

Authentic Brand Communications in South Africa

– A Millennial Perspective

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DECLARATION

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 Institution for degree purposes.

ACKNOWLEDGEMENTS

Thank you to my family and Hewitt + Associates for helping me fulfil this dream. I could not have accomplished this degree without the support that I received from everyone.

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Lastly, thank you to my classmates for keeping me motivated throughout the past two years.

ABSTRACT

This study focused on uncovering how global heritage brands in Africa, specifically South Africa can communicate authentically to Millennials or also known as Generation Y. Being the largest consumer group, brands find it easier to target this generation. However not all brands resonate with Millennials. This study was done to provide best practices for brand teams to communicate authentically in an effort to stay relevant and resonate with Generation Y. Key themes discussed include: brand identity; brand personality; brand authenticity and brand consistency. Qualitative research was done in the form of semi-structured interviews. Overall, a purposeful and convenient sample of ten industry professionals from 'Hewitt + Associates' were interviewed. Insights were derived in an objective manner. As a result, it was found that brands should keep brand identity constant whilst brand personality can change and evolve in order to resonate to the particular generation they are targeting. Visuals and language are key elements that can be adapted to local markets when rolling out global campaigns within the country.

GLOSSARY OF TERMS

Brand Authenticity:

Brand authenticity is a socially constructed phenomenon. It provides credibility and is strongly related to a brand's heritage (Pattuglia & Mingione, 2017).

Brand Consistency:

A brand's core values are embodied in the voice and message across different communications (Emarketed, 2019).

Brand Identity:

Brand Identity as a necessary concept which expresses tangible and intangible attributes of a brand as well as its heritage (Kapferer (2008). Brand Identity is an aspirational representation of what the brand wants to be and stands for (Aaker & Joachimsthaler, 2000).

Brand Personality:

Brand Personality has been a vital part of advertising since 1970 and looks at describing the brand as a person (Kapferer, 2008).

Brand Value and Equity:

The value of a brand is an estimation of what it is worth and is closely linked to brand equity. Brand equity refers to the brands assets is associated to the value a name or symbol adds to a product or service (Aaker & Joachimsthaler, 2000).

Established or Heritage Brands:

A heritage or established brand is one that has been around for years. It has become part of society and its identity stems from a collective of others (Boccardi, Ciappei, Zollo & Laudano, 2016).

Ethnography:

Ethnography is a term associated to anthropology, which looks at the study of human behaviour (Maree, 2016).

Semiology or Semiotics:

Semiology, derived from the Greek word for signs, is the science of studying the system of signs. Semiotics specifically, looks at the creation of meaning in media texts (Rayner & Wall, 2008).

Triangulation:

Is a term that is used to describe the verification of information through difference sources of information. It uses different instruments for information and helps to frame concepts (Maree, 2016).

LIST OF ABBREVIATIONS

Abbreviation	Expanded Abbreviation
Ads	Advertisement
FMCG	Fast Moving Consumer Goods
Gen Y	Millennials or Generation Y
H+A	Hewitt + Associates or Hewitt And Associates
LSM	Living Standard Measure
SA	South Africa
WOM	Word of Mouth

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CHAPTER ONE: INTRODUCTION AND OVERVIEW

1.1 INTRODUCTION

This qualitative research focused on identifying and proposing ways to close gaps found in literature concerning the advertising landscape in Africa, specifically SA. The research discusses how brands can communicate authentically to Millennials within SA. The perspective is based on insights from purposeful interviews with industry professionals within the country specifically employees from 'Hewitt + Associates' (H+A). Topics discussed include brand identity; brand personality; brand consistency and brand relevance. This document also includes paradigms; theories, literature and research design.

1.2 PROPOSED JOURNAL

The proposed journal for this study is the Journal for Consumer Marketing. This would be a suitable journal as it focuses on how to advertise to consumers, which directly relates to this study. Specifically, this study will look at communicating to Millennial consumers.

1.3 BACKGROUND

Millennials, also known as Generation Y or Content Creators (Smythe, 2018), are the most connected generation (Stephan, 2017). This generation wants more than just functional benefits from a brand, they want emotional connections. Brands that market empty promises to Gen Y in Africa, will fail (Kreger, 2018). Disruption has become the norm for this generation (GFK, 2017) hence innovative brand communications is needed (Stephan, 2017).

This study is centred around understanding concepts of brand identity, specifically brand personality, within a South African context with focus on how to authentically communicate to Millennials. The research also touched on semiotics and the role it plays in branding and communications.

Once these core concepts have been covered, the study will look at addressing the identified gaps in the literature. Here the aim was to find best practices that can be used going forward.

This was accomplished by interviewing industry professionals and understanding their perspective of how to best target different generations such as Millennials. The value of these insights came from the experience these professionals have within the industry.

1.4 RATIONALE

Millennials have greatly impacted brands within SA. Working within the FMCG advertising industry, it has been observed that brands have started to change the way they advertise and communicate in the hopes of staying relevant. In order to get Millennials attention, brands have started to talk and sound more like this generation. However not all brands have a 'Millennial' personality. Thus it is important to understand the scope in which Millennials have impacted the way FMCG brands communicate within a South African context.

This study is significant as various gaps have been identified in the literature reviewed. The common theme in the gaps were centred around how brands can communicate authentically to different generations in Africa, specifically SA. This study aimed to identify and suggest ways to resolve these gaps. This will ensure that future campaigns created within the country and Africa are relevant and authentic.

There were two parts to this study. Firstly, understanding how millennials have changed the way brands advertise. Secondly, analysing how the industry has evolved to keep up with this generation.

1.5 PROBLEM STATEMENT

It was perceived that the way SA heritage brands are evolving their communications to target future generations such as Millennials is not authentic. To be successful, they may need to change their tone of voice and brand personality to align more closely to the generation being targeted.

Hence, the problem is to determine how much of their brand identity, specifically brand personality, needs to change or adapt in order to attract the Millennial generation within the FMCG sector.

1.6 PURPOSE STATEMENT

The purpose of this study was to understand brand identity, specifically brand personality, within a South African context with focus on authentically communicating to Millennials. The influence of Generation Y on South African heritage brands will be considered.

The table below displays the questions this research will answer.

Table 1.1 Research Questions and Objectives

	Research Questions	Objectives
1	How do brands create authentic campaigns whilst staying true to their personality?	Understanding The Value of Authentic Brand Communications
2	How are Millennials affecting the way brands communicate?	Investigating The Effects of Millennials On Authentic Brand Communication
3	When should brands change their personality to align to the generation they are targeting?	Discovering How Heritage Brands Stay Relevant Whilst Communicating Authentically

1.7 CHAPTER OUTLINE

Going forward, chapter two looked at the literature review and theories. Chapter three unpacked the research design and methodology, this included paradigms used. Interpretation of findings were done in chapter four. Lastly, ethics, bias, scope of study and concluding remarks were discussed in chapter five.

1.8 CONCLUSION

This research study plans to resolve key gaps identified in the literature. It looked at understanding brand identity, particularly brand personality within the context of South African brand communications. Specifically, the research was centred around how heritage brands can authentically communicate to Millennials. The results will allow industry professionals to create better campaigns. Moving forward, chapter two will discuss literature.

CHAPTER TWO: LITERATURE REVIEW

2.1 INTRODUCTION

In this chapter, literature relevant to each objective is presented. Appropriate theoretical frameworks were discussed first, followed by literature. These frameworks, assessed brand personality in relation to heritage brands and millennials. Theorists analysed include: David Aaker; Erich Joachimsthaler; Jean-Noël Kapferer; Jennifer Aaker and Ferdinand de Saussure. Theories analysed: The Brand Identity Planning Model; The Brand Identity Prism; Brand Personality Framework as well as The Sign, Signifier and Signified. Key concepts mentioned in literature include brand identity; brand personality; brand consistency and brand relevance within the context of heritage brands.

2.2 THEORIES

Specific frameworks, models and theories were purposefully chosen to help gain a deeper understanding of branding, specifically the effects of brand identity and brand personality on brand communications to millennials (appendix 7 page 63 contains full breakdown of key theories discussed).

2.2.1 Brand Identity

In order to understand how African brands, specifically South African brands could adapt or align more towards Millennials whilst staying true to themselves – brand identity theories were considered.

Kapferer (2008), described brand identity as a necessary concept which expresses tangible and intangible attributes of a brand as well as its heritage. While Aaker and Joachimsthaler (2000) consider it to be the cornerstone of a great brand strategy. Further stating that brand identity is an aspirational representation of what the brand wants to be and stand for.

The aim of all brands should be to have a clear, strong brand identity which has depth and meaning. This reduces ambiguity between competitor brands and educates decision makers to make more informed choices (Aaker & Joachimsthaler, 2000).

According to Kapferer (2008), brands must have a 'deep inner inspiration', their own characteristics as well as beliefs. Hence he suggested the Brand Identity Prism which consists of six facets. Namely: brand physique; brand personality; brand culture; a brand relationship; a brand as a customer reflection and brand self-image (Kapferer, 2008). However, compared to Aaker and Joachimsthaler's (2000) Brand Identity Planning Model (figure 2.1 below), Kapferer's model is quite vague. For this reason, this study focused on Aaker and Joachimsthaler's model.

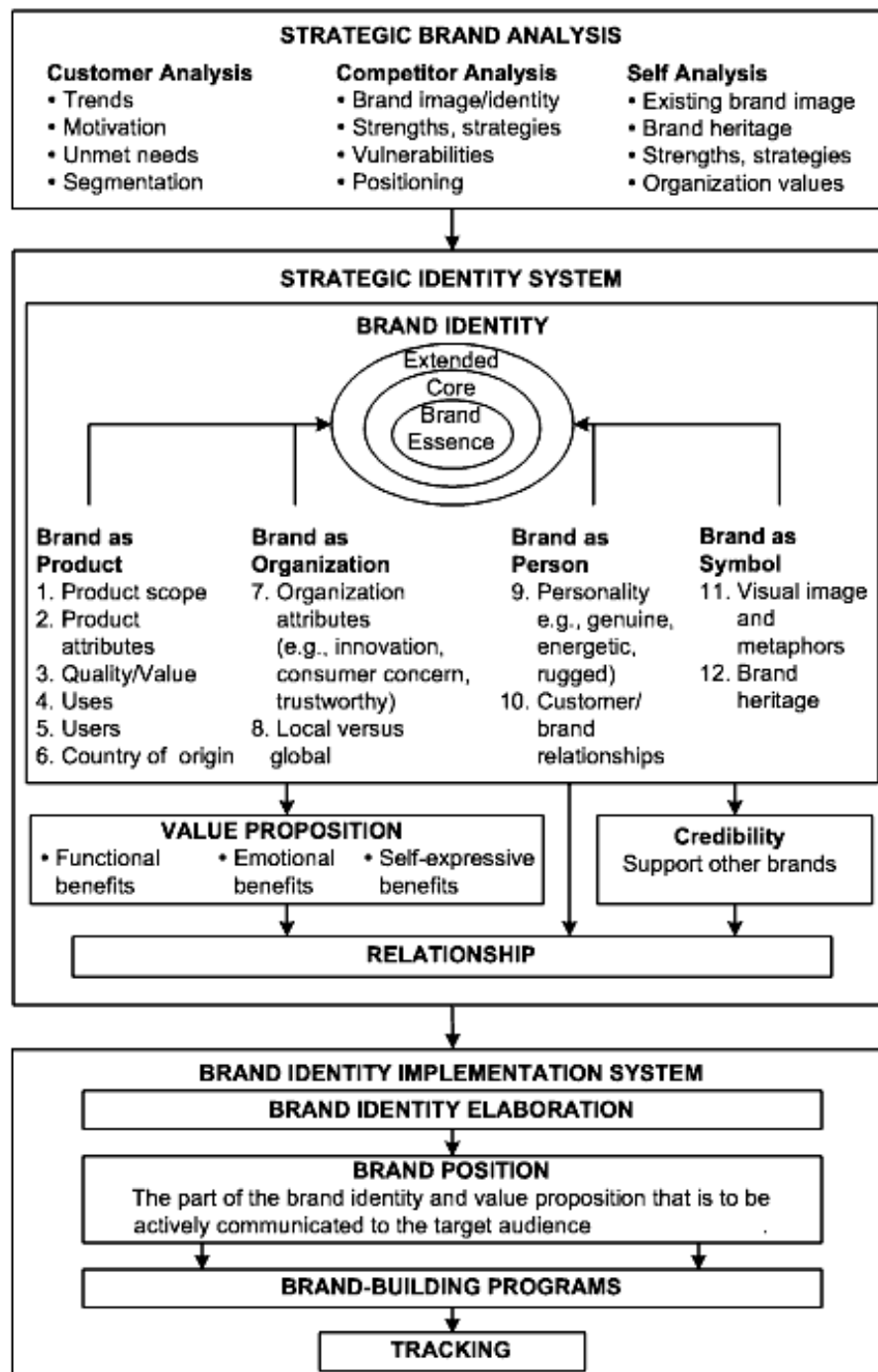


Figure 2.1 Brand Identity Planning Model (Aaker & Joachimsthaler, 2000: 44)

As seen in Figure 2.1 (page 8), Aaker and Joachimsthaler (2000) considered twelve factors which influence the extended brand identity – double that of Kapferer's six facets. This comprehensive brand identity model considers a brand to be much more than a product.

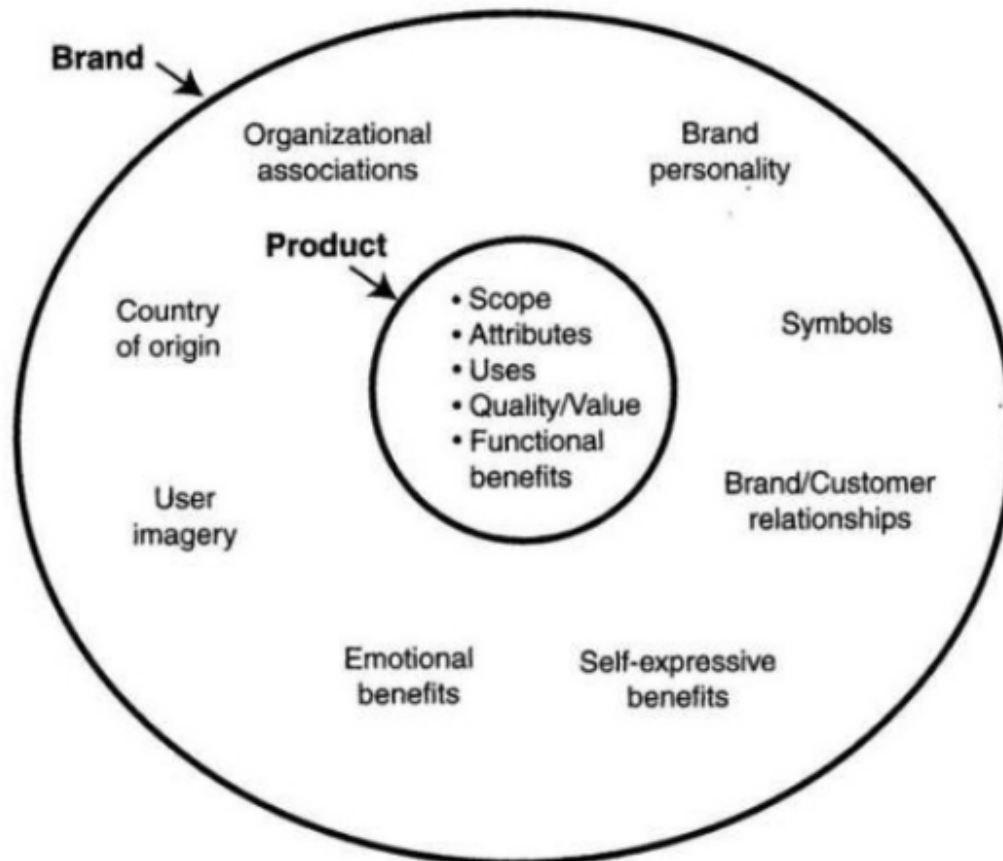


Figure 2.2 A Brand Is More Than A Product (Aaker & Joachimsthaler, 2000: 52)

A common mistake mentioned is that brand teams consider their brand from a very narrow perspective (Aaker & Joachimsthaler, 2000). Thus Aaker and Joachimsthaler (2000) talk about eight points which help create an effective brand identity system (Figure 2.2 above).

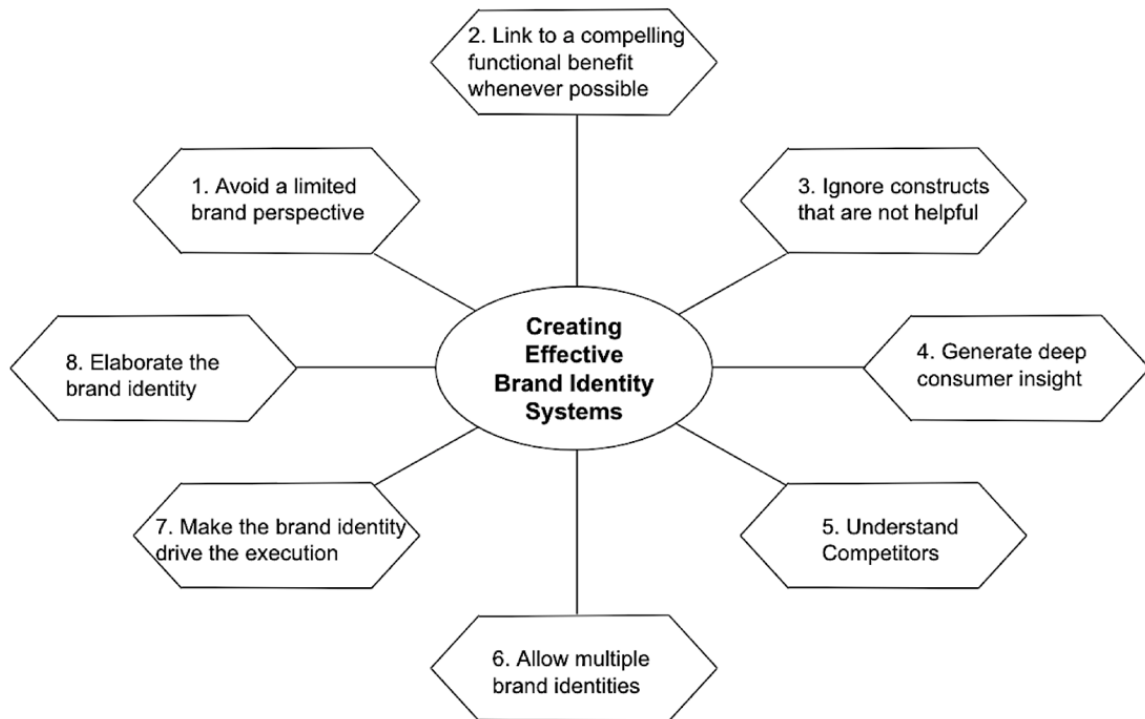


Figure 2.3 Creating Effective Brand Identity System (Aaker & Joachimsthaler, 2000: 51)

In Figure 2.3 above, Aaker and Joachimsthaler (2000) mention in point six the use of multiple brand identities should only be done in extreme circumstances. Aaker and Joachimsthaler (2000) and Kapferer (2008), discuss how a strong brand identity should be able to be applied across different contexts. Kapferer (2008:181), goes further to state that, “it is the degree of freedom between identity, essence and positioning that enables a brand to change over time while still remaining itself”. Aaker and Joachimsthaler (2000) discuss how brands should leverage their associations rather than changing it. More importantly, brands should prioritize associations that differentiate and resonate with consumers in different contexts.

2.2.2 Brand Personality

This study focused on uncovering how brands can communicate authentically with Millennials in Africa, specifically SA. In order to understand this concept, brand personality was evaluated in more detail using Aaker’s 5-Dimensional Model of Brand Personality (1997).

According to Kapferer (2008), brand personality has been a vital part of advertising since 1970 and looks at describing the brand as a person. Aaker and Joachimsthaler (2000) takes this one step further by noting that brand personality helps a brand to gain awareness; differentiate and become memorable.

Whilst David Aaker touches on brand personality in his brand identity theory, Jennifer Aaker (1997) analysed it in more detail with her suggested '5-Dimensional Model of Brand Personality'.

She (1997) discussed how brand personality considerably influences consumer behaviour. Notably, the impact on the way consumers express themselves using brands. As a result, the '5-Dimensional Model of Brand Personality' (figure 2.4 below) looks at the relationship between the brand and consumer preferences (Aaker, 1997).

After exploring 114 personality traits, it was suggested that consumers perceived brands to have five distinct personality dimensions (Aaker, 1997). These five dimensions depicted in Figure 2.4 (below) are supported by fifteen additional traits.

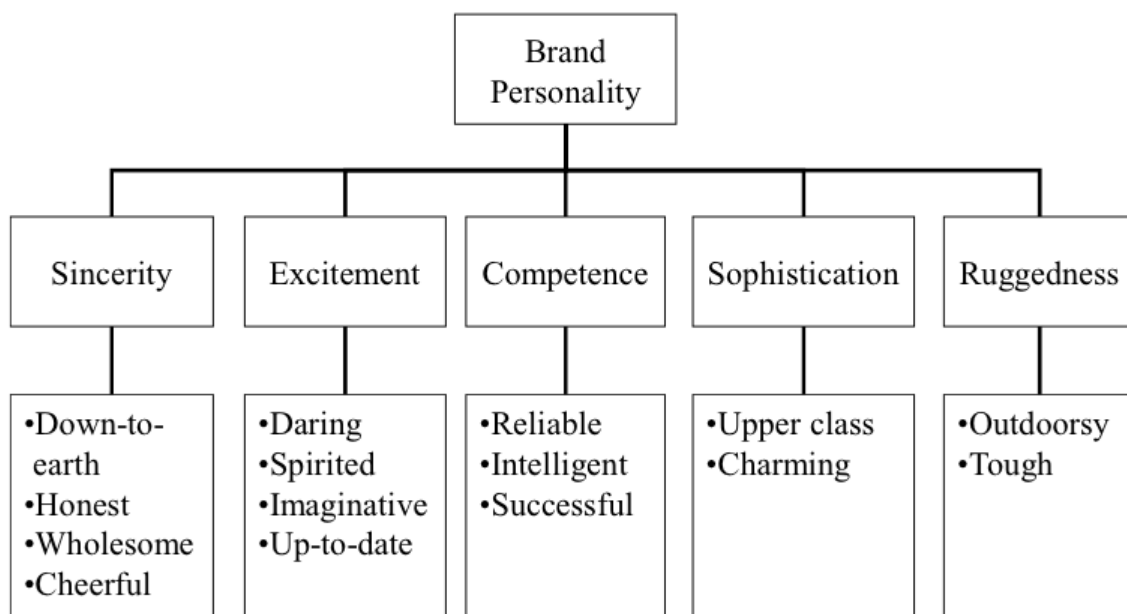


Figure 2.4 Brand Personality Framework (Aaker, 1997)

Aaker (1997) mentioned that brand personality is important as it helps to:

- Increase shopper preferences as well as usage.
- Stimulate emotions in shoppers.
- Increase consumer loyalty and trust.

While this framework for brand personality is sound, it failed to discuss whether brands should change their core personality over time when targeting different generations. In addition, it failed to elaborate on how brands can stay true to themselves when targeting various generations. This study focused on investigating this.

2.2.3 Semiotics

This study looked at how Millennials impact language, communications and advertising. Therefore, it is vital to understand the importance of authentic brand communications and how this affects interactions with consumers.

Semiology, derived from the Greek word for signs, is the science of studying the system of signs (Rayner & Wall, 2008). Semiotics looks at the creation of meaning in media texts. It enables advertisers to understand sign systems within media communications and how these meanings affect the end consumer's perceptions.

Roland Barthes; Ferdinand de Saussure and Charles Pierce are the fathers of Semiotic theory (Rayner & Wall, 2008). Barthes looked at the meaning of visual images; Pierce's perspective is from a broader understanding of social constructs and Saussure's theory focused on the meaning of text (Rayner & Wall, 2008). This study will concentrate on Saussure's theory as it relates to brand personality and tone of voice.

Rayner and Wall (2008) described Saussure's (1961) theory of Semiotics as understanding language as a cultural construct as well as a social system that's controlled by rules. Saussure designed the 'Sign, Signifier and Signified' model, which has become part of the foundation for most semiotic theories. The signs are the whole process, which looks at the relationship between the signifier and signified (Saussure, 1961). The signifier can be described as sounds or physical objects such printed words or ads (Rayner & Wall, 2008). Finally, the signified is the concept or meaning being conveyed (Rayner & Wall, 2008).

The signified and signifier are united by mental relationships and associations consumers have to things (Saussure, 1961). The consumers understanding of the signs being conveyed are influenced by society and collective behaviour. Saussure (1961) described language as speech without speaking and stated that the concept of language itself is powerless as it is influenced by the shifting relationships between the signifier and signified.

Semiotics is a sociological phenomenon that is influenced by linguistic habits of individuals, time and social forces – this allows consumers to understand as well as be understood (Saussure, 1961). Without language, thought is meaningless and vague which is why Saussure's linguistic system looks at understanding the phonic elements in relation to psychological elements within signs (Saussure, 1961).

Saussure's theory of Semiology helps one to understand that words and text, which brands communicate with, impact consumers on a deeper level. It is important, to consider how to authentically communicate the brands personality to different generations.

2.3 LITERATURE REVIEW

In instances where there was no academic literature to be found, articles from credible companies were used instead. These articles from the practical world were used to support journal articles. Input from industry professionals will also be done to further support the literature (appendix 7 page 63 for full breakdown of literature used).

2.3.1 Objective One: Understanding The Value of Authentic Brand Communications

For brands to authentically communicate to Millennials in Africa, specifically SA, it is essential to understand the significance of brand identity, brand personality and brand consistency.

Brand Authenticity:

Pattuglia and Mingione (2017) describe brand authenticity as the cornerstone of modern advertising and a socially constructed phenomenon. It provides credibility and is strongly related to a brand's heritage. According to Pattuglia and Mingione (2017), it involves ensuring that a brand stays true to its history whilst evolving to the future generation's needs.

Brand authenticity can be considered subjective as it is shaped by the perceptions of consumers and their relationship with brands. Brands need to stay true to their brand promise and be consistent when communicating to consumers. If not, it will result in negative word-of-mouth and the brand being perceived inauthentic (Pattuglia & Mingione, 2017).

Brand Identity:

Brand identity informs everything a brand does (The Design Council, 2019). In order to differentiate from competitors, branding helps to emphasise the unique qualities which resonate with consumers (The Design Council, 2019). Lake (2018), considers a great brand to have a clear message which emotionally connects with the target audience, motivates a purchase and creates brand loyalty. These points further validate Aaker and Joachimsthaler's theory (2000).

Brand Values¹:

As discussed in Aaker and Joachimsthaler's (2000) theory, brand value is one aspect of brand identity. The concept brand value is outside the scope of this study however it will be touched on for context. Brand value defines communications and influences the voice and personality brands (Sinha, 2018). Consumers are willing to pay more for a brand that is aligned to their personal values (Emarketed, 2019).

Brand Personality:

Sinha (2018), mentions two pillars of branding: voice and visual identity. This study focused on how tone of voice and brand personality impacts authentic brand communications.

Consumers form relationships with brands much like how they would with people (Bairrada, Coelho and Lizanets, 2019). Lake (2018) echoed Aaker's 5-Dimensional Model of Brand Personality, stating that branding should be considered as if the brand was an actual person. Much like Aaker (1997) and Lake (2018), The Design Council (2019) further emphasised that brands can create connections with consumers by embodying attributes that resonate with them.

¹ The value of a brand is an estimation of what it is worth and is closely linked to brand equity. Brand equity refers to the brands assets is associated to the value a name or symbol adds to a product or service (Aaker & Joachimsthaler, 2000).

Brand personality helps consumers relate to a brand (Ucraft, 2018) ergo it needs to be flexible and adaptable (The Design Council, 2019). While the brand values and other elements of brand identity do not change, brand personality grows with the company (The Design Council, 2019). It is noted that there has been gap in the literature, particularly with regards to how brands can authentically communicate to different generations such as Millennials.

Brand Consistency:

When targeting different generations, it is vital to explore brand consistency. Emarketed (2019) explained that consistency does not mean all ads and communications need to look identical. It simply means that a brand's core values are embodied in the voice and message across different communications.

Schueller (2018) emphasised Aaker and Joachimsthaler's (2000) brand identity theory stating that identity includes aspects such as symbols, logos, slogans and designs. A brand uses its attributes to form relationships with the consumers (Schueller, 2018). The stronger the brand-consumer relationship, the greater the brand recognition (Schueller, 2018). According to Ucraft (2018), the benefits of brand consistency include the ability to differentiate from competitors and increase customer engagement as well as loyalty

Failure to communicate consistently will result in diluted brand equity due to the brand being less recognisable to consumers (Schueller, 2018). As a result, the brand will be perceived as untrustworthy and of low-quality (Schueller, 2018). This further proved that it is imperative for brands to understand how to authentically communicate to different markets without seeming inconsistent and unaligned with the core brand identity. In order to understand how different generations, impact a brand's personality, this study focused on understanding how Millennials influence brand communications.

2.3.2 Objective Two: Investigating The Effects of Millennials on Authentic Brand Communication

Demographics:

By 2020 Millennials, born between 1980-2000 (Naumovska, 2017), will be the largest consumer group worldwide (Fedex Express Sub-Saharan Africa, 2018). In SA, this generation represents over 14 million of the population (GFK, 2017). Both Naumovska (2017) and GFK (2017) agree that this large shift of consumer mind-set have greatly influenced brands.

Psychographics:

Millennials are status conscious (Haq & Bonn, 2018) with a collective mentality. They have great aspirations and believe that they control their own future. Millennials are more determined and optimistic particularly with regards to their future financial situation. Whilst this generation seeks self-gratification (Naumovska, 2017) and social recognition (GFK, 2017), Gen Y seeks self improvement. In SA, Generation Y values safety, security and authenticity (GFK, 2017). This generation believes there is more to life than work, for this reason meaningful relationships with people and brands are valued (Naumovska, 2017).

Behaviours:

Compared to previous generations in SA, Gen Y are better educated (GFK, 2017). Haq and Bonn (2018) have noted that Millennials are tech savvy with a mobile-first approach. This generation shops online, comparing product and prices before purchase. They consider the internet the most trustworthy source for information. Using social media platforms (such as Facebook and Instagram) to stay connected and communicate anywhere, anytime. Compared to other generations, Millennials spend their free time playing games on their smartphone and use a lot of wearable technological devices (Naumovska, 2017).

Brand Relationships:

While Millennials switch brands, they can be brand loyal, but brands need to earn their trust (Fedex Express Sub-Saharan Africa, 2018). GFK (2017) mention that Millennials have greater expectations for brand innovation that is personalised. Valuing memorable experiences (Haq & Bonn, 2018). It is important for marketers to understand these consumers in order to build meaningful relationships with them.

Millennials want simple solutions that relate to their identity. Additionally, they are willing to pay a premium for socially responsible brands and locally manufactured products (Naumovska, 2017). This generation prefers brands that are authentic, transparent and consistent in their communications (GFK, 2017). As a result, they accept or reject established brands depending on its perceived brand authenticity. In doing so brand consistency proves to Millennials that a brand is trustworthy; credible; unique and has heritage (Pattuglia & Mingione, 2017).

Media Consumption and Advertising to Millennials:

This generation grew up with constant economic; global; technological and socio-cultural changes. As a result, brands had to change its communications in order to capture this generations attention (Naumovska, 2017).

Unlike previous generations, they have little interest in television (Naumovska, 2017), and prefer social media platforms (Fedex Express Sub-Saharan Africa, 2018) as it allows for fast, instant communication. In addition, they consider online and peer reviews more important than traditional advertising (Fedex Express Sub-Saharan Africa, 2018). Millennials are considered the largest group to purchase products which are promoted by influencers and celebrities (Haq & Bonn, 2018).

Growing up in an over-advertised, media saturated and brand-conscious world, this generation is selective when supporting brands (Naumovska, 2017). Brands need to communicate emotional stories to Millennials using engaging visuals, videos and copy in an authentic direct manner. Additionally, it has been noted that Millennials prefers humour rather than seriousness. Successful methods of capturing their attention include website and social media ads (Naumovska, 2017). However, established brands do not solely advertise on digital platforms and still do elements of traditional advertising.

2.3.3 Objective Three: Discovering How Heritage Brands Remain Relevant Whilst Communicating Authentically

This objective looked at understanding how heritage brands can stay relevant whilst communicating authentically. Brands discussed in this objective are not necessarily within the South African FMCG industry. Instead it provided a broad overview of heritage brands and authentic communications.

Heritage Brands:

A heritage or established brand is one that has been around for years. It has become part of society and its identity stems from a collective of others (Boccardi, Ciappei, Zollo & Laudano, 2016). Heritage marketing uses those associations and emotional connections (Ellar, 2018) to add value to the consumers life (Boccardi, et al., 2016). Boccardi *et al.*, (2016), note that heritage brands should honour the past through the perspective of the present.

Since heritage brands already have a loyal customer base, their marketing and communication efforts are focused on gaining new consumers (Ellar, 2018). With this in mind, brand communications cannot alienate their core consumers. The brand identity of heritage brands carries more weight as it has been around for a longer time (Ellar, 2018).

The Effect of Brand Authenticity on Consumers:

As mentioned previously, consumers support and relate to brands that have similar traits to themselves (Banerjee, 2016). Prado, Korelo, Frizzo and Oh, (2019), noted that authenticity has become more important than quality to consumers when making purchasing decisions. According to Prado *et al.*, (2019), brands who are perceived as authentic:

- Gain loyal consumers who are willing to pay a premium price
- Are considered genuine
- Have more positive word-of-mouth

Authenticity and Personality:

Brand personality can be considered a strategic tool used to establish brands in competitive spaces. Marketers use brand personality as a tool to attract consumers and increase their preference (Banerjee, 2016). This echoed Aaker's (1997) points on the benefits of brand personality.

Banerjee (2016), discussed the subjectivism of brand communications, noting that when brands communicate to consumers – individuals decode these signals. This concept emphasised Saussure's (1961) theory of semiotics. Customers choose brands based on their individual personalities (Banerjee, 2016). Saussure's (1961), noted that language is influenced by behaviour of individuals. This is emphasised by Banerjee (2016), who mentioned that authenticity is subjective and is influenced by behaviour. Harvey (2017), stated that brand personality is one of the driving forces behind brand experience. Therefore, as a brand's personality evolves to target different generations it is vital that it is still authentic.

Evolution of Heritage Brand Personality:

As brands grow and learn more about their audience, brand personalities will start to evolve (Harvey, 2017). There are different ways that brands can evolve.

Coca Cola and Apple are examples of brands that have consistent personalities which have stayed relevant throughout the years. At its core Coca Cola's personality is a combination of sincerity and excitement (Harvey, 2017). Its advertising is usually associated with young adults sharing and having a good time. Apple's personality is a mixture of competence and excitement. Its advertising encapsulates innovation and being an industry leader (Harvey, 2017). These two brands are examples of how heritage brands can stay relevant and advertise in a way that resonates with the current generation whilst simultaneously retaining its core personality.

In some instances, brands must change and evolve its personality in order to resonate with new audiences. Starbucks and Dove are examples of this. Harvey (2017), mentioned that Starbucks' personality was originally centred sincerity which evolved into a mixture of excitement and sophistication. In the beginning its advertising was one of transparency, now the brand aligns more to innovative ideas within the coffee industry. Dove's personality in comparison, used to be sophisticated and evolved to be sincerer. It's advertising previously focused on beauty and glamour, now it is centred around encouraging women to be confident (Harvey, 2017).

These examples prove that heritage brands can still communicate authentically and be relevant. This study looked at uncovering further insights into how heritage brands can stay authentic whilst targeting different generations such as Millennials.

2.4 CONCLUSION

In summary, there were gaps identified in the theories and literature review. Main theorists studied include Aaker; Aaker and Joachimsthaler; Kapferer and Saussure. Their theories provided a base for the literature review. Brand identity; brand personality; brand consistency and brand relevance were key concepts that were explored.

The first objective looked at authentic brand communications. The literature discussed the link between brand authenticity, brand identity and brand personality. Objective two focused on the effects of Millennials brand communications. The literature revealed that Millennials value and authentic brands. Lastly, objective three concentrated on discovering how heritage brands stay relevant. The literature uncovered that as heritage brands evolve, it is important that they stay true to its identity.

The common theme in the gaps identified were centred around how brands can communicate authentically to different generations. The next chapter focuses on the research approach.

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

Chapter three details research design and methodology. Here paradigms research approach was discussed. Overall it elaborated on data collection and analysis methods. This includes an overview of the population and sample for the study. This chapter mentions how gaps identified in chapter two would be addressed. Anticipated contributions were also highlighted. Ethics, bias and scope of study will be discussed in chapter five.

3.2 RESEARCH DESIGN

3.2.1 Paradigm

This qualitative study was based on phenomenological research. There are various types of research paradigms such as positivism, pragmatism and subjectivism. An Interpretivist paradigm is used in this study from both an ontological and epistemological perspective. This helped to understand the affect Millennials have on South African brand personalities.

Phenomenology explores the meaning of human life and everyday experiences. At its core, it looks at the philosophy of consciousness and highlights the meaning that a particular phenomenon has on people. This approach is objective as researchers put aside personal bias and study the similarities of a group experiencing a specific phenomenon (Maree, 2016).

Interpretivism looks at what the world means to a group of people being studied (iNtgrty, 2016), in this case Millennials. It is also known as 'Constructivism' as it emphasizes an individual's ability to construct meaning or 'Anti-positivist' as the paradigm was developed in reaction to Positivism (Maree, 2016). In order to understand a phenomenon, the research must interpret the subject's perception of the real world (Maree, 2016).

This paradigm was chosen as it favours triangulation² of in-depth qualitative methods of research such as case studies, interviews and ethnography³ (Thompson, 2015). In interpretivism, social context is important in understanding subjective human behaviour (Maree, 2016). In order to understand how brands can authentically communicate to Millennials, research must be done to understand the impact of Millennials on South African brands. By understanding how Millennials affect branding, insights could be derived which will help brands to successfully communicate to this generation.

Ontology Perspective:

Ontology is centred around discovering what is real and is concerned with the study of existence (Moon & Blackman, 2017). In so doing, it looks at classifying existence (Keefe, 2019) and contextualizing the world and social phenomena (Maree, 2016). In this case, it would be uncovering the truth and reality of Millennials in relation to how it affects branding.

Epistemology Perspective:

Epistemology focuses on knowledge and what is known to be true (Research Methodology, 2019). Particularly it looks at understanding if a truth does exist, how it can be discovered (Maree, 2016). Interpretivism in relation to epistemology looks at subjective views as well as social phenomena's (Research Methodology, 2019). An epistemological reflection includes analysing the relationship between "the knower and what is known" (Vasilachis De Gialdino, 2009). It looks at understanding a phenomenon from the perspective of the individual (Maree, 2016). This perspective was used as the study consists of subjective views from industry professionals. It was used to analyse what industry professionals consider authentic brand communications to be. In addition, it brought clarity to potential best practices for South African brands.

² Triangulation Is a term that is used to describe the verification of information through difference sources of information. It uses different instruments for information and helps to frame concepts (Maree, 2016).

³ Ethnography is a term associated to anthropology, which looks at the study of human behavior. (Maree, 2016).

3.2.2 Conceptual Approach

Maree (2016) noted that research design is a strategic process that helps the researcher move from philosophical assumptions to data collection and analysis. There are three approaches of research: quantitative, qualitative and mixed methodologies. The researcher chooses one based on the information being obtain and philosophical orientation of the study.

Quantitative Research:

Quantitative research is based on numerical information which is used to assess relationships between various factors. Typically, this type of research design is used for experimental and survey studies. The researcher will generally test theories relating to a reality with the aim to understand relationships or describe trends. The results are used to make generalisations of a population, ergo for quantitative research the sample size is large. These findings are interpreted in relation to hypotheses made prior to research (Maree, 2016).

Qualitative Research:

Qualitative research is focused on understanding a phenomenon. For this reason, questions tend to be longer and more open-ended. Here sample size is much smaller, being eight to twelve respondents, and more purposeful. Individuals are selected based on their experience in relation to the specific phenomenon (Maree, 2016).

Mixed Methodologies:

In some cases, quantitative and qualitative research is required. In these cases, 'mixed methods' is used. Here both quantitative and qualitative research is used to holistically understand the problem and provide contextual interpretations (Maree, 2016). When utilised together, both approaches complement one another and provide both numerical and text data for the researcher to answer the problem. The benefit of this approach includes the ability to gain a more in-depth understanding of trends and personal perspectives of the situation in focus (Maree, 2016).

The Adopted Approach:

For this study, the adopted research approach that was used is qualitative research. This research design consists of five different approaches: narrative studies; phenomenology; grounded theory' ethnography and case studies (Maree, 2016). The table below highlights the research approach that was used. This related back to the paradigm being used. Ergo proving why qualitative research was the correct design to adopt for this study.

Table 3.1 Sourced from Maree (2016:75)

The Qualitative Traditions					
Dimensions	Narrative Studies / Research	Phenomenology	Grounded Theory	Ethnography	Case Study
Focus	Exploring the life of an individual(s)	Understanding the essence of experiences about a phenomenon	Developing a theory grounded from data in the field	Describing and interpreting the cultural or social group	Developing and in-depth understanding of a single case or multiple cases
Data-Collection Method	Primary interviews and documents	Long interviews with up to 10 people	Interviews with 20-30 individuals to "saturate" categories and detail a theory	Primarily observation and interviews with additional artefacts during extended time in the field (e.g. six months to a year)	Multiples sources including documents, archival records, interviews, observations and physical artefacts
Data-Analysis Strategy	Stories Epiphanies Historical Content	Statements Meanings Meaning Themes General description of the experience	Open coding Axial coding Selective Coding Conditional Matrix	Discussion Analysis Interpretations	Description Themes Assertions
Synthesis or Reporting Form	Detailed picture / description of an individuals life	Description of the "essence" of the experience	Theory or theoretical model	Description of the cultural behavior of a group or an individual	In-Depth description of the "case" or "cases"

Azungah (2018), described qualitative research as 'contextual understanding' of behaviour; values and beliefs.

This study focused on gaining a deeper understanding of authentic brand communications as well as best practices in Africa, specifically SA. It looked at how established brands in SA can use this knowledge to communicate to different generations such as Millennials.

Understanding Millennials would be desktop based research as there are numerous studies done on this generation. Qualitative research would come from interviewing industry professionals to uncover how brands need to communicate in the future in order to target Millennials in Africa, specifically SA.

Together, this study provided insights into how brands can better communicate to Millennials in SA without drastically changing their identity and personality.

3.3. RESEARCH PLAN

3.3.1 Unit of Analysis

While in quantitative research 'unit of analysis' is needed, in qualitative research themes are used instead. The themes of this study include brand identity; brand personality; brand communications; brand authenticity and brand consistency as well as semiotics.

3.3.2 Population and Sample

The population consisted of approximately seventy-five people at 'Hewitt + Associates'. H+A is a point-of-sale agency that deals with in-store marketing for many big brands. In addition, they have a specialised digital division that works with local and international global-brand projects. They are within the marketing and advertising industry between the ages of thirty and fifty years old. This age group would have more experience in the industry hence had the ability to speak from a place of knowledge and give credible insights. No specific race will be targeted but rather people (male and female) who are in senior positions within the agency. Their job roles include account directors; senior designers; art director; creative director; account managers and sales directors. The benefit of interviewing this audience include their experience on a range of heritage brands within SA.

3.3.3 Sampling and Sample Size

This study used a mixture of non-probability method through convenience and purposive sampling (Maree, 2016: 197-200). The benefit of this type of sampling includes flexibility and triangulation of data. In addition, it helped to comprehensively address the purpose of the study. Convenience sampling can be defined as common due to it being inexpensive and easy to obtain (Suri, 2011). Contrarily, purposeful sampling focuses on key people that will result in rich information discovered (Suri, 2011). Using a mixture of these two sampling methods mentioned above allowed for the most appropriate; experienced and knowledgeable people to be interviewed. Thus, resulting in data that provided relevant and quality insights.

Chosen interviewees were from SA agency H+A. They were people from different roles within the agency who work on brand campaigns such as directors, designers and account managers. From a convenience aspect this sample was easily accessible while from a purposeful aspect this sample had the experience and knowledge needed for this study.

Sample Size

During qualitative research, large samples do not allow for deep contextual analysis to happen (Boddy, 2016). Data saturation can be defined as the point in research when no new information is uncovered (Boddy, 2016). For these reasons, in a qualitative study a sample size of ten is ample. Therefore, for this qualitative study, the sample size consisted of ten people.

3.3.4 Data Collection Method

There are two types of data that were collected: the impact of Millennials within South African advertising landscape and the future of brand communications.

Secondary data collection was done by analysing pre-existing information which is quicker and more economical than primary data collection (Evans, 2017). This was gathered from a combination of sources such as journals and articles. This form of data collection used information sourced on Millennials. No primary research was conducted on Millennials themselves as there is an abundance of reports and studies already done on them.

Since this study focused on how brands can authentically communicate to Millennials, the primary research focused on industry professionals and their experience targeting this generation. This was more beneficial as they have years of experience targeting different generations and age groups.

Primary data collection was done in the form of semi-structured personal interviews (appendix 5 page 49). These interviews were done with industry professionals via emails, a result of both time constraints and accessibility. Participants received a consent form to sign prior to the interview, where it was noted that all information would be kept confidential and participation is voluntary. Primary data collection is more time consuming than secondary data collection and is reliant on the interviewee's opinions (Evans, 2017). However, the advantage is gaining specific insights that relate to the study.

Maree (2016) described interviews as a two-way conversation, where the researcher gains data about the participant by asking questions. The aim of this type of data collection is to view the world through the perspective of the interviewee. Success of this data collection method relies on the degree of which credibility and trustworthiness can be confirmed (Maree, 2016).

3.3.5 Design of Research Instrument

The interviews would be weighted with more open-ended questions than close-ended. The purpose for using this type of interview structure is to allow for flexibility and the development of different sections in within each interview (Brooks & Normore, 2015). The benefit of this would be the ability to gain greater, more in-depth knowledge on the views of the participants (Evans, 2017). Furthermore, it enabled validation and cross checking of results to previous interviews (Azungah, 2018).

Semi-structured interviews allowed for further probing. There are three main strategies for probing which enables the researcher to gain maximum information from participant (Maree, 2016). In addition, it allowed for verification of information gathered.

First, was detail-oriented probing which looks at interpreting the 'who', 'what' and 'where' from the participant's responses. Here the researcher avoids asking 'why' as it is seen as an intimidating question (Maree, 2016). The second form of probing is known as elaborating probes. This focused on understanding the participant's complete reality. Typically, the researcher would ask the participant to provide further information on particular responses. Lastly, clarification probes were used to confirm and clarify what has been said. This is to ensure the correct information has been collected (Maree, 2016).

Maree (2016) stated that successful interviews should consist of four key factors:

- The ability to be reproducible
- Systematic to ensure that there is no bias in the answers
- Credible by asking questions that are reasonable to provide valid responses
- Transparent by allowing readers to know exactly data is gathered and analysed

Using an interview guide assured that various themes were addressed, in addition, it helped to provide a structure for analysis (Brooks & Normore, 2015). All interviews were recorded digitally as it is an email interview, however, additional notes were made to ensure that all responses are understood and clear (Maree, 2016). If there are any uncertainties, further questions were asked in a follow up.

3.3.6 Pilot Study

A pilot study was done to test the research tool before interviews were done. One from an outside perspective who had no prior context and two with independent academic professionals. Face validity of the questions were confirmed, and it was noted that the questions were relevant to the objectives. Questions lead well and follow up questions were relevant.

3.3.7 Data Analysis Method

While results of interviews were subjective, the data was analysed objectively using thematic data analysis⁴. More specifically, inductive reasoning was used as this is an inductive study – no actual Millennials were interviewed. The data analysed in this study is from industry professionals who target Millennials in their campaigns.

Inductive reasoning begins with the observation of real life events; trends or social norms (Crossman, 2019). After which inductive reasoning looks at analysing specific data to identify patterns and connections as well as themes. As a result, broad generalisation are done in quantitative research as the work is statistically sound (Crossman, 2019).

This study included a mixture of narrative and phenomenological data analysis. Narrative analysis was done for primary research – the interviews of industry professionals. Phenomenological data analysis was done in order to understand Millennials from secondary research.

Narrative analysis can be described as a process of interpreting meaning from data

⁴ Thematic analysis: is a way in which to analyze qualitative data by anchoring on specific themes and patterns identified (Braun & Clarke, 2019).

generated in research (Maree, 2016). Here the researcher analyses the data to find 'narrative strings' or common themes across the various interviews (Maree, 2016). The researcher also derives 'narrative threads' also known as emerging themes (Maree, 2016). On the other hand, phenomenological analysis is centred around reflection of lived human and social experiences (Maree, 2016). This type of analysis is sparked by the fascination of meaning and understanding the world through the view of others (Maree, 2016).

In order to create informed, non-bias suggestions, triangulation of data was done after research was completed to synthesise information. Triangulation also known as Crystallisation and it helps to understand a phenomenon on a deeper, more complex level. It looks to interpret emerging realities that are being analysed (Maree, 2016).

3.3.8 Anticipated Contributions

The aim of this study was to understand brand identity, specifically brand personality within an African, specifically South African context. In doing so, to determine best practices and ways in which established heritage brands in SA can appeal and communicate to Millennials and future generations authentically.

This study would benefit numerous members within the FMCG industry. It should lead to the creation of better, more authentic brand communications – which should resonate with Millennials whilst staying true to their brand identity and personality. As a result, this should ensure that campaigns created within SA are relevant and authentic.

3.4 CONCLUSION

In summary, this chapter focused on research design and methodology. Providing an overview of how identified gaps in literature will be addressed. Paradigms and research approach were considered. Semi-structured interviews were proposed. A purposeful and convenient sample of industry professionals within H+A was chosen. Furthermore, the data shall be analysed using inductive reasoning and narrative analysis. Going forward, chapter four presents and discusses the findings.

CHAPTER FOUR: FINDINGS AND INTERPRETATION OF FINDINGS

4.1 INTRODUCTION

Chapter four is centred around the interpretation of interview findings. Results were synthesised, and ideas were grouped based on patterns identified. Overall ten purposefully chosen industry professionals were interviewed – six men and four women. Experience ranged from five years to twenty-five years and all have worked with FMCG brands. Interviewees were a mixture of client facing individuals to creative and strategic thinkers.

4.2 TRUSTWORTHINESS

While validity and reliability are key measures in quantitative studies, trustworthiness is an important measure in qualitative studies (Maree, 2016). There are four different criteria of trustworthiness: credibility (truth value); transferability; dependability and conformability (Maree, 2016). For this study, credibility and confirmability will be used to measure trustworthiness (Maree, 2016). Credibility of the research and data yielded were derive from a purposeful sample. As mentioned earlier, this study was purposeful as key members within the H+A were interviewed. Only employees who have been in the industry for over five years were interviewed. Confirmability deals with the degree of neutrality the researcher has when analysing the findings (Maree, 2016). A key approach to increase conformability in research is to include triangulation, which in this study will be done as discussed above.

Other processes to ensure trustworthiness in qualitative research include accurate record keeping and consistent interpretations. In addition, the analysis highlighted and compared similarities and differences in data (Noble & Smith, 2015).

Overall, trustworthiness was achieved as the sample was purposefully chosen and data was grouped together depending on similarities or differences. This ensured that the insights derived were true and credible. Thus, making this study trustworthy.

4.3 FINDINGS

Majority of interviewees have worked on over fifty brands; the diagram below is an overview of some established brands that they have worked on throughout their career. It is noted that not all brands mentioned below are current clients. In addition, whilst the interviewees may have worked on some of these brands, discussion within the interviews are from observation.



Figure 4.1 Overview of Some Established Brands That Interviewees Have Worked Throughout Their Career

The Logos of the above brands were uplifted from the respective company websites; these logos are registered trademarks.

For a breakdown of which interview questions relate to objectives, see appendix 6 on page 61.

4.3.1 Findings for Objective One: Understanding The Value of Authentic Brand Communications

The Importance of Authentic Brands:

The focus of this study was to understand how brands can authentically communicate to SA Millennials. Almost all interviewees agreed that it is very important for brands to stay true to themselves. If brand teams create campaigns solely based on trends, they will lose substance and loyalty. Therefore, authenticity plays a huge role in how much a consumer will resonate with your brand. Millennials see through superficial brands – they want brands that have purpose. Brands need to be authentic and consistent in order to relate to the consumer and build trust. Consumers support brands that align to their personal values – this further emphasises the concepts of brand value discussed by Aaker and Joachimsthaler's (2000) as well as Emarketed (2019). The stronger a brand-consumer relationship becomes, the greater the brand recognition and credibility.

Authentic brands are more likely to cut through the clutter and stand out against competitors. If a brand does not have a unique presence, they will be perceived as generic and of less value. This highlights Ucraft's (2018) point on brand consistency leading to differentiation. Furthermore, it relates to concepts of brand equity by Aaker and Joachimsthaler (2000) and Schueller (2018). Authenticity is very closely related the strength of a brand. The more consistent and authentic a brand is, the stronger the brand identity in the mind of the consumer. As a result, the brand is considered reliable and trustworthy.

The Industry's Understanding of Brand Identity and Brand Personality:

Industry professionals describe brand identity as the visual representation of a brand that helps with brand recognition. It consists of colours; typography; shapes; symbols and slogans. These elements trigger key brand memories in the consumers' mind. Both Kapferer (2008) and Aaker and Joachimsthaler's (2000) theories point out similar points.

Unanimously all interviewees agreed that brand personality plays a big role in the way a consumer connects, engages and bonds with a brand. It creates emotional connections as it humanises brands, which directly affects brand. Additionally, it helps brands stand out from one another. This echoes Aaker's (1997) theory and touches on The Design Council's (2019) notion that brands connect with consumers by embodying attributes which resonate with them.

Brand personality defines the way a brand will communicate and to whom. It helps a brand resonate and connect with consumers. Whilst brand personality can change and adapt for various campaigns, it should not stray far from its core identity. This reinforces The Design Council's (2019) outlook on brand personality's ability to change and grow while brand identity remains constant.

In essence, brands should strive to be 'freshly consistent not constantly fresh'. Meaning, if a brand attempts to always be constantly fresh, it may result in the brand becoming inauthentic and look 'schizophrenic'. As a result, becoming unrecognisable and no longer relevant to target consumer. Rather brands should be freshly consistent – still true to itself yet reinventing to stay relevant and resonate with new audiences. This will drive trust, loyalty and credibility.

The Importance and Flexibility of Brand Elements:

As noted in the diagram below, all participants mentioned that brand elements were 'very important' in their professions.

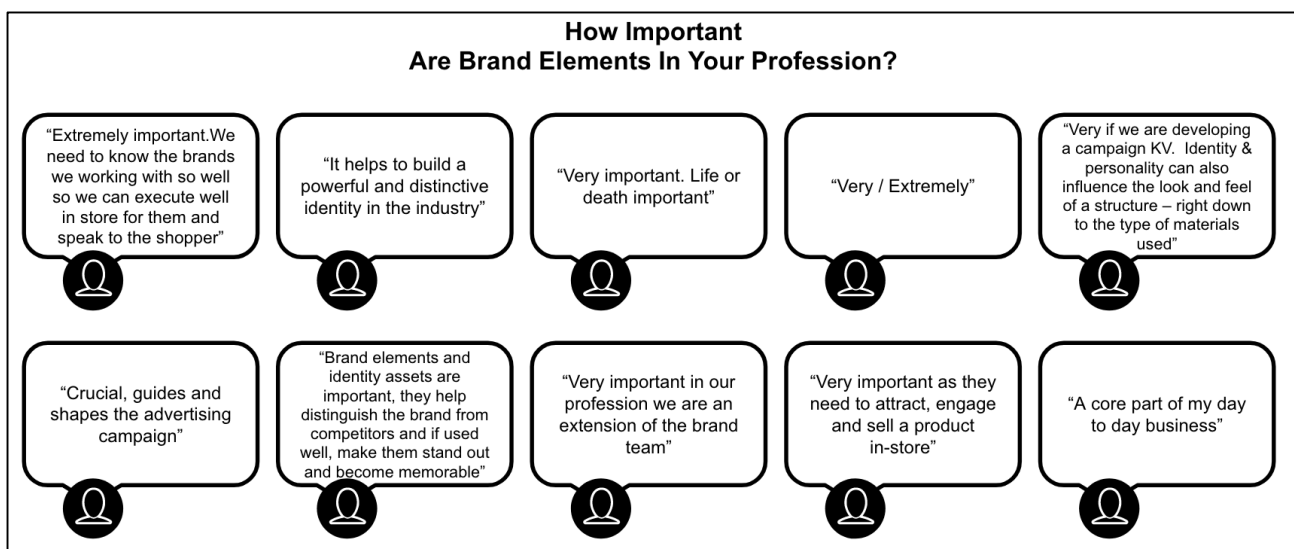


Figure 4.2 The Importance of Brand Elements

While certain elements such as symbols and colours should stay constant for recognisability and credibility, tone of voice and personality may differ depending on the target audience. One expressed that, "this also gives brands staying power within existing markets but also allows for roots to be planted in other markets the brand may be targeting". Another similar thought stated that in order to build meaningful brand engagement moments and memory

structure, it is vital that key brand iconography remain consistent. While brands can amplify key iconography, it should always be done strategically. Contrarily, change tone of voice is changed it may become an emotional barrier which will affect trust and result in loss of market share. Therefore, brands need to be careful when changing brand personality and how drastically it changes.

In addition, social media has impacted the way brands communicate and therefore must be considered in relation to the degree of flexibility a brands' personality has. Brand teams need to find ways of portraying a consistent brand personality when creating content.

4.3.2 Findings for Objective Two: Investigating The Effects of Millennials On Authentic Brand Communications

Industry's Understanding of the Millennial Generation:

The diagram below describes the industry's thoughts on Generation Y which corresponds with Naumovska's (2017) description of the generation.

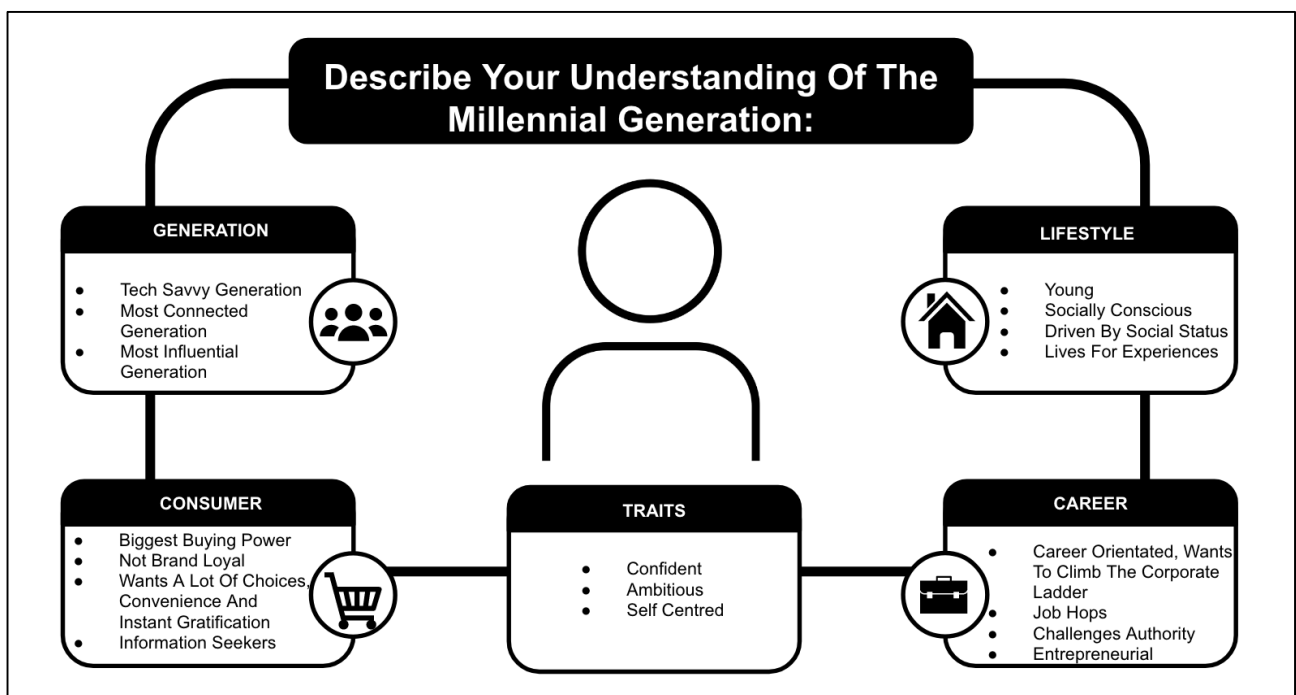


Figure 4.3 Respondents Description of Millennials

The Effects of Millennials on The Advertising Industry in SA:

Advertising is about connecting and influencing people therefore brands need adapt to each generation. While future generations will always influence the evolution of advertising, it is noted that Millennials have drastically changed the way brands have communicated over the past five years.

Known for having the strongest influence and pull, they have forced brands to communicate more than just 'why their product is better than the next'. This well-informed generation wants to know how products are made, the impacts on the environment and society. Encouraging established brands to be more transparent and re-look marketing strategies. In addition, they have pushed more traditional, heritage brands into digital spaces. This confirms the shifts mentioned by both Naumovska (2017) and GFK (2017).

Furthermore, Millennials have broken traditional ideas and ways of brand building and engagement by shifting one directional marketing to a two-way dialogue. They want brands to speak directly to their needs. This has led to positive impacts within the industry. Brands are catering to this generation by moving away from the 'one-size-fits-all' approach. There have been developments into more product variety and improvement in service offerings. These approaches validate Haq and Bonn's (2018) points.

Targeting Millennials:

With regards to whether all brands should target Millennials or specific brands. One concisely put that "although Millennials might be the single largest consumer group at the moment, it really depends on the brand segment and ultimately who the end consumer is for the brand". Being a large consumer group, it may be easier to target them however it ultimately depends on the brand's personality. Not all brands will resonate with Millennials and should not try to force their personality just to appeal to this generation. Trying too hard to stay 'fresh and current' may result in loss of loyalty 'stay fresh and current'.

With diverse thoughts on which brands should target Millennials, it was highlighted that this should potentially be socially-conscious brands or brands that problem solve such as Uber. Overall most noted that one campaign could be used across multiple generations. This could be achieved by creating one campaign that is broad and generic. Alternatively, finding similarities between the generations and creating a campaign that will relate to multiple at the same time. Adding to this, another mentioned communicating values or human truths to

connect to multiple generations within one campaign. This echoes thoughts by Banerjee; Prado, Korelo, Frizzo and Oh (2019) as well as Aaker (1997).

Notably, it was agreed by all interviewees that brands should consider changing the way they speak and communicate when targeting different generations such as Millennials. As each generation has its own expectations, values and needs. Relevancy is key to reaching, engaging and connecting with the right consumer. For example, Millennials use a whole new set of vocabulary. As a result, brands need to find ways to change their tone of voice in order to gain common ground and resonate with their target audience. This confirms The Design Council's (2018) perspective that brand personality needs to grow with the company.

Millennials are not impulse purchasers; they spend time researching. Therefore, pushing brands to spend time researching and getting to know consumers' needs and expectations. By personalising communications, this makes brands accountable and will help them to stay relevant within that era. In addition, they will build trust which leads to long lasting relationships and brand champions. If done correctly, brands will be able to tap into new consumer segments; increase sales as well as the longevity of the brand.

Contextualising Campaigns for SA:

Typically, digital channels are used to advertise to Millennials in SA. However, advertising goes beyond just digital. Many did not factor how established global brands could still use traditional channels but contextualise and localise campaigns for SA. One mentioned messaging should be relevant to various LSMs⁵ being targeted. Another noted Millennials trust content shared by 'real people' and respond well to consistent brand experiences across touch points. This emphasises points made by Fedex Express Sub-Saharan Africa (2018) as well as Haq and Bonn (2018).

⁵ The SAARF LSM is a popular marketing tool in SA which divides the population into ten groups. Ten being the highest and one the lowest. This tool categorises people based on their living standards and measures the degree of urbanisation (SAARF, 2017).

4.3.3 Findings for Objective Three: Discovering How Heritage Brands Remain Relevant Whilst Communicating Authentically

The South African Advertising Landscape:

An interviewee noted that over the past two years there has been a shift in the industry. Further stating, many brands cut budgets on different forms of advertising to focus more in digital spaces. The SA advertising landscape is ever-changing and more fragmented than ever before. It is influenced by global trends, the socio-economic climate and cultures. Disruption and innovation will be the key to succeeding. It is important to understand how brands can break through the clutter and stand out in this dynamic sector. Brand teams need to consider ways to successfully communicate in this advertising landscape.

Successful Heritage Brands in SA:

Below is a diagram of the brands industry professionals consider successful in communicating within SA. Logos were uplifted from the respective company websites; these logos are registered trademarks.



Figure 4.4 Perceived Successful Heritage Brands Communicating in SA

Brands that came up more than once include Nandos; Coca Cola; Allan Gray; Woolworths; Castle Lager and MTN. The reason for their success includes having a unique personality that is authentic; understanding their target market and having confidence in their values as well as being transparent. These established brands are considered authentic whilst still relevantly resonates with the Millennials. They do this by giving the consumers reasons to believe; localising visuals and using colloquial slang. This emphasises Saussure's (1961) thoughts on using visuals and language to contextualise and add meaning. Further stating Saussure these signs create associations in the consumer's mind which helps to build brand relationships and loyalty.

Unsuccessful Heritage Brands in SA:

Unsuccessful brands provide insights into what not to do. The diagram below represents brands that are considered unsuccessful in communicating within SA. The Logos of the following brands were uplifted from the respective company websites; these logos are registered trademarks.



Figure 4.5 Perceived Unsuccessful Heritage Brands Communicating in SA

Brands that came up more than once include Vodacom and Eskom. FMCG brands include Jacobs; Nescafe and Cadbury. Reasons for their downfall include not understanding their target market and trying too hard to be 'cool'. Other reasons for their failure involves being too strict with their brand guidelines and too 'afraid to reinvent themselves'. In other words, they are not evolving over time and adapting to the different generational needs. As stated in interviews, Millennials are pushing brands to evolve and create more choices specific to their wants.

How Heritage Brands Can Communicate Authentically Within SA:

SA is culturally diverse and full of young, passionate people. Established global brands that need to ensure that they are communicating genuine passion for the country and its people. While brand elements such as logos, colours and typography stay constant. Majority of interviewees concur that visuals, patterns and language should be adapted to suit the local community. Another way could be to utilise local brand ambassadors or celebrities.

Language should change to vernacular slang or colloquial language. Sociological understanding of SA Millennials is vital in truly comprehending the unique ways in which they speak. This will help the consumers to resonate and relate to the communications. This is on par with Saussure (1961) who highlighted that the relationship consumers have with brands is a sociological phenomenon that is influenced by linguistics.

Imagery and tone of voice are not the only factors that change but rather the way these established global brands adapt and strategize. For example, demographics and LSMs that the global brand is targeting would need to be re-looked for SA in order to gain trust.

The Future of Advertising to Millennials and Other Generations in SA:

Concisely put by an interviewee, "there has never been a point in time or history when consumers have had so much power. The world has truly become a global village". With advancements in technology, insights are becoming readily available. Meaning that the landscape will continue to radically change and become more and more competitive. This will bring more fragmentation. As a result, brands will need to constantly find new ways to reach people.

Interviewees expressed that digital will weigh more in campaigns – meaning there will be less elaborate campaigns in the future. Additionally, less money will be spent on campaigns as it is cheaper to advertise online, therefore more time will be spent focusing on building audiences on digital platforms. This shift will cause brands to become more emotional and focus on creating experiences rather than sales.

For heritage brands to stay relevant, brand teams need to stay ahead of technological trends by continuous research and refinement. Key factors in staying relevant include innovation, experimentation, testing and measuring. Knowledge on consumer behaviour; drivers and barriers will help heritage brands to rejuvenate; reinvent and reposition themselves.

4.4 CONCLUSION

In summary this chapter focused on the interpretations of the interview findings. Results for each objective was synthesised and insights were derived. Due to time constraints, not all were able to answer follow up questions however they did manage to complete the core twenty interview questions. Definitions were not provided before the interviews as the aim was to gain a deeper understanding of what industry members considered the theoretical definitions to mean.

These questions focused on getting industry professionals opinions on how heritage brands can stay relevant whilst communicating authentically within SA. The findings proved that brand personality does in fact play a huge role in authentic communications. While certain elements of a brand identity such as symbols and colours stay constant, brand personality can be adapted to help localise and contextualise global campaigns within the country. Furthermore, insights on Millennials validated the points discussed in the literature review. Lastly, the interviewees brought light to ways in which brands can remain relevant whilst authentically communicating within SA. The next chapter presents the conclusions and recommendations.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter focuses on summarising findings for each objective from the literature and research. In addition, it looks at the success of the research and provides recommendations for future studies. Furthermore, limitations will be addressed, and ethical considerations will be discussed.

5.2 ETHICAL CONSIDERATIONS

Primary research from this study may include private information of established brands that are not public knowledge. In these cases, the brand will not be mentioned by name and information will only be used if the projects or campaigns have been completed in the past. No current work will be mentioned. There will be no impact on the IIE brand at all as the study will be conducted ethically.

Other ethical considerations for this study are included in the table below.

Table 5.1 Summary of Ethical Considerations

Ethics	
Legal	No under eighteens were interviewed in this study.
Permission	In order to get informed consent, email or face-to-face communication were done prior to the interview being sent. Interviewees were advised that they are free to withdraw at any time if they do not feel comfortable continuing.
Etiquette	Interviewees were thanked for their time after the interview was completed.
Privacy	The interviewees were advised that they will be kept anonymous and evidence of communications will be kept private.
Researcher Bias	While respondents will be subjective when interviewed, the results were analysed objectively without prejudice or bias
No Plagiarism	All authors used in this study were referenced according to the IIE referencing guide.
Ethical Clearance	Ethical clearance was applied for and research only began once it was approved.
Gatekeepers Consent	Gatekeepers consent form was applied and obtained before interviews were conducted.

5.3 SCOPE OF STUDY

The figure below details the limitations and delimitations of this study.

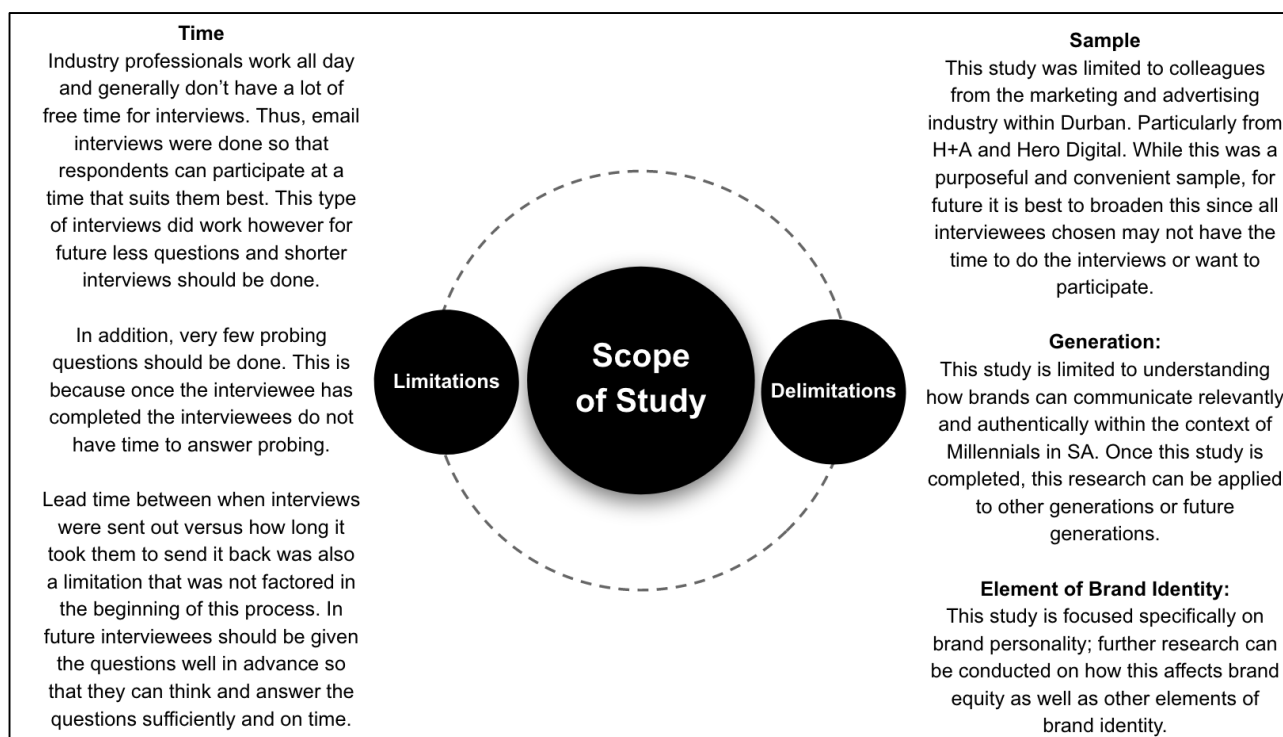


Figure 5.1 Limitations and Delimitations

5.4 OBJECTIVE ONE: UNDERSTANDING THE VALUE OF AUTHENTIC BRAND COMMUNICATIONS

Objective one looked at understanding the theory of brand identity, specifically brand personality. In addition, it looked at the value of authentic brand communications and brand consistency, especially for heritage brands. This objective aims to answer the first research question: How do brands create authentic campaigns whilst staying true to their personality?

5.4.1 Findings from Literature

According to Pattuglia and Mingione (2017), brand authenticity helps a brand stays consistently true to its history whilst evolving over time. Therefore, brand teams need to understand that brand identity informs everything a brand does. This is noted by The Design Council (2019); Lake (2018) as well as Aaker and Joachimsthaler (2000). A great brand identity will emotionally connect to consumers and motivate purchase.

Aaker's (1997) further elaborates on brand personality discussed by Aaker and Joachimsthaler's (2000). Noting that, Brands are people which forms relationships with consumers based on matching values. Bairrada, Coelho and Lizanets (2019); The Design Council (2019) and Lake (2018) validates this. While brand identity should not change (The Design Council 2019), brand personality should grow and change over time in order to stay relevant and relatable.

Emarketed (2019) explains that consistency is not linked to identical communications. Rather core values are kept consistent across various communications. Schueller (2018) adds, this will help with brand recognition and result in greater brand loyalty. Contrarily, not communicating consistently will dilute brand equity and cause brands to be perceived as untrustworthy.

5.4.2 Findings from Research

Results from the interviews, further confirm the literature and theories. Industry professionals agreed that it is important for brands to remain authentic and true to themselves. If brand teams solely based campaigns on trends, they will lose substance and consumer loyalty. This effects trust in a brand as Millennials value authenticity and transparency. Brand consistency as discussed by Schueller (2018) links directly to these points.

The stronger the brand-consumer relationship, the greater the brand recognition and credibility. This is particularly true as consumers resonate with brands that have similar values to themselves. Proving Aaker and Joachimsthaler's (2000) as well as Emarketed's (2019) concepts of brand value true. Moreover, authentic brands stand out from competitors and brand consistency helps differentiate brands. This relates directly to brand equity discussed by Aaker and Joachimsthaler (2000) and Schueller (2018).

It was noted that consumers will consider brands to be more reliable and trustworthy if the brand is consistent and authentic. Brand elements trigger memories in the consumers' mind. This results in strong emotional connections. Both Kapferer (2008) and Aaker and Joachimsthaler's (2000) theories on brand identity highlight the same points.

All unanimously agreed that brand personality strongly correlates to brand-consumer relationships. This supports thoughts by Aaker (1997); Aaker and Joachimsthaler (2000); Bairrada, Coelho and Lizanets (2019); The Design Council (2019) and Lake (2018). Further stating that brand personality humanises a brand. Almost all agreed that while brand identity must remain constant, brand personality should evolve and grow over time. This reinforces The Design Council's (2019) outlook on brand personality.

Respondents noted that brands need to be careful on how brand personality is changed as this can affect trust and market share. Elements of brand identity should remain constant in order to give the brand staying power within an existing market. While changing brand personality allows the brand to expand to new markets. The degree of flexibility of brand identity and brand personality are concepts which have been discussed by Aaker and Joachimsthaler (2000).

5.4.3 Conclusion

In summary, the consistency of authenticity is directly related to the strength of a brand. To answer the research question – How do brands create authentic campaigns whilst staying true to their personality? Brand identity helps to inform everything a brand does, therefore this should always remain constant as it is linked to recognisability; brand equity; credibility; trust and ultimately loyalty. On the other hand, brand personality grows with a brand. It will evolve over time. Brand personality helps make the brand relatable on a human level – building emotional connections in the mind of consumers. Consistency of brand identity helps brands stay within an existing market whilst adaption and evolution of brand personality helps brands to expand into new markets.

5.4.4 Recommendations

For brands to create authentic campaigns, it must allow the brand personality to be flexible. This will give heritage brands the ability to stay true to themselves and relevant to the era.

5.5 OBJECTIVE TWO: INVESTIGATING THE EFFECTS OF MILLENNIALS ON AUTHENTIC BRAND COMMUNICATION

Objective two looked at understanding Generation Y, Millennials. It focused on investigating the effects of this generation on brands communicating authentically. This objective looks at answering research question two: How are Millennials affecting the way brands communicate?

5.5.1 Findings from Literature

Fedex Express Sub-Sahraan Africa (2018) noted that by 2020 Millennials will be the largest consumer group in the world. This generation, born between 1980-2000 (Naumovska, 2017), represents over 14 million people (GFK, 2017) and is greatly influencing brands.

Being a tech savvy, mobile first generation, they are always connected. Additionally, Haq and Bonn (2018) note that they expect greater brand innovation and personalisation. This generation wants brands that are socially responsible; transparent and consistent in their communications. Pattuglia and Mingione (2017) further state that Millennials will accept or reject brands depending on its perceived brand authenticity. This is especially true as they have grown up in an over-advertised, media saturated and brand conscious world. As a result, they are selective in brands that they support (Naumovska, 2017).

5.5.2 Findings from Research

Industry professionals describe this tech savvy generation as being the most influential generation with the biggest buying power. Overall, they are a generation that wants a lot of choices and are not brand loyal. This description confirms points by Fedex Express Sub-Sahraan Africa (2018); Naumovska (2017); GFK (2017); Haq and Bonn (2018) as well as Pattuglia and Mingione (2017).

Generation Y has drastically changed the way brands have communicated over the past five years. They have forced brands to communicate with more meaning and purpose. This well informed generation has pushed established brands to be more transparent and re-look marketing strategies. This confirms the shift in advertising mentioned by both Naumovska (2017) and GFK (2017).

Millennials have broken the traditional ideas of brand building and engagement by shifting marketing from one directional towards a two-way dialogue. Wanting brands that specifically speak to their needs, this generation is moving away from the one-size-fits-all approach. This movement has created a positive impact on the industry, as brands are developing more product variety and improving service offerings. These points concur with by Haq and Bonn (2018).

Whilst it may be easier to target the largest consumer group, not all brands will appeal to this generation. Brands should not force their personality to resonate with Millennials. Trying too hard will result in loss loyal consumers. With diverse thoughts on which type of brand should target Millennials, it was noted that brands could use one campaign to target multiple generations. A multi-generational campaign can be done in various ways. From one broad, generic campaign to using a human truth that resonate and connect with multiple generations. These suggestions echo the thoughts of Banerjee; Prado, Korelo, Frizzo and Oh (2019) as well as Aaker (1997).

Communications should adapt depending on the generation targeted as each generation has its own expectations, values and needs. Confirming The Design Council's (2018) perspective that brand personality needs to grow with the company. This pushes brands to be more accountable by researching specific generations in order to develop campaigns that are contextual and relevant. As a result, trust and brand champions will be built.

5.5.3 Conclusion

In summary this objective focused on answering the research question: How are Millennials affecting the way brands communicate? Since Millennials are the largest consumer group with the biggest purchasing power, they have impacted the way brands communicate. This influential and tech savvy generation values authenticity and transparency. As a result, they have pushed traditional heritage brands to move past the one-size-fits-all one-way

communication. Moving towards communications that are a two-way dialogue, personalised to the individual needs of these consumers.

However, even though they are the largest consumer group making them the easiest to target. Not all brands appeal and resonate with Millennials. Established brands that try too hard and force their brand personality will contrarily lose consumer loyalty.

5.5.4 Recommendations

Irrespective of which type of brand targets Millennials, communications should be adapted and personalised. Brand personality should evolve for brands and campaigns to stay relevant and contextual.

5.6 OBJECTIVE THREE: DISCOVERING HOW HERITAGE BRANDS REMAIN RELEVANT WHILST COMMUNICATING AUTHENTICALLY

Objective three concentrated on how established brands can stay relevant yet authentic within the SA advertising landscape. Successful and unsuccessful established brands were discussed in order to determine best practices. These insights will help industry members to localise global campaigns within an African, specifically South African context. Overall, this objective focused on answering the third research question: When should brands change their personality to align to the generation they are targeting?

5.6.1 Findings from Literature

Since heritage brands have been around for a long time, their focus is on retaining existing and gaining new consumers (Ellar, 2018). Therefore, communications should not alienate the core audience. Both Banerjee (2016) and Aaker (1997) highlight that established brands should use brand personality as a strategic tool in competitive spaces.

Banerjee (2016) further states, brand communications are subjective to the individual decoding the signals. This emphasises Saussure's (1961) theory of semiotics. Customers relate to brands based on their personal preferences as language influences behaviour. Hence, brand personality is a driving force behind brand experience. For this reason, it should grow and evolve with the target audience (Harvey, 2017).

Some brands such as Coca Cola and Apple, stay relevant by keeping their core personality but changing their visuals to identify with the current generation. Whilst other brands such as Starbucks and Dove, adapt their personality over time in order to resonate with new audiences (Harvey, 2017).

5.6.2 Findings from Research

For brands to break through the clutter and stand out it is vital consider successful and unsuccessful factors.

Contributing factors to successful communications include having a unique and authentic brand personality; confidence in brand values as well as being transparent. Other factors include providing reasons to believe in the brand; using localised visual and colloquial slang. These techniques directly relate to Saussure's (1961) discussion that these signs create associations in the mind of the consumer. Thus, building loyalty.

In comparison, unsuccessful factors include lack of target market understanding with and trying too hard to be on trend. Additionally, downfalls arise when brands are too afraid to reinvent themselves and evolve.

For established global brands to be authentic in Africa, specifically SA, both language and visuals need to be adapted. Language, should be customised to the local vernacular slang. Having a sociological understanding of SA Millennials emphasises Saussure's (1961) point on brand-consumer relationships being a sociological phenomenon influenced by linguistics.

The local industry will continue to evolve as generations influence it. Brands will become more emotional and focus on creating experiences rather than profits. As a result, they will need to constantly find new ways to reach people and invest in understanding what motivates and drives them.

5.6.3 Conclusion

This objective concentrated on how established brands can stay relevant yet authentic within SA. More specifically, it looked at answering the question: When should brands change their personality to align to the generation they are targeting?

Heritage brands in Africa, specifically SA will need to use brand personality as a strategic tool in order to retain existing and gain new consumers. Language influences behaviour and consumers will relate to brands that resonate with them. Successful established global brands adapt brand personality to suit their local target audiences. This helps them to be consistent and authentic whilst remaining relevant communicating. This technique helps to create associations in the mind of the consumer resulting in loyalty being built. Having a sociological understanding of South African Millennials is vital in truly comprehending the unique ways in which they talk.

5.6.4 Recommendations

Brand personality should always change to align to the generation being targeted in order to resonate and be authentic.

5.7 SUGGESTIONS FOR FURTHER RESEARCH

Suggestions for future research include investigating the role of brand value and brand equity in relation to brand authenticity and consistency. Particularly, the impact it has on established brands within the advertising industry in South Africa. While this study focused on Millennials, future research can look at the effects of Generation Z and Generation Alpha on the advertising industry. Moreover, future studies could focus on where South African Millennials are more receptive to heritage brands advertising. Lastly, further research can look at the degree of flexibility brand personality has in relation to brand identity.

5.8 CONCLUDING REMARKS

To conclude, in chapter one this study set out to investigate how heritage brands could communicate authentically to Millennials within Africa, specifically SA. This led to gaps in the literature being identified. Namely how brands communicate to different generations in

SA. These gaps sparked research to be done. Semi-structured interviews were conducted to a total of ten industry professionals at H+A. Insights were derived using thematic and narrative analysis. This resulted in the study successfully addressing the research problem and questions.

Overall, it was determined that while brand identity can stay constant, brand personality can be flexible depending on the generation targeted. Being the largest consumer group, Millennials have impacted the way brands communicate. However not all brands are suggested to target Millennials. Brands should always adjust their personality in order to remain authentic and resonate with any audience they target.

Suitable recommendations and suggestions for future research have been made. Whilst this research was a small small scale qualitative study and as such it was not statistically sound, thus meaning that the findings cannot be generalised with any degree of confidence – if the recommendations are applied when communicating to Millennials, advertisers stand a better chance of being viewed as authentic by Millennial target markets in Africa.

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APPENDIX 1 FINAL RESEARCH REPORT SUMMARY DOCUMENT

Title: Authentic Brand Communications in South Africa – A Millennial Perspective

Research / Purpose / Objective	Primary Research Question	Research Rationale	Seminal Authors / Sources	Literature Review – Conceptual Framework	Paradigm	Approach	Data Collection Methods	Ethics	Key Findings	References
The purpose of this study was to understand brand identity, specifically brand personality, within a South African context with focus on authentically communicating to Millennials. The influence of Generation Y on South African brands was considered.	How do brands create authentic campaigns whilst staying true to their personality?	Working within the FMCG advertising industry, it was observed that in an aim to stay relevant, brands are changing the way they advertise and communicate. In order to get Millennials attention, brands are trying to talk and sound more like them. However not all brands have a 'Millennial' personality. Hence it was important to understand the scope in which Millennials have impacted the way FMCG brands communicate.	Pattuglia And Mingion; The Design Council; Lake; Sinha; Emarketed; Bairrada, Coelho and Lizanets; Ucraft; Schueller; Naumovksa; Fedex Express Sub-Saharan Africa; GFK; Haq and Bonn; Boccardi, Ciappei, Zollo And Laudano; Banerjee; Prado, Korelo, Frizzo And Oh, Harvey, Aaker and Joachimsthaler; Aaker; Saussure	Objective 1: Understanding the value of authentic brand communications Theme 1: Brand Identity & Brand Personality Objective 2: Investigating the effects of Millennials on authentic brand communication	Interpretivism from an Ontology perspective and Epistemology perspective	Qualitative Method	Industry Specific Semi-Structured Interviews, Journals and Articles	No under 18's, permission was asked before interviews, no bias, no plagiarism, interviewees will be kept anonymous and data will be kept private, interviewees were be thanked	It was found that brands can communicate authentically whilst staying relevant by keeping brand identity constant and changing brand personality in the form of visuals and language.	Refer to reference list
						Population				
						The population consists of approximately 75 people. People who work in the marketing and advertising industry between the ages of thirty and fifty years old at H+A.				
Research Problem	Secondary Questions / Hypotheses / Objectives	Key Concepts	Key Theories	Theme 2: Millennials Objective 3: Discovering how heritage brands remain relevant whilst communicating authentically		Sampling	Data Analysis Methods	Limitations	Key Contributions	
The problem was determining how much of brands identity, specifically brand personality, needed to change or adapt in order to attract the Millennial generation within the FMCG sector.	How are Millennials affecting the way brands communicate? When should brands change their personality to align to the generation they are targeting?	Millennials in South Africa, Branding, Brand Identity, Brand Personality, Brand Consistency, Brand Communications, Semiotics, Brand Value, Authenticity	Aaker's brand identity theory, Kapferer brand identity prism & Aaker's 5 dimensional model for brand personality, Saussure's theory of Semiology	Theme 3: Authentic Brands		Non-probability convenience and purposive sampling Sampling Method: People who work at agencies in Durban Sample Size: Maximum of 10 people	Thematic Research Inductive reasoning, Narrative Analysis and the Noticing, Collecting and Thinking Model	Time: Interviewees did not have much time during the day to answer questions and follow up questions.	This study will benefit numerous members within the industry and will lead to the creation and adaption of Global campaigns within SA.	

APPENDIX 2 ETHICAL CLEARANCE

ETHICAL CLEARANCE LETTER

Student Name	Tharunisa Reddy
Student Number	13022040

VEGA: Durban Campus.

Date: 19 August 2019

RE: Approval of 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 Post Graduate Studies Committee.

☒ Your research proposal posed no significant ethical concerns. We hereby provide you with ethical clearance to proceed with your research methodology.

OR

☐ Your research proposal posed the following minor concern:
Please mention how your research design will address this issue:

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

We wish you all the best with your research!


Clive Greenstone

Supervisor



Alec Bozas

Academic Manager



MASTER'S

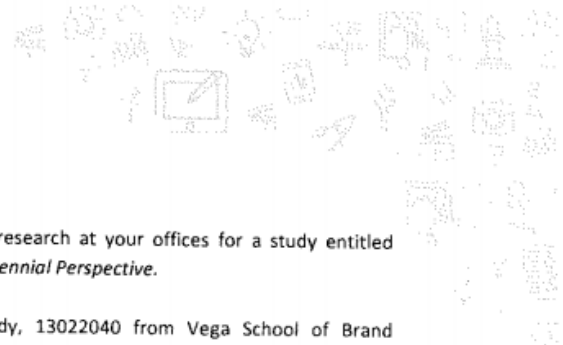
HONOURS

DEGREES

DIPLOMAS

CERTIFICATES

APPENDIX 3 COVERING LETTER



Dear Michelle Axon,

This letter serves to ask your permission to conduct research at your offices for a study entitled *Authentic Brand Communications In South Africa - A Millennial Perspective*.

The research is being conducted by Tharunisa Reddy, 13022040 from Vega School of Brand Communication as part of a BA Honours in Strategic Brand Communications Degree. The study has been approved by Vega's Ethics Committee and, as part of that approval process, I am required to obtain gatekeeper permission from sites where I conduct research.

Research Method:

Email interviews will be done with employees from the company. This includes: account executives, account managers, account directors, designers, creative director and sales director.

The requirements for permission will be for me to interviews with employees within your company. The aim of this study is to understand brand identity, specifically brand personality, within a South African context with focus on authentically communicating to Millennials. The influence of Generation Y on South African brands will be considered.

The researcher would not need time or venue for this research as it will be done via email.

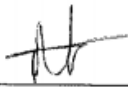
These interviews may include questions regarding private information about established brands that are not public knowledge. In these cases, the brand will not be mentioned by name and information will only be used if the projects have been completed already. No current work will be mentioned.

If you are willing to be involved would you please sign the form below that acknowledges your understanding of the nature of the study being conducted and you give permission for the research to be conducted at the site.

Yours sincerely

Tharunisa Reddy, 13022040

Michelle Axon as Operations and Human Resources Manager Hewitt + Associates having been fully informed of the nature of the research to be conducted in "*Authentic Brand Communications In South Africa - A Millennial Perspective*" give my permission for the study to be conducted. I reserve the right to withdraw this permission at any time.

Signature:  Date: 29.05.2019



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APPENDIX 4 GATEKEEPERS LETTER



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29 May 2019

Permission to do research at Hewitt + Associates

Name: Tharunisa Reddy

Student Number: 13022040

Title of Study: Authentic Brand Communications In South Africa - A Millennial Perspective

For the Degree: BA Honours in Strategic Brand Communications Degree

Michelle Axon
HR & Operations Manager

APPENDIX 5 EXPLANATORY INFORMATION SHEET AND CONSENT FORM FOR PARTICIPANTS

To whom it may concern,

My name is Tharunisa Reddy and I am a student at Vega School. I am currently conducting research under the supervision of Clive Greenstone to understand brand identity, specifically brand personality, within a South African context with focus on authentically communicating to Millennials. I hope that this research will benefit numerous members within the FMCG industry and will lead to the creation of better brand communications.

I would like to invite you to participate in my study. In order to explain to you what your participation in our study will involve, I have formulated questions that we 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 I would like to learn more authentic brand communications in South Africa with focus on Millennials. If you decide to participate in this research, I would like to ask you questions with regards to authentic brand communications and targeting Millennials.

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 how to authentically communicate to Millennials. 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 promise to protect your identity. I will not use your name in any research summaries to come out of this research and I will also make sure that any other details are disguised so that nobody will be able to identify you. I would like to ask your permission to record the interviews, but only my supervisor and myself will have access to these recordings. Nobody else, including anybody at Hewitt + Associates, will have access to your interview information. I would like to use quotes when we discuss the findings of the research but I will not use any recognisable information in these quotes that can be linked to you.

What will happen to the information that participants provide?

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

What happens if I have more questions about the study?

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

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

My contact details are as follows:

Tharunisa Reddy | 061 620 1234 | tharunisareddy@gmail.com

The contact details of my supervisor are as follows:

Clive Greenstone | 083 398 6902 | cgreenstone@mweb.co.za

I _____, hereby consent to being interviewed and audio recorded for the above research.

Sign

Date

APPENDIX 6 INTERVIEW QUESTIONS

Introductory Questions

1. How many years have you been working in the advertising industry for?
2. How many brands have you personally worked on?
Probing: Mention some of them:
3. Describe your job:
4. Describe the current South African advertising landscape:
Probing: Do you think it is shifting?

Questions Relating to Objective One: Understanding The Value of Authentic Brand Communications

5. How important is it for brands to be authentic and true to their essence and what they stand for? Elaborate
6. In your own words explain the concept of brand identity:
7. What is the importance of brand personality?
Probing: How does brand personality affect a campaign
8. Should brand identity and brand personality be consistent across campaigns?
Elaborate.
9. How important are brand elements in your profession?
Probing: Do you think that things such as symbols and colours should stay constant whilst tone of voice / brand personality is more flexible to evolve?
Further probing: Do you think that social media has played a role in the flexibility of tone of voice? Elaborate.

Questions Relating to Objective Two: Investigating The Effects of Millennials on Authentic Brand Communications

10. Describe your understanding of the millennial generation:
Probing: Are they changing the way we advertise?
Further Probing: What impact have you seen them make on the industry?
11. Do you think millennials have completely changed the landscape of advertising forever or is it something that will continuously change based on different generations?
12. Should all brands target millennials or is this specific to the personality of a brand?
Further Probing: What types of brands should be targeting millennials?
13. How would you typically target a South African millennial?

14. Should brands change the way they speak and communicate when targeting different generations such as millennials? Elaborate.

Probing: What would that impact long term?

15. Can one campaign be used to target multiple generations at once? How?

Questions Relating to Objective Three: Discovering How Heritage Brands Remain Relevant Whilst Communicating Authentically

16. Name some established brands that are successful at communicating authentically in South Africa (these don't have to be clients you worked on):

Probing: Which factors contributed to their success?

17. Name some established brands that you consider unsuccessful in communicating authentically in South Africa:

Probing: What do you think was the reason for their downfall?

Further Probing: How could they have changed or what could they have done differently?

18. Working with established brands, what are some of the ways you're aware of that brands change the way they communicate in South Africa?

Probing: Is it just their personality and imagery that changes?

Further Probing: How do they speak authentically & contextually whilst staying consistent to global campaigns?

19. Describe how a typical global campaign for an established brand could be rolled out in a South African context to Millennials:

Probing: Suggest ways that brands could localise campaigns in South Africa:

20. Where do you see the advertising industry going in the future?

Probing: What techniques could brand's use to stay relevant in the future when advertising?

APPENDIX 7 BREAKDOWN OF THEORIES AND LITERATURE SOURCES

Breakdown of Key Theories

Key Theories		
Brand Identity	Brand Identity Theory	Aaker and Joachimsthaler
	Brand Identity Prism	Kapferer
Brand Personality	Dimensional Model of Brand Personality	Aaker
Semiotics	Theory of Semiotics	Saussure

Breakdown of Literature

Objective 1: Understanding The Value of Authentic Brand Communications		
Title	Author	Year
Towards A New Understanding of Brand Authenticity: Seeing Through The Lens Of Millennials	Pattuglia And Mingione	2017
The Power of Branding	The Design Council	2019
Why Branding is Important in Marketing	Lake	2018
Why Defining Your Core Brand Value And Values Is More Important Than You Think	Sinha	2018
How Important Are Brand Values In Your Marketing Strategy	Emarketed	2019
The Impact Of Brand Personality On Consumer Behaviour – The Role of Brand Love	Bairrada, Coelho And Lizanets	2019
Brand Image And Identity: The Importance of Brand Consistency	Ucraft	2018
Consistency, The Importance Of Brand	Schueller	2018

Objective 2: Investigating The Effects of Millennials on Authentic Brand Communications		
Title	Author	Year
Marketing Communication Strategies For Generation Y – Millennials	Naumovska	2017
Understanding The African Millennials	Fedex Express Sub-Saharan Africa	2018
Unpacking South African Millennials	GFK	2017
Understanding Millennial Perceptions of Human & Non-Human Brands	Haq & Bonn	2018

Objective 3: Discovering How Heritage Brands Remain Relevant Whilst Communicating Authentically		
Title	Author	Year
The Role Of Heritage And Authenticity In The Value Creation of Fashion Brand	Boccardi, Ciappei, Zollo And Laudano	2016
Heritage Brands: How To Grow Brand Legacy With Powerful Marketing	Ellar	2018
Influence of Consumer Personality, Brand Personality And Corporate Personality On Brand Preference	Banerjee	2016
The Effect Of Brand Authenticity On Consumer-Brand Relationships	Prado, Korelo, Frizzo And Oh	2019
Memorable Or Forgettable? What Your Brand Personality Says About You	Harvey	2017

APPENDIX 8 ORIGINALITY REPORT