	Subthemes	Frequency	Quote
Sustainability	Good business practices	4	"it does seem that they have better brand behaviour." (Participant A) "I know that they are very responsible" (Participant B) "Yet, there's definitely an attempt to be, to show that they are trying to be more sustainable and more ethical." (Participant C) "Woolworths is doing better than most"... "feels it feels like a tick-boxing exercise...the problem is that these are initiatives. They're not part of the core purpose, it needs to be woven into the core identity of the company. If you're planning on being sustainable, it can't just be an add on". (Participant D)
	Plastic packaging	2	"They put all their dried seaweed products...in a tray and a tin foil packaging, and neither of those are recyclable." (Participant C) "they're a little bit incongruent and their brand behaviours not fully

			lining up” (on plastic-heavy packaging) (Participant C) “Woolworths has campaigns for no plastic yet they have so much packaging...Woolworths are actually really heavy on packaging.” (Participant D)
Stakeholder commitment	Customer importance	4	“I think the customer service is generally quite good.” (Participant A) “Service, that customer is King...That, that we are here to serve you with quality, is what, is what consistently comes through in everything... There's consistency in their service. Absolute consistency in their service” (Participant B) “I think their customer service is quite good. Yeah, I mean, I've just returned something recently and they very happily, just took it and swapped it out...I've had a lot of positive experiences of just, you know, really, like really helpful (staff) wanting to be there, present, engaging. Definitely. And then there's sometimes a few that look like they would rather be elsewhere. Woolies is very cold.

			They keep the temperatures of the stores quite cool. And I know that it impacts the mood of a lot of their staff. Yeah, I've often seen them sitting with like five layers and the woman's like 'Hi'. And she looks deeply unhappy. She can't really give much value, because she's freezing." (Participant C) "I dropped the tomato sauce bottle once in the aisle and everyone was so nice." But also says: "I don't trust the employees." (Participant D)
	Responsible sourcing	3	"sometimes it's when brands transgress on that, that you are more likely not to shop there...it's funny because those stick in mind more than if somebody had told me Woolies put up a school somewhere... negative publicity always stays in mind more than positive publicity... You didn't have to have a degree in marketing or advertising or know anything about business to see that this was completely plagiarised. So that that is disappointing." (Participant A)

			“And there's no recognition...there's no support”. (on Ubuntu Baba and Frankie's) (Participant C) “that's not really supporting local and...it wasn't actually doing what it was saying it was doing” (Participant D)
Good business journey	Accountability	4	““The initial part of where they transgressed, that doesn't reflect well on them... I think some of the steps that they have undertaken, such as you know, you know, apologising, meeting with the owner, removing it from their stores, offering a refund is good, because I think that shows some sort of accountability. You know, a lot of times brands just go silent, and they don't say anything or they if they do say something it's kind of tone deaf and not really addressing the issue.” (Participant A) “Everybody steals from everybody! Every single day!... But having said that, Woolworths has and you got to be careful to say that you are ethical, and then you're doing that... You have to come out straight away... I need

			to be seeing that somebody's head is rolling...That leaves a bad taste in my mouth.” (Participant B) ““But I also understand that ideas aren't necessarily normal and creative, but I don't think they've addressed it adequately.” (on Ubuntu Baba and Frankie's) (Participant C) “So, you got caught a few times you paid off, you got off the hook, but you haven't fundamentally changed the systems that keep making these mistakes...address the skeletons...I would want a clear, not an out of court settlement. I want to company policy...I want to see where and how creatives are going to benefit and I want to see their names on the tags....I think they need to step up their quality overall.” (Participant D)
	Community upliftment	3	“they haven't really, well in my personal experience, encouraged me to utilise [MySchool MyVillage MyPlanet card], which means that it's there and it seems like they're doing something, but if I'm not utilising it, it means they're not

			actually sending the money to anyone.” (Participant A) “That is in heartening to know that they are having more of an impact and I'm aware of” (on the X-mas tree and water initiative videos) (Participant C) ““I'd want to see more collaboration at that touchpoint... Who's paying for the water to keep that going. What about the upkeep? What about upskilling...I'm going to help this poor community that can't help itself, parachutes, some supplies and money.” (Participant D)
	Collaboration	3	“I think maybe with Ubuntu Baba they should have brought her in. They should have done a collab with her immediately...Let's partner up. You've clearly got something that we're looking for. Let's either buy you out and make you however much money...Or let's do a collab... They've done collabs with other people, so then just do it. I would have preferred them to do that...And then pre-empt other ones that you know are coming... let's bring it in quicker. Let's highlight. Let's talk

			about white labelling.” (Participant B) “I don’t know if it’s quite controversial, but if they had taken that product, withdrawn the products, put her labelling on it, told her story within the store, and use their store as a platform for her product as a local entrepreneur...we copied you because we love what you’ve got. And now we’re going to give you a space.” (Participant C) “I’d want to see more collaboration at that touch point... who’s paying for the water to keep that going. What about the upkeep? What about upskilling...I’m going to help this poor community that can’t help itself, parachutes, some supplies and money.” (Participant D)
Quality	Quality	3	“I find them good quality so they last a bit longer.” (Participant A) “The food I’m buying is consistent. The quality across clothing is consistent.” (Participant B)

			“I find that there's certain quality that is appealing. I think it helps validate who I think I'd like to be in terms of like a high-end consumer...there's definitely the quality they go for. Quality and sophistication and, and beauty. Yet, there's definitely an attempt to be, to show that they are trying to be more sustainable and more ethical.” (Participant C)
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[REDACTED]

[REDACTED]

H. Final research report summary document table

CONCEPT DOCUMENT TABLE

TITLE: Exploring the tension between purpose and behaviour: How does the connection between brand purpose and brand behaviours influence the consumer-brand relationship?

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
Brand purpose is an ethic that drives brand behaviours, but is often misused for profits rather than being meaningful (Hsu, 2016). Consumers demand that brands do better (Kay, 2014). The study aims to better understand the connection between brand purpose and brand behaviours and how that influences the consumer-brand relationship.	RQ1: How does the connection between brand purpose and brand behaviours influence the consumer-brand relationship?	The study is important, because brands have to do as they say, and the industry needs to take purpose-driven branding more seriously as people care. The research is also important to contribute to the academic body of knowledge on concepts of purpose.	Enslin (2011). Aaker & Joachimsthaler (2000) Keller (2013) De Chernatony (2009)	Theme 1: Brand purpose Theme 2: Brand behaviour Theme 3: Consumer-brand relationship Theme 4: Customer-based brand equity Theme 5: Brand resonance model	Paradigm: Interpretivism Epistemology: Knowledge will be reflective of multiple perspectives and showing consumers, Woolworths and external stakeholders' interpretations of purpose and behaviour. Ontology: Reality will be different for different people. I.e. Woolworths' reality about their behaviour will be different to how consumers experience it.	Qualitative Deductive Exploratory Hermeneutic-phenomenology	Data set 1: Unobtrusive research - qualitative content analysis (to study purpose and behaviours present in Woolworths related texts). Data set 2: Field research - semi-structured in-depth interviews (to study consumers).	Ensuring participant consent and safety. Researcher bias. Researcher is a Woolworths shopper, and should ensure to do research objectively without unfounded opinions. Fake news on the internet could be a potential ethical challenge. To overcome, only Woolworths will be sourced.	Addressing SQ1: The researcher has identified that Woolworths positions themselves as a sustainable brand, with a vision to be one of the world's most responsible retailers, who cares deeply for multiple stakeholder groups, more so than the stated purpose of a customer-obsessed brand adding quality of life to their stakeholders. Additionally, the brand has multiple active strategies to take action on these commitments. They do not preach, but have strategies in place, as per their Good Business Journey report (2019), which aligns to these statements. Addressing SQ2: Consumers will continue to support Woolworths, as Woolworths is taking more action towards responsible retailing and sustainability. There is enough alignment for consumers to say the purpose is authentic. However, they have high expectations of Woolworths to take accountability and actions, that will correct behaviours, when their behaviours do not align to their purpose.	More quantitative research could be done to address whether there is a causal relationship between purpose and behaviour. More qualitative research should be done over a longer period, showcasing higher numbers to offer more credibility to the research problem.
Research Problem	Secondary Questions/ Hypotheses/ Objectives	Key Concepts	Key Theories			Population				
Brand behaviours should reflect brand purpose in an ideal world (Hsu, 2016). Purpose can be a powerful driver, not only to make profits, but to take care of the world (Kramer, 2017). Yet, purpose is often used as a gimmick by brands (Hsu, 2016). Thus, the problem is what does it mean for consumers and the brand, when purpose isn't aligned to behaviours?	SQ1: How does Woolworths position their brand purpose in relation to their brand behaviours? SQ2: What does Woolworths' brand behaviours say about the authenticity of their purpose, as perceived by consumers? Objective 1: To explore how Woolworths positions their purpose in relation to brand behaviours, as presented by themselves. Objective 2: To explore how consumers perceive Woolworths' brand behaviours and whether they perceive it as authentic to Woolworths' purpose.	Brand purpose Brand behaviours Consumer-brand relationship	Enslin's brand identity model for brand purpose (2011). Enslin (2011) and Walsh (2018) on brand contact and touchpoints for brand experiences. Keller's customer-based brand equity concept for consumer-brand relationship (2013). Keller's brand resonance pyramid for consumer-brand relationship (2013).		Axiology: All value sets are important. The participants' understanding and values are just as important as the brand being studied, and as important as academic authors' knowledge on the topic.		Data set 1: Woolworths texts sourced from Woolworths' Holding Website that mention purpose, vision, and values Data set 2: Woolworths consumers who shop regularly at Woolworths, associate as Woolworths consumers, and have access to internet, social media, and Zoom software			
							Sampling	Data Analysis Method(s)	Limitations	Key Contribution
							Probability or non-probability: Non-probability sampling Sampling method: Purposive sampling for data set 1 and 2 Size: Data set 1: 3 texts Data set 2: 4 participants	Unit of Analysis: Woolworths and Woolworths consumers Data Analysis Method(s): Data set 1: Thematic content analysis. Data set 2: Thematic analysis of interviews.	Time. Covid-19 : access and safety Woolworths' PR might overshadow positioning of purpose and behaviour	Adding to the academic discourse on the connection between purpose and behaviour, as consumers do question whether what brands say is aligned to what they do.

