

Cape Town City Council's communications during the 2017/2018 water crisis, and the impact on the brand image of the City

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Declaration

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I hereby declare that the Research Report submitted for the Bcom Honours in Strategic Brand Management degree to The Independent Institute of Education (IIE) and that this is my own work and has not previously been submitted to another University or Higher Education Institution.

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Abstract

There are many definitions of how a brand can be defined, brands are seen as social constructs in their primary form (Klopper & North, 2011). This means that a brand's intended identity is never achieved but rather a brand image is created by consumers. This creates a subjective view of a brand such as the City of Cape Town to the onlooking public. Brands unfortunately create negative perceptions surrounding the brand and this leads to a negative brand image. The aim of this study is to explore the impact on the City of Cape Town as a brand with regards to preparation efforts taken leading up to the current drought. These efforts aim to ensure successful communication in order for the City of Cape Town to maintain their brand image amongst voters.

The objectives of this research proposal were to determine which governance responsibilities drive brand identity and to establish how preparations have affected voter perceptions of The City of Cape Town's brand image. With the use of research and development as well as qualitative research, the aim of this study is to help other cities leading up to natural disasters manage their brand image. Through examining the failures and successes of The City of Cape Town, the study should guide other cities in successfully managing efforts leading up to a natural disaster to positively impact their brand image. The small scale of qualitative study involved a focus group of four members and a questionnaire of 10 participants. Through the themes created from the primary research there is proof that respondents appear to feel that the efforts taken out by The City of Cape Town have had both a positive effect as well as a negative effect on their perceptions of the city. With findings leaning slightly more towards the creation of negative perceptions. These findings show that voter perception have been affected leading up to the next election. The key findings and insights from both primary and secondary research aided this study in creating sound recommendations for political entities.

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1 Introduction

1.1 Background and Contextualization

Drought can be defined as a prolonged period of abnormally low rainfall within a specific area that leads to a lack of water (Wolchover, 2014). Droughts can occur in virtually all climates and have been seen to cause devastating effects on economies and their people (Wolchover, 2014). The City of Cape Town as well as the Western Cape as a whole is in the midst of the worst drought since 1933 (Wolski, 2018). The drought had a monumental impact on the farmers of the Western Cape and the South African economy with an estimated 37 000 jobs lost as well as another 50 000 people being forced to live below the poverty line due to job loss, inflation and increase in the price of food (Diana Neille, 2017). “Water conflicts increase as water scarcity rises and the unsustainable use of fresh water will continue to have profound implications for sustainable development and the realisation of human rights.”- (Johnson & South, 2016)

This study aimed to explore the impact on the City of Cape Town as a brand in regard to preparation efforts taken leading up to drought. Such efforts aim to ensure successful communication in order to maintain a successful brand image amongst voters. This assessment was gauged against an assumption that The City of Cape Town’s efforts positively or negatively affect the city as a brand. These endeavours as seen by the voters of the Western Cape can have a great impact on the success of the City of Cape Town’s as a brand, with regards to their governing efforts leading up to a national disaster such as drought. These efforts were thought to have a direct impact on the perceptions held by the people of Cape Town and whether their efforts were sufficient in leading up to Day Zero. The Water Institute of Southern Africa (WISA) states that the impact of drought can be increased through poor governance of resources, and bad governance has been extremely prevalent in South Africa over past decade. The alarming decay of

governance within governmental departments such as The Water Institute of Southern Africa (WISA) has had an everlasting effect on the environment and the drought (Canter, 2018).

This research proposal is of relevance due to the following reasons:

- Firstly, the fact that Day Zero had been looming over Cape Town during 2017 and 2018 and how it has become a national disaster as Cape Town looks to be the first city in history to run out of water (Mulligan, 2018).
- Secondly, this research proposal was of relevance with regards to how important it is to consider the impact of how the people of Cape Town perceive the efforts, communications and behaviors taken by the City of Cape Town as a brand leading up to Day Zero. As Cape Town's City Council is seen as a brand the organisation thus needed to manage their overall brand image as held by their respective voters. In order to succeed, the City Council needed to manage their brand identity as well as considering the importance of building strong brand assets (Smith 2009).
- This proposal looked at the City of Cape Town's Council's communications leading up to the drought and how these communications affected the City's brand image.

Another critical aspect is that of political parties are defined as brands and public perception can affect political parties brand image as a whole. With a large increase in competition in the political sector with the introduction of the EFF, there has been a paradigm shift with the introduction fundamentally changing the nature of South African politics (Preez, 2015). As parties have had to revert back to branding in order to influence voters' political party brand preference (Omo-Obas, 2016). Political parties have a big role to play in society today, as they help in aggregating concerns towards achievable goals (Mathekga, 2016).

1.2 Rationale

A drought can be defined as a prolonged period of abnormally low rainfall within a specific area that leads to a lack of water for a period of time (Wolchover, 2014). The drought affected millions of people and businesses as well as tourism, which in turn has a negative effect on the South African economy. In light of the responsibility bestowed by the provincial and municipal legislation and the expectations of taxpayers, it is vital for the City of Cape Town's Council to communicate successfully as well as ensure successful preparations.

This research proposal looked to determine whether governance responsibilities drives brand identity. Another objective includes exploring whether or not the City of Cape Town's brand image was affected in light of voter perception through their communication efforts taken out leading up to the water crisis. This body of research will aid future studies surrounding governance responsibilities leading up to a natural disaster such as the water crisis experienced in Cape Town over the last 24 months.

The efforts taken out by The City of Cape Town and the way in which these efforts are perceived to be successful, have had an effect on The City of Cape Town's brand image. The efforts for taken by the City of Cape Town have had a lasting effect on their brand image of the ruling party and impacted the brand image of the City of Cape Town. This research proposal looked at communication strategies leading up to the water crisis and how these strategies affected the City of Cape Town's overall brand image.

This research proposal adds to the body of knowledge surrounding political parties as brands. Furthermore, this research aims to contribute to the industry, specifically surrounding management of brand image in the eyes of the voters. As political marketing is one of the most integral aspects of a developing industry which affects the developing markets and people (Omo-Obas, 2016).

Thus, this study was of high relevance as it is of interest in order to examine how political party branding and how this positively or negatively affected brand preference of the voters of the Western Cape. It is important to consider the impact of the City of Cape Town's behaviour on the perception of consumers and how this affects their brand image. This research purpose aimed to determine whether efforts leading up to a natural disaster like the current drought and whether political party branding influences voting preference through the means of brand image and brand identity. Limitations of this study may include the scope of focus mainly focusing on Observatory, Cape Town as there is a limited amount of data collectable within this area. This research proposal looked at The City of Cape Town and how communications can have an overall effect on the brand image of the council. This study was conducted within Cape Town and the data was collected from voters within Observatory.

1.3 Key concepts

Agriculture: Is seen as the science or practice of farming as well as producing food, wool and other products.

Brand identity: Is how a business presents itself to as well as wants to be perceived as by its consumers (Lake, 2017)

Brand image: Is the general impression that the target market of a specific brand perceives the brand to be (Juneja, 2017).

Communication: A process whereby information is exchanged between individuals through the use of actions, symbols and behaviours.

Day Zero: Is the estimated day that taps within the city of Cape Town will run dry due to the drought and mismanagement of water (Jane, 2018).

Drought: A prolonged period of abnormally low rainfall within a specific area that leads to a lack of water for a period of time (Wolchover, 2014)

Mismanagement: The process of managing something wrongly or poorly, with regards to the mismanagement of situations such as drought.

Political branding: Is about how a political brand is perceived by the overall by the public.

This research looked to consider whether the brand image of the City of Cape Town is affected positively or negatively by the perception of the public, following efforts taken up to a disaster such as drought. Branding as a concept in the political view has set a standard of its origin in the consumer market. Furthermore, branding principles have been integrated into consumer decision making which has led to political parties being branded differently, for example, having logos, colours of the parties and party names, to symbolize the future and what they represent. The relevance can be attributed to how this literature will be able to aid other big city's globally that face the same situation or are under the threat of another similar situation. This literature is useful with regards to political branding and how this can affect a council's brand image.

1.4 Problem Statement

The impact of the drought is clearly seen through observing the living conditions of the inhabitants within Cape Town, but it is not yet clear how this situation impacts on the branding of the City of Cape Town, who largely owns responsibility for managing the impact of the current drought.

1.5 Purpose Statement & Research Questions

1.5.1 Purpose Statement

The purpose of this study is to determine the impact on the City of Cape Town as a brand based on the communication efforts leading up to Day Zero.

1.5.2 Research objectives and research questions

These research objectives were created according to the problem statement. These objectives are addressed via the two research questions as indicated in Table 1 below.

Table 1: Objectives-research questions matrix

Objective 1	To determine which governance responsibilities drive brand identity.
Research Question 1	What governance responsibilities drive brand identity?
Objective 2	To establish how preparations have affected voter perceptions of The City of Cape Town's brand image.
Research Question 2	How does the City of Cape Town's communication/preparations leading up to Day Zero affect voters' perception of brand image?

2 Theoretical foundations

Roy and Banerjee (2007) created the Brand Derby Matrix in order to understand the effects of a brand image and brand identity whether they are aligned or not. Firstly, if a brand has a poor brand image and a weak brand identity it is seen as a **Lame Horse**, these brands will fail in the market. Secondly, an excellent brand image but a poor brand identity results in the brand becoming a **Dark Horse**, dark horses are seen to be successful within the market but find themselves continuously communicating with consumers through their strong brand image.

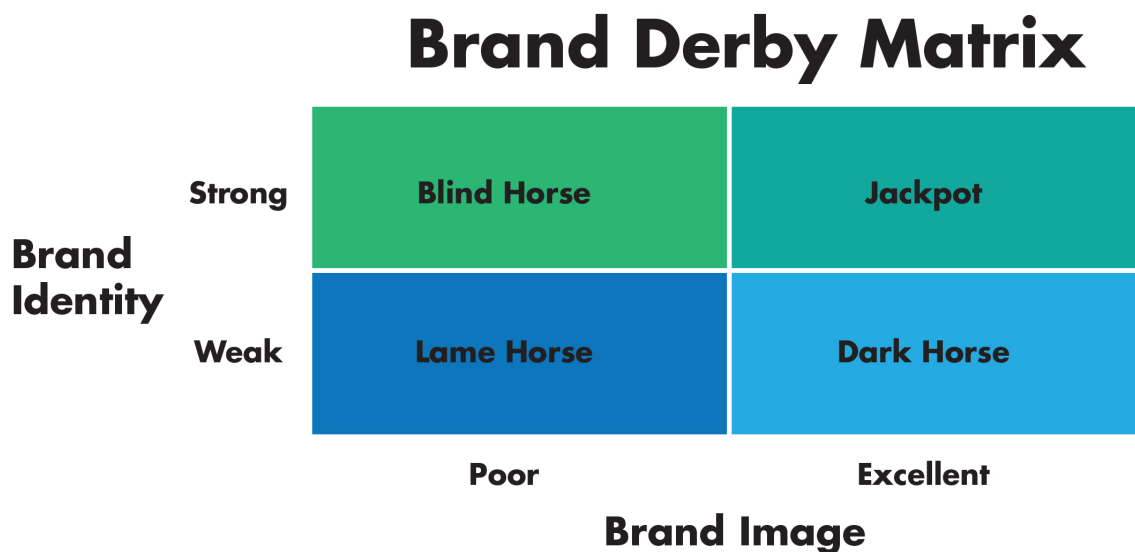


Figure 1: Roy and Banerjee Brand Derby Matrix (2007)

A brand with a poor brand image but a great brand identity is known as a blind horse. This position is seen to be detrimental over the long run, as the organisation needs to constantly build credibility in the minds of their customers. Finally, when a brand aligns its strong brand image and strong brand identity it is known as the jackpot. A brand that is considered a jackpot shows strength within the market and has the possibility to expand its product offering without possible failure. This shows that they have created a strong brand positioning (Roy & Banerjee, 2007).

3 Literature review

The following literature review has been conducted to create an understanding surrounding Cape Town City Council's communication during the 2017/2018 water crisis, and the impact the water crisis had on the brand image of the City. This took place in the Western Cape with primary research being done in Observatory. This section includes literature surrounding political branding, brand image, brand identity as well as other factors that may affect the City of Cape Town's brand image.

3.1 Defining a brand

Brands are omnipresent, and they penetrate in almost every aspect of life (Kapferer, 2008). A brand needs to differentiate in order to become a successful in the eyes of the consumer (Olenski, 2017). A brand can be seen to stand for loyalty, faith and or trust all depending on how the brand has been marketed, promoted and advertised to the consumer (Delgado-Ballester, et al., 2001). A brand can be defined as name given to a specific product or service with a unique design, sign or symbol or a combination of these that looks to create an image that identifies a product in order to differentiate it from other competitors.

3.2 Considering political entities as brands

This study will be based on academic foundation in order to measure the impact of the brand with regards too specific models surrounding brand image and brand identity. Through investigating how political organisations are considered brands in the true sense of the word. Political entities are seen to exert the similar role to that of a brand, thus these parties and their actions carry within them a meaning that aids voters in differentiating among candidate offerings. "In this sense, like brands, political entities have equity or value that stems from the associations voters and others hold in connection to political parties." (Scremin, 2007). The value that a political brand exerts onto its voters is seen as party equity and this equity can affect how voters react to political actions (Omo-Obas, 2016)

As political entities are seen as brands they will thus need to manage their overall brand image as held by their respective voters (Omo-Obas, 2016). In order to succeed the political entities will need to manage their brand identity as well as considering the importance of building strong brand assets. Through this voter's attach meaning to political entities as they would brands, which allows them to differentiate over political entities when voting occurs (Smith, 2009). This indicates that consumers have knowledge structures surrounding political entities as they would brands (Smith, 2009).

There are many concepts that were previously used only when referring to companies have now been used to describe political parties. The concepts of brand personality is one such concept Branding as well as the communication of brand identity, aids voters understand and identify with political parties emotionally and symbolically. The main academic theories that underpin this study are that of brand image and brand identity and how these are affected through the communication of a city's governing entity.

3.3 Brand Identity

A brand identity can be defined as a unique set of brand associations that a brand aspires to maintain. These associations are seen to stand for what the brand sets to achieve and imply a promise to consumers from within the organisation (Roy & Banerjee, 2007). A brand identity can consist of benefit, traits, values, personality and differentiation and can be seen as everything the brand wants to be perceived as (Roy & Banerjee, 2007). Furthermore Melin (1997) suggests that that brand identity is what the brand stands for, what makes it unique, and what gives it meaning. According to Kapferer (2008) the brand identity is not only seen as what the brand stands for but also seen as the brands foundation that reflects the brands core values.

The brand identity can be broken down into two parts being the core identity and the extended identity. The core identity of the brand is extremely important to the

success of the brand as it creates a sense of uniqueness and value for the brand, the core identity of a brand is seen to remain the same throughout the lifetime of the brand (Aaker, 1998). Whereas the extended identity if necessary for the success of the organisation can be changed (Aaker, 1998), the extended identity contains what the brand stands for as well as the brand personality, which may need to be changed to keep up with ever changing trends.

3.4 Brand Image

Brand image is defined as the impression in the mind of the consumer with regards to the brands personality (Juneja, 2017). A brand image is developed over time through branding campaigns as well as specific brands actions with regards to customer relations (Lee, 2014). The brand image is key to how customers make their choices after gathering information about a particular brand and potential competitors. The process of inductive inference on brand image looks at three aspects that work hand in hand in creating a brand image being marketing communication, consumption experiences and social influence (Rosengren, 2003).

This model allows the researcher to sort the communicated brand identity variables in the way it is communicated to the consumer and thus influences the overall brand image. Firstly, marketing communication is the first inductive process, which the organisation has full control over. This includes all advertising and marketing taken out by the organisation. Through this a brand is able to express and implement their desired brand identity. Advertising and Marketing gives an organisation the chance to change consumer perceptions and create a brand image that the organisation sets out to portray. This is done in order for the brand identity and brand image to be as aligned as possible (Rosengren, 2003) In order to ensure successful marketing communication a creative campaign must be put forward that creates a brand perception before other factors such as opinions come into play. Even if the marketing communication is seen as a success, the consumption experience plays a vital role when a consumer is creating an image

of the organisation. These 2 factors must be as aligned as possible in order to ensure that the consumer is able to create a clear image of the brand. Thus, the marketing communication needs to be aligned with the consumption experience in order to create a meaningful experience for the customer.

Finally, the brand image is highly affected by the third inductive process, being social influence. An aspect such as word of mouth is seen as a powerful communication tool, which affects the brand perception of the consumer. Word of mouth is defined as spoken communication as a means of transmitting information usually based on one's opinion. Word of mouth is seen as the most credible forms of advertising as it puts an individual's credibility on the line (Corne, et al., 2014). Social influence can be seen as an influence a point of view with regards to a specific product and can alter perceptions surrounding a particular brand. These processes have a large influence on the brand image, in order to create a successful brand these processes must be taken up by the organisation.

3.5 Alignment between brand identity and brand image

In order to create a successful brand in today's competitive market place it is vital to ensure that a brands brand identity is as aligned as possible to its overall brand image (Hinai, 2017). As brand identity is defined as a unique set of brand associations that a brand aspires to maintain the brand needs to ensure these associations are in the minds of consumers at all times. If a brand can ensure this they are on the road to success. The brands identity merely comes down to how the brand wants to be seen by the consumers. The brand image comes down to how the consumer perceives the brand as a whole. Melon (1997) states that the brand owner should strive to make the brand image mirroring the brand identity.

3.6 Political entities and the environment: Roles and Responsibilities

Government entities such as the City of Cape Town manage environmental impacts such as drought, every governing body has their own ideas and strategies to ensure the welfare of their people. Through implementing policies and governmental acts governing bodies look to curb all forms of natural disasters. Worldwide over the last few years there has been an increasing concern about the ineffectiveness of drought management practices which are largely based on crisis management (A.Wilhite, 2014). These practices have been put in place worldwide to treat the effects of drought rather than the underlying factors that lead to droughts (A.Wilhite, 2014). Government must look to introduce national drought policies that are focused on the risk reduction as well as being joined by drought mitigation or plans at various governmental levels, through this drought management can be improved (A.Wilhite, 2014). As climate change becomes an increasingly worrying situation it is now the time for government to create policies that underline plans that will aid provincial governments in curbing natural disasters such as the drought in the Western Cape currently.

Drought is not like any other natural disaster and it differs in many different ways, firstly drought has been known as a slow-onset natural disaster, which is known as a creeping phenomenon (Gillette, 1950). Drought has also been known to affect a much larger land than that of other natural disasters; they are also seen to be non-structural damaging and the effects are only felt once it has completely set in. One of the biggest arguments surrounding the drought in Cape Town has been based around whether or not the drought was brought about naturally or through mismanagement of state resources (Olivier, 2017).

Over the last few decades the City of Cape Town's strategy for handling drought has been completely based on warning systems when dam levels drop below a certain level. Furthermore, the department of water and sanitation had placed down a warning as early as 2007 that the City of Cape Town will need a alternative

source of water by the year 2015, these warnings were taken seriously by the City of Cape Town (Olivier, 2017). Measures that were implemented including water demand management strategy that involved water meter replacement, leak detection, pressure management and free plumbing repairs for indigent households.

Governance in the public sector needs to take into consideration constitutional accountability and responsibilities (South African Government, 2018). Governance responsibilities contain social, ethical and environmental codes to enhance the rights of voters (Hydyrov, 2017). Cities around the world governance responsibilities always changing to keep the voter at the heart of every decision. Responsibilities that face the City of Cape Town include safety of the population, environmental management, disaster management and government services such as governmental hospitals. These governance responsibilities can have a positive or negative affect over the cities brand image and have an overall affect on the perceptions of the voters.

3.7 Mismanagement and the impact of environmental changes

The drought can be primarily blamed on the mismanagement in regard to the allocation of water supply. Water allocation in the Western Cape in 2015 shows that the department of water and sanitary allocated 60% of the Western Cape's water supply to The City of Cape Town and as much as 40% to agricultural practices (Olivier, 2017). These actions have had an extensive effect on the population of the Western Cape with water restrictions on level 6B. As the drought began to set in the department of water failed the people by failing to curtail agricultural water use in 2016. The departments failures did not end there, they then went onto over allocating water to agricultural use which in turn pushed water demands over the capacity of the supply systems (Olivier, 2017). Through this there is an overwhelming indicator that the drought was not only due to natural phenomenon but can be largely blamed on mismanagement and misallocation of Cape Town's water supplies towards agriculture.

Furthermore, when looking at how political entities as brands have been impacted based on their ability to manage disasters such as drought through the means of communication to all relevant stakeholders (Scremin, 2007). In a South African context, the drought has been largely blamed on national governments reluctance to release drought relief to the City of Cape Town. This reluctance steams from years of mismanagement, spiralling debt and corruption of the department of Water and Sanitation, the department overshot budget by as much as R110 Million in the 16-17 financial year (Olivier, 2017).

Through the above literature a large amount of blame has been placed on the shoulders of mismanagement of government departments as well as provincial government. Based on the several statements of authors referenced above, it is clear mismanagement of water reserves as well as the bankruptcy of the Water and Sanitation Department had a domino effect leading up to Day Zero.

3.8 Effective public administration and brand impact

This research reviewed how these government shortfalls will affect the Council of the City of Cape Town as a brand. Branding is becoming increasingly used in non-traditional, social markets such as politics, 'as branding principles have been applied in virtually every setting where customer choice of some kind is involved, e.g. with physical goods, services, retail stores, people, organisations, places or ideas' (Keller, 2002: 151). It is self-evident that political entities are organisations where politicians look to exchange ideas and promises to the people in order to earn the vote of the people and thus there has been many papers that back up the theory that political parties are seen as brands (Smith, 2009). It is also highly argued that politics is different to other commercial markets as when branding is added to politics it creates unwanted affects such as the narrowing of the political agenda, demanding conformity of behaviour, increasing confrontation as well as created political disengagement at a local level (Smith, 2009).

4 Research Design

4.1 Research Paradigm

This research was conducted with a main focus on the paradigm of interpretivism. Interpretivism rests on the basis that human beings are completely different to objects, thus objects cannot be studied the same way humans' beings are studied (Corne, et al., 2014). The reason behind this is that surrounding environments constantly influence human beings and the way they act (Bickhard, 1990). Thus, with regards to this study there was a need to study the people of Cape Town with a main focus on the Observatory in order to create a understanding of how they perceive their surroundings. This study used interpretivism in order to understand human behaviour and what affects this, therefore looking at the world through the eyes of the chosen segment (Corne, et al., 2014).

In order to gain an interpretivist view, an in-depth understanding of how the people of Cape Town view the efforts taken by the City of Cape Town leading up to Day Zero and how this affected voter perception of the city's governance. The brand image is subjective, and the perception held in the mind of the people is based on perceiving social constructs, an example being the communications taken out by the City of Cape Town leading up to Day Zero. The methodology used within this paradigm includes qualitative methods. Through using interpretivism as an idea was created in order to understand whether efforts taken leading up to a phenomenon that is Day Zero had an effect on the brand of the governing body such as the City of Cape Town.

This study is concerned with understanding the world as it is seen from subjective experiences of individuals. This research explored how the City of Cape Town's brand image was affected by their efforts leading up to Day Zero, thus this study made use of interpretivism to create an understanding around the sample population. It is necessary to follow this paradigm as it allowed the researcher to create a greater understanding of how situations affect individuals, this allowed the

researcher to create a greater understanding of this paradigm. As interpretive paradigm is underpinned by observation and interpretation, information was collected through the observation of sample. Perceptions helped determine how an individual feels about a brand such as the City of Cape Town.

4.2 Qualitative study

This research study made use of a qualitative study whereby data was collected qualitatively. Qualitative research is a scientific way of observation that looks to gather non-numerical data through the use of open-ended questions and/or focus groups (Corne, et al., 2014). This research study benefited through the use qualitative data collection as it aided interpreting meaning from the collected data that was imperative in this study understand social life through the study of a target population. Qualitative research is widely used for political sciences, education research as well as social work (Alasuutari, 2009). Qualitative research created repeated interactions with people over time, this allowed the most accurate findings.

4.3 Data collection

4.3.1 Population

A population is defined as the number of inhabitants in a specific area belonging to a specific group. A population is also seen as the total group of people or social artefacts where information is required (du Plooy-Cilliers, et al., 2014). In order to collect the information needed to answer this research question this study looked at the inhabitants of Cape Town with a main focus on the residents of Observatory. The study targeted individuals between the age 18 and 40.

These individuals were accessible through a focus group as well as through the use of a questionnaire. These individuals fall in all classes of South African society. The target population was essential to identify in order to formulate, gather and

test the data. This population was be accessible through community groups, residential residencies and gatherings.

4.3.2 Data-collection methods

Data collection is one of the most vital aspects of any research and researchers must ensure that all information is gathered correctly and reliably. The chosen forms of data collection included making use of a focus group of four participants, this study also made use of an online questionnaire of ten participants and ten physical questionnaires.

The use of an online survey tool allowed the researcher to reach the target sample conveniently and effectively. In order to collect insightful and actionable research it was vital to create a happy environment for the respondent, starting the questionnaire with indirect questions created a happy environment. These indirect questions are seen to be politer and less antagonistic approach to gathering data. Online questionnaires are best utilized through the use of close-ended questions, checklists and rating scales (Corne, et al., 2014).

The next type of question that was used in the questionnaire is that of specific questions, these forms of questions demanded a response as well as focus on a key aspect of situation at hand. Furthermore, to develop the best possible questionnaire a range of questions were used in order to create an understanding of the whole situation (Corne, et al., 2014). The next form of question for the online questionnaire was that of general questions, these questions helped create an understanding surrounding the drought.

This questionnaire was primarily made up of close-ended questions, these questions are made up of a fixed number of answers and yes and no questions. Close-ended questions are vital to the success of any questionnaire as they allow the researcher to collect more data than previously anticipated and simplify and quantify the collected data. Within this research study focus groups were

conducted as these groups gather far more personal information than that of a questionnaire (Corne, et al., 2014). This focus group was conducted in the Knead bakery on main road in Observatory, Cape Town. When the focus group is conducted it was between 20 and 30 minutes in order to streamline interviews and keep individuals interested.

These individuals were interviewed in order to create an understanding of the City of Cape Town's brand image. Through the focus group follow up questions were asked; these questions aided this research as it created insightful information that would have not been gathered otherwise. Through these data collection methods, valid, transparent, trustworthy and reliable findings were collected. These findings were created on an in-depth understanding surrounding the Council of Cape Town and how efforts leading up to it have had an effect on the City of Cape Town's brand image.

4.3.3 Sampling

The sample for this research study was selected according to the following specifications. The study is specifically focusing on people between the ages 18 and 40 years old. These participants needed to live in Observatory, Cape Town. This study targeted both males and females of all races.

Data was primarily collected through the use of questionnaires as well as focus groups. These questionnaires looked to collect data from ten people within and around the Observatory area, this allowed a deeper understanding surrounding voter perception of the communication efforts taken out by the City of Cape Town.

Another form of data collection that was beneficial was that of a focus groups, focus groups are group discussions on a specific topic organized for research purposes (Gill, 2008). This focus group was monitored and guided by the facilitator in order to create meaningful data collection. The focus group was made up of a mix of ages, sexes and social professional statuses in order to create a deeper

understanding on voter perceptions. The focus group was made up of 4 participants and took place at Knead in Observatory to ensure that participants were not inconvenienced due to location (Gill, 2008). Furthermore, the focus group was voice recorded from the start to end to ensure all collectable information was collected successfully.

Sampling methods are ways in which the process of sampling the population in such a way in order to determine which participants from a specific population to study. The study included two specific types of sampling. Firstly, Convenience sampling this technique of sampling was seen as suitable as it looks to interview individuals that were most conveniently available, this form of sampling is cost effective as the sample is specifically chosen (Corne, et al., 2014). Convenience sampling was seen as less time consuming as it looked to focus on specific sample groups that have some form of connection with the research at hand, and through this actionable data can be collected.

The second form of sampling is that of purposive sampling. This form of sampling looked to purposefully choose the elements that would be included in the sample based on specific characteristics. These characteristics include the eligibility to vote, through this form of sampling actionable data was collected through selecting people that add to the research at hand. Purposive sampling created actionable research that aided to this research. The sample was be created from residents from Trill road and Eden Road Observatory. These participants were approached through a voluntary email sent out in The Eden as well as word of mouth. Further participants were contacted through the community Facebook group which allowed participants to volunteer for the research. The focus group was held on Thursday the 23rd of August.

4.4 Data analysis methods

Data analysis is the collecting and organizing of data so that a researcher can come to an actionable conclusion (Corne, et al., 2014). This study applied qualitative content analysis, this form of analysis is conducted either inductively or deductively (Corne, et al., 2014). It benefited the study through the use of an inductive data-analysis in order to allow the identification of specific themes within a study. Before the collected data can be analysed, it needs to be sufficiently prepared. Data preparation includes the following aspects:

1. Checking the collected data for accuracy
2. Logging all collected data
3. Entering the collected data into a computer
4. Transforming the data where necessary
5. Developing and documenting the data

The study had a main focus on descriptive statistics to explain gathered data (Trochim, 2006). Descriptive statistics aided this study by describing the basic features of collected data. This form of data analysis provided basic summaries of the sample that filled in the questionnaires, it was used to describe results. Furthermore various graphs were created to illustrate the most important information collected from the questionnaire.

In order to create insightful information this study made use of Inferential statistics, this form of statistics was used to examine the models and questions in order to create generalisable findings (Trochim, 2006). To make sense of the collected data a content analysis was taken out, this analysis was used to code and organise the data (Trochim, 2006). Themes were then identified from the questionnaire and focus group that aid achieving the research objectives through answering the research questions. This data analysis method made use of raw data in order to develop themes without using a conceptual framework.

4.5 Validity, reliability and trustworthiness

There were several strategies that were put into place in order to ensure the validity of the research data collection process. In order to ensure validity and reliability it was extremely important to pay attention to the selected participants that are chosen to take part in this research. These participants must be honest and trustworthy at all times when partaking in either the focus group or online questionnaire to ensure the collection of credible and relevant data. These participants had to reside in Observatory, Cape Town and would have to have been directly affected by the drought.

To establish trustworthiness, this study made use of external validity and how it is used to generalize a segment of a chosen population, limitations of collected data was rigorously analysed in order to understand possible shortcomings (Shenton, 2004). Another factor that threatens external validity is that of the situation, each questionnaire had to be altered in order to best suit the target segment in each situation. This was vital to ensure reliability of information. Other factors that affect external validity is that of time and measurements. Furthermore, to establish reliability results were tested and retested at different stages of during research and development stages.

5 Presentation and Interpretation of Findings

5.1 Introduction

This section of the report analyses the data collected from the primary research conducted and then presents the findings of the study. The data displayed below is a presentation of all the results collected, no observations or recommendations were made until conclusions and recommendations section of the report. The results are displayed below in a way that is understandable and clear and easy to follow. The information will be presented through the use of word clouds and graphs. During this study ten people completed the questionnaire and a further four attended the focus group. The findings are reported in two ways. Firstly, the results of the questionnaires are provided in Section 5.2. Thereafter the feedback collected during the focus group study is shared as Section 5.3.

5.2 Questionnaire results and findings

From the results obtained from respondents of the questionnaire, the following findings can be concluded. Only specific questions were summarized as major findings.

Question 1

What age category do you fall in?

This question looked to find out the ages of participants. Out of the ten participants that participated in the questionnaire 40% of participants were between the age of 18 and 25. The following graph was created to illustrate the ages of participants:

Ages of participants

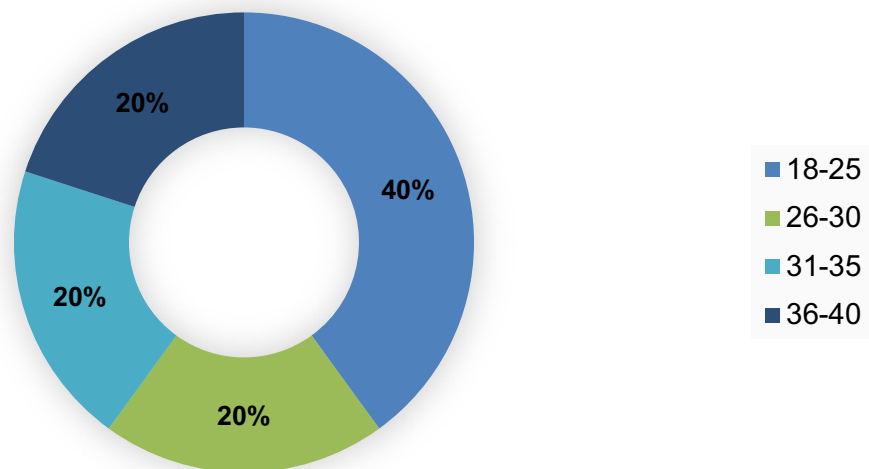


Figure 2: Ages of participants

Figure three illustrates that a majority of participants are under the age of 30 years old. This can be attributed to UCT being situated close to Observatory meaning that a majority of residents are students. There is also an even spread through ages 26 to 40, this allows the study to create holistic idea of the ages of residents in Observatory.

Question 2

Do you believe the current water crisis has impacted you or your way of living?

This question looks at whether the water crisis has impacted respondents way of living. All of the respondents had been impacted by the drought in some way. Respondents two, four and ten within the questionnaire believe that the drought affected their way of living in a positive way. These findings show that 30% of participants had been affected positively.

Question 3

In what way has your view on the City of Cape Town been changed based on their preparations leading up to the drought?

This question looked at if respondents view of the City of Cape Town had been changed based on their preparations leading up to the drought. Respondents suggested that their views had all been negatively affected by the preparations leading up to the drought with one person out of the group suggesting their view had been positively affected. Some key findings found that respondent tow said “I know that the City of Cape Town knew about the drought long before it happened and did nothing about it for years.”

This shows that the City of Cape Town knew about the drought way before acting on water saving campaigns, proving negligence by the city. A theme throughout this question is that the City of Cape Town was “not prepared” leading up to the drought. According to respondent eight “In most areas JoeJoe drums were implemented and awareness was made via various forms of communication to the community.” This finding shows that the city did create some awareness as well as implemented water saving techniques in the Observatory area, but efforts were highly inconsistent.

Question 4

Do you believe that the City of Cape Town successfully implemented their strategies to curb the incurring drought?

This question looked to discover whether the City of Cape Town successfully implemented their strategies to curb the incurring drought. Findings showed that five people felt that they City of Cape Town was successful and five people believed they were not successful.

Success of strategy implementation taken out by the City of Cape Town

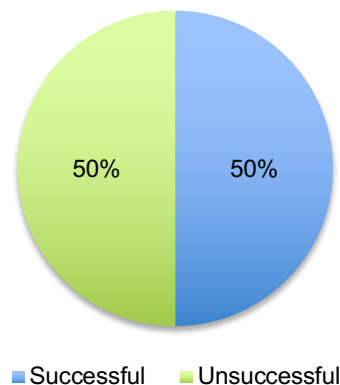


Figure 3: Success of strategy implementation

This graph indicates that the City of Cape Town showed inconsistencies in their strategy implementation to curb the drought in the eyes of the voter. Figure four indicates that as many as 50% of voters believe that the City of Cape Town was unsuccessful and 50% believe that the city was successful in implementing strategies. This indicates mixed perceptions surrounding the cities strategies leading up to the drought. Respondent six believes that the City of Cape Town had successfully implemented strategies that got residents to start saving water wherever possible. Whereas respondent five believes that the city could have implemented more strategies to curb the drought.

Question 5

How satisfied are you about the communication efforts taken out by the City of Cape Town during the current water crisis? Please rate on a scale of zero to ten, where zero is extremely dissatisfied and ten is extremely satisfied.

This question of the questionnaire looked to analyse voter satisfaction with regards to communication efforts taken out by the City of Cape Town during the water crisis. The City of Cape Town achieved an average of 5.5 out of ten illustrating that a majority of respondents were satisfied with the communication efforts taken out. Figure five indicates voters satisfaction and shows that just over half of the voters in and around Observatory were satisfied with communication efforts leading up to the drought

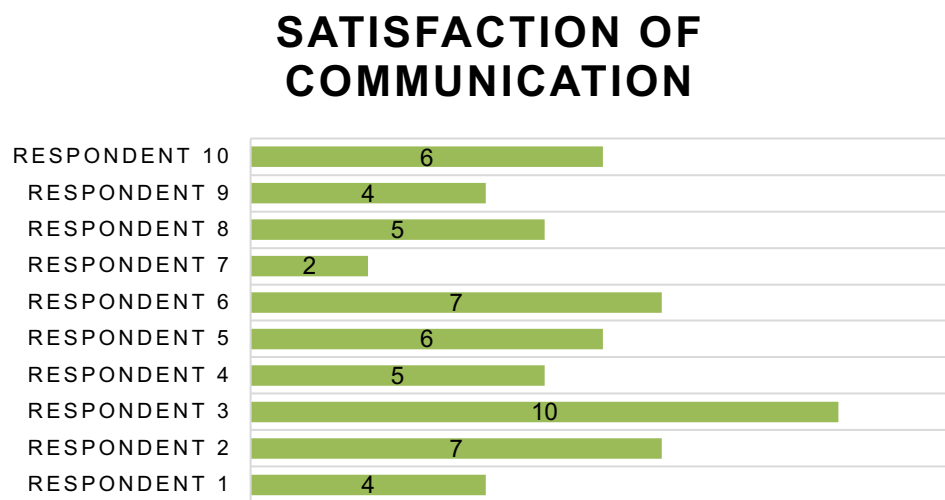


Figure 4: Satisfaction of the City of Cape Town communication efforts

Residents showed a wide variety of answers with respondent three giving the city a ten out of ten showing that the respondent was extremely satisfied with the City of Cape Town's communication efforts. Whereas respondent seven gave the city a two out of ten illustrating that they were unsatisfied with the communication efforts taken out by the city and believes that the city could have done more to communicate the severity of the drought.

Question 6

In what way do you think The City of Cape Town could have better prepared leading up to the drought?

This question looked at how the City of Cape Town could have better prepared leading up to the drought. A word cloud is being used to illustrate the findings of question six, and how the City of Cape Town could have better prepared leading up to the drought. The word cloud is made up of keywords that were extracted from the findings.



Figure 5: How the City of Cape Town could have better prepared

Respondent nine suggested that the City of Cape Town could have used forecasting to better prepare for the drought, whereas respondent three and four believe that the City of Cape Town could have better prepared by instituting higher water restrictions earlier. Respondent one believes that the city could have “monitored the claims better”, this means that the city could have better prepared leading up to the drought through monitoring claims from the public in order to ensure that there was zero liters of water wasted within the city. Finally respondents two, eight and ten believe that the city could have better praped through earlier implementation of desalination plants within the Western Cape.

Question 7

Have the efforts taken out by the City of Cape Town altered your perceptions in a positive or negative light?

This question looked to find out if efforts taken out by the City of Cape Town altered perception in a positive or negative light. Findings found that half of the respondents found that their perceptions of the City of Cape Town were altered positively and the other half felt their perceptions had been affected negatively. This shows inconsistencies within the City's strategies leading up to the drought.

Perceptions in the mind of the voter

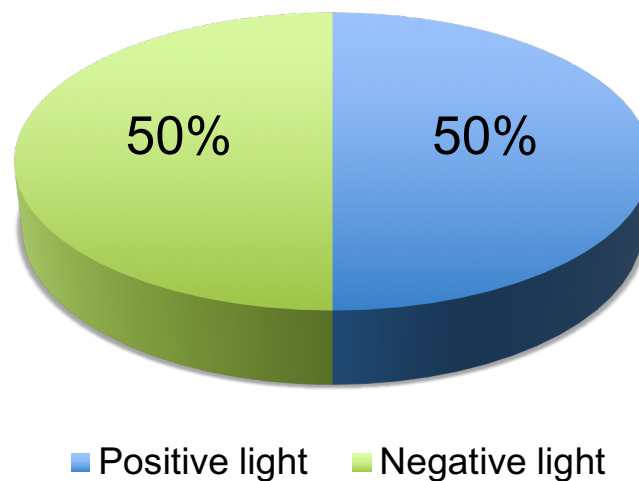


Figure 6: Perceptions of the voters

Respondent two suggests that “they could do better” and has suggested that they are “neutral towards them with regards to the water crisis. I would still vote for them”. This response illustrates that some perceptions may have been altered leading up to the drought but the city has not lost the respondents vote. Respondent nine believes that their perception has been affected in a Negative light as they believe the people will always have to pay for the negligence of the City.

Question 8

Do you believe the City of Cape Town have been transparent about their responsibility in managing the impact of the water crisis, yes or no?

This question looked to find out if voters believed that the City of Cape Town have been transparent about their responsibilities in managing the impact of the water crisis.

Transparency of the Cape Town surrounding the drought

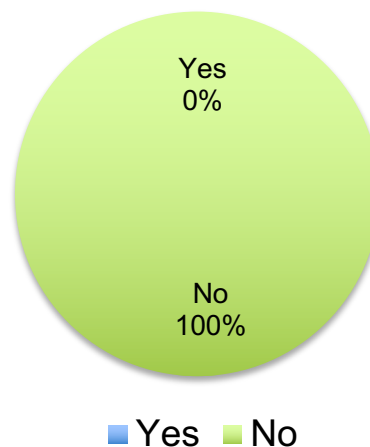


Figure 7: Transparency leading up to the drought

Findings in figure eight shows that every single respondent selected No when deciding if they believed they were transparent about their responsibilities. This shows a lack of trust in the City of Cape Town with regards to their responsibilities. This had a negative effect on the cities brand image as voters cannot trust the very people they are going to be voting for following their managing of the water crisis. Respondent five believes that “there is a lot of information the city is keeping from us. Such as mismanagement of water supply”. This response suggests that voters believe that the City of Cape Town is not being completely honest about their water management and this will create a disconnect between the voters and the city.

Question 10

Do you consider the City of Cape Town as the sole responsible organization to manage the impact of the drought in Cape Town?

This question looks at whether the City of Cape Town is believed to be the sole responsible, partly responsible or not responsible at all. The finds indicated that as many as 70% of participants selected solely responsible, 30% selected partly responsible and 0% selected not responsible at all.

Responsibility of the City of Cape Town to manage the drought

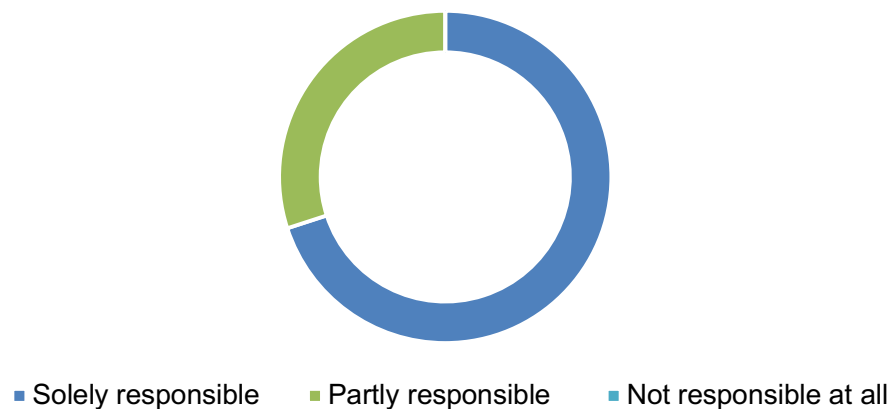


Figure 8: Responsibility of the city to manage drought

Figure nine suggests that a majority of voters believe that the City of Cape Town is the sole organisation that is responsible to manage the impact of the drought in Cape Town. Findings from figure nine shows that a majority of voters believe that the City of Cape Town was the sole responsibility for the drought. These findings show that voters expect the city to take control of natural disasters in order to ensure the safety of the residents of the Cape Town.

Question 11

Do you believe the City of Cape Town as a council have been successful in creating a positive perception surrounding their brand?

Question eleven of the questionnaire was a close ended question, looking to ask the respondent if they believe whether or not the City of Cape Town have been successful in creating a positive perception surrounding the brand. Findings showed that as many as 70% of participants believe that the City did not create a positive perception surrounding the City. Whereas the remaining 30% of respondents believe that they City created a positive perception surrounding their brand. These findings prove that the drought has had a negative effect on the City of Cape Town.

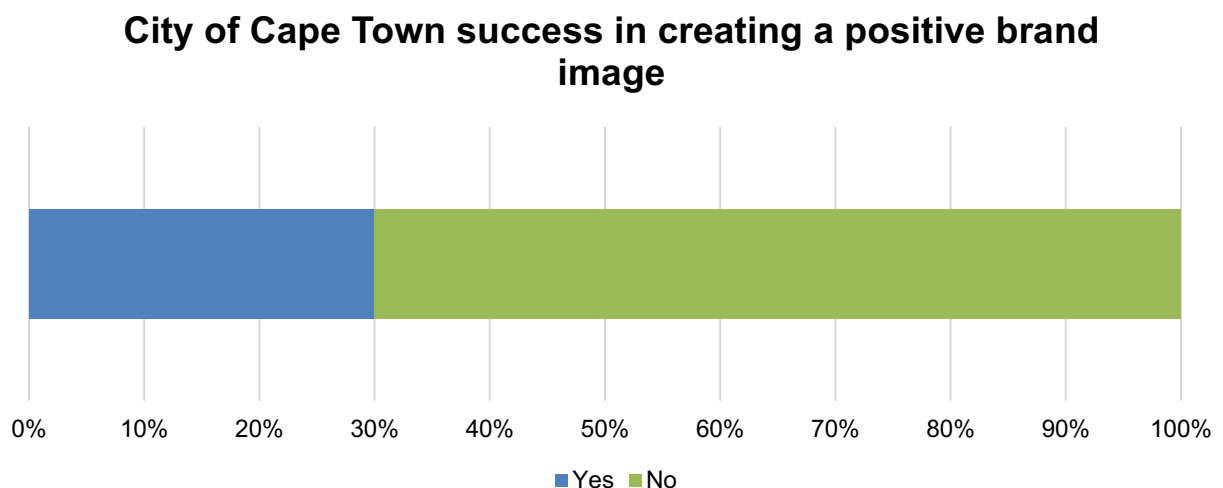


Figure 9: The City of Cape Town positive brand image

These findings illustrate that the City of Cape Town has not created a successful perception surrounding the city as a brand with as many as seven out of the ten participants indicating that the city had failed in creating a positive brand image. This proves that voters have been negatively affected by the efforts leading up to the drought.

5.3 Focus group results and findings

In order to achieve the objectives of this research, a focus group was held with four people that lived in Observatory. These four individuals provided insightful information that aided this study in achieving the objectives of this study. The first three questions of the focus group were to create participant profiles and all four of the participants indicated that they have been affected by the drought in some way. Thembi said that she thinks everyone has been affected by the drought and everyone has had to change their lifestyles.

The following questions were asked as introductory questions to the focus group. The first two questions looked in what way the participants and family members are affected by the current water crisis. There was a theme throughout the focus group that all the participants were affected by the drought, may it have been in different ways. The third introductory question found that three out of the four participants believed the city had achieved successful communication leading up to and during the water crisis. This can be seen as a major theme of the focus group findings.

Furthermore, analysis of the next set of questions provided insightful information. The first question set out to find out if participants felt that the City of Cape Town were sufficiently prepared leading up to the drought, results showed that half of the participants believed that they were indeed successful. The next question of the focus group looked at which participants believed was mainly responsible for the water crisis. Half of the participants believed that it was the City of Cape Town were indeed responsible for the water crisis. Main themes of the key questions found that 75% of participants believed efforts taken out by the City of Cape Town had a positive effect on their perceptions of the city. As well as the same 75% of participants believed that they City has not been transparent about their responsibilities in managing the impact of the drought. This theme proves that

consumers have lost the trust in the City of Cape Town as 75% of voters believe they have not been transparent about their responsibilities.

The next theme found was that the participants did not believe that the City of Cape Town had successfully fulfilled their responsibilities as 3 out of the 3 participants that answered suggested that they saw the city as unsuccessful. The next question looked to find out which governmental responsibilities affected the brand image of the City of Cape Town. Answers showed that all four participants believed that disaster management was the aspect that affected their perception the most, they also continued to suggest that this was only because of the drought that they had endured. The final questions look at any short falls of the focus group in the eyes of the participant, findings suggest that more participants should have been interviewed as well as a combination of people from different geographical areas.

6 Conclusions

This final section of the research report revisits the research objectives and research questions as set out in Table two below conveniently repeats the objectives and research questions.

Table 2: Objectives-research questions matrix

Objective 1	To determine which governance responsibilities drive brand identity.
Research Question 1	What governance responsibilities drive brand identity?
Objective 2	To establish how preparations have affected voter perceptions of The City of Cape Town's brand image.
Research Question 2	How does the City of Cape Town's communication/preparations leading up to Day Zero affect voters' perception of brand image?

6.1 Governance responsibilities drive brand identity

This study set out to answer two main research questions, the first being how governance responsibilities drive brand identity. Brand identity can be defined as a unique set of brand associations that a brand aspires to maintain. Information gathered in the literature review will aid in answering the first research question. Governance responsibilities that are seen to drive brand identity include social, ethical and environmental codes to enhance the rights of voters (Hydyrov, 2017). Governance responsibilities that have been found to have affected the City of Cape Town's brand identity through their preparations leading up to the drought.

Responsibilities that faced the City of Cape Town include safety of the population, environmental management, disaster management and government public services. Results collected from the focus group showed that all four participants believed that disaster management is the responsibility that has mostly affected their view of the city. Government entities such as the City of Cape Town manage environmental impacts such as drought, every governing body has their own ideas and strategies to ensure the welfare of their people. The strategies taken out by the City of Cape Town have had an overall negative effect on the perceptions of the voters, these perceptions drive the brand associations for brand identity.

Two emergent themes came from the findings and literature within this report. These themes were derived from the questionnaire and focus group. The first theme is that of ***the City was the singularly responsible organisation that manages the impact of the drought***, findings showed that as many as 70% of participants in the questionnaire believed that the city was solely responsible for severity of the drought. The focus group looks at whether the City of Cape Town has fulfilled their responsibilities as a governing body, the findings showed that three out of the four participants believed that they had not fulfilled their responsibilities as a governing body. The second theme that became prevalent throughout this research report was that of ***disaster management is the main driver of brand identity in the eye of the voters***. When asked which governmental responsibilities most affected the participants of the focus group the results showed that all of the all four participants believe that their perceptions are most effected by efforts taken out to curb disaster management.

Finally, through the findings of this research study there were multiple governance responsibilities that drive brand identity including include safety of the population, environmental management, disaster management and government public services. Through further research the study was able to pinpoint the main responsibility that affected the perceptions of the voters and the cities brand identity, this responsibility was that of disaster management. As the drought

changed millions of people's lives in the Western Cape disaster management has become one of the city's main responsibilities as voters look for comfort of knowing the city has the disaster under control.

6.2 How preparations have affected voter perceptions of The City of Cape Town's brand image

The second objective of this study was to discover whether voter perceptions of The City of Cape Town have been affected by communications and preparations leading up to the drought. There were multiple emergent themes that came from the findings and literature within this report, these themes were derived from the questionnaire and focus group that were conducted in August 2018. The first emergent theme indicated ***voter perceptions are negatively affected by the communications and preparations***. The questionnaire that was handed out to the voters included two questions that were in line with this research theme, question three of the questionnaire looked at whether or not the participants perceptions were changed based on preparations leading up to the drought. Findings for question three found that as many as nine out of the ten participants perceptions had been negatively affected by the preparations taken out, with one participants perception being positively affected.

Furthermore, question eleven of the questionnaire set out to discover whether the City of Cape Town has been successful in creating a positive perception surrounding their brand image. Findings showed that as many as 70% of participants found that the City of Cape Town were not successful in creating a positive perception with a dismal 30% believing they did create a positive perception surrounding the cities brand image. These findings show that voter perceptions have been affected in a negative light based on the preparations leading up to the drought with a majority of participants indicating that their perceptions of the cities brand image had been negatively affected.

The second theme that emerged from the research conducted is that ***the City of Cape Town had successfully implemented strategies to curb the incurring drought***. Findings found that 5 out of the 10 participants believe that the City of Cape Town successfully implemented strategies to curb the incurring drought and the remaining 5 believed they were not successful in implementing strategies. Findings show that the City of Cape Town were inconsistent when implementing strategies to curb the drought.

Furthermore, the final emergent theme from the research conducted is that ***voters were satisfied with the City of Cape Town based on their communication efforts leading up to the drought***. Findings from the questionnaire showed that 55% of voters were satisfied with the communication efforts taken out by the City of Cape Town leading up to the drought. Within the focus group participants were asked if they believe that the City of Cape Town successfully implemented strategies to curb the drought, findings from the focus group show that 50% of participants believe they were satisfied with the communication efforts taken out by the City.

As transparency has become a crucial component of a brands success it is critical that the City of Cape Town remains transparent through all operations, Transparency of a brand has an overall effect on the brand image of the entity. Findings from the questionnaire show that as many as 70% of participants believe that the city has not been transparent about their responsibilities leading up to the drought. The focus group also found that as many as 75% of participants believed the City of Cape Town was not transparent surrounding their responsibilities with regards to the drought. Through the above themes and findings, the City of Cape Town's communication/preparations leading up to the drought seemed to have had an overall negative effect on the brand image of the City of Cape Town with as many as 75% of participants believing that the city had not communicated and prepared sufficiently.

6.3 Ethical Considerations

When conducting this study there were multiple ethical concerns that affected how this research study was conducted. Ethical considerations form a major part element of the final research. Ethical considerations must be addressed in every aspect of the research at hand, this including qualitative data collection, as most research is information collected through relationships with individuals. The following are ethical factors that were considered during this research process.

1. Participant's information remained anonymous throughout this research study.
2. Permission was needed to operate from body corporates.
3. No persons below the age of 18 were considered for this research, staying away from vulnerable groups.
4. All information surrounding the research was disclosed to all participants before the commencement.
5. Respect for the dignity of research participants was prioritised.
6. Participants shall not be subjected to harm in any way.
7. In order to ensure participant information safety, there was only have 2 trusted people going through all collected questionnaires to ensure that personal information remains confidential.
8. Participants are informed about the aims of study in order to ensure sincerity and trust throughout all collected data.
9. The ethical clearance was obtained through the Vega School ethics committee before any information was collected.
10. Any misleading information, as well as representation of primary data findings in a biased way was avoided at all times.
11. Throughout this study all collected information within private property was only possible through permission from owner.

6.4 Limitations

When looking at the limitations of this study, one of the most inherent issues is that of the sample size. A limitation may be that data was only be collected from a far smaller sample in comparison to the population and thus findings may not be generalizable to the larger population. Another limitation of this research is that of accessibility, when collecting information within areas such as Observatory there was many obstacles that influenced the accessibility of the population.

Another limitation of study was that of a shift in conditions during the study. This had become a reality with the current mayor of the City of Cape Town currently facing the axe, and this has had an effect on the overall brand image of the City of Cape Town and has thus proved to be a limitation. Through clearly identified limitations, the researcher was guided in the reporting of findings as well as supporting the validity and reliability within this research study. During data collection there were multiple aspects that created issues. The limitations above were the envisaged limitations before data was collected.

There were multiple limitations that were experienced. A limitation of this research study was experienced when collecting data electronically through collection tool Survey monkey. Findings collected digitally were less in-depth then anticipated and led this study to collect data physically as information will be more meaningful. Another limitation found within this study was when trying to contact body corporates of building in order to obtain access to their email base there were limitations as some body corporates did not want to participate in the study.

6.5 Contribution of the study

Significant contributions have been made by this study in order to add value to the body of knowledge surrounding the effects of a drought on the brand image of a city or governing entity. This research study looked to achieve an understanding of how communication efforts leading up to a natural disaster such as drought can have an impact on the brand image of a city. Thus, this research

This thesis briefly and systematically introduces The City of Cape Town's council communications during the 2017/2018 water crisis, and the impact on the brand image of the city. There have been multiple studies done within South Africa with regards to water crisis management since the drought started affecting the Western Cape. Thus, this thesis will become a suitable reference for researchers, data analysts as well as students interested in the effects of the communication efforts leading up to a natural disaster such as a drought. Additionally, this thesis reviews the communication efforts the City of Cape Town had taken out leading up to the drought.

This thesis contributes practically through new findings surrounding the water crisis, this thesis also suggests that the City of Cape Town's effort leading up to the drought will have a negative effect on the brand image of the City of Cape Town. This study also compares governance responsibilities that drive brand identity in order to create an understanding of which responsibilities effect the brand identity of the city the most. This research study found that disaster management was the highest affecting responsibility according to participants in the focus group that was held in Observatory. Finally, this study looked at the brand derby matrix in order to create an understanding surrounding how brand image and brand identity affect an organisation. In general, the results indicated that the City of Cape Town's communication efforts during the water crisis had an overall negative impact on the brand identity and brand image of the city. This implied maladministration under within the City of Cape Town leading up to the drought.

This research study looked to conduct research within this body of knowledge in order to create an understanding of whether or not actions take out by a city will have an overall effect on their brand image in the perceptions of voters. The future of this study will be based on how political entities such as the City of Cape Town can better prepare leading up to a natural disaster such as drought. Future research directions could include managing the perceptions of voters within city's, leading up to environmental phenomenon's. Finally, the direction of this study may come down to the management of political entities in order to create a positive brand image.

6.6 Anticipated contribution

It was extremely useful to make sure that the researcher knew what kind of contribution the study was going to make to a specific body of knowledge (Corne, et al., 2014). The data that was collected throughout aided this body of knowledge in determining the impact on the City of Cape Town's brand image based on their communication preparations leading up to the water crisis. Furthermore, this study looked too contribute to the study of branding and political entities as brands, as it provides a deeper understanding surrounding political entities as brands and how those brands are affected through population perceptions. The study benefitted political entities, as political entities would now be able to recognize efforts that positively affect their brand image and focus on those aspects. This body of information looked to educate people around governance communication and political entities as brands.

Furthermore, the study aided other big cities across the understand how a brand image can be affected leading up to a natural disaster such as a drought. A threat of a situation should lead to a city to plan far in advance in order to combat the negative effects of the situation, with a main focus on brand image of any given political entities.

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Addendum A-Research Proposal Summary

Annexure A: Research Proposal Summary Document Template

TITLE: Cape Town City's Council's communications during the 2017/2018 water crisis, and the impact on the brand image of the City

Research Purpose/ Objective	Primary Research Question	Research Rationale	Seminal Authors/ Sources	Literature Review – Conceptual Framework	Paradigm	Approach	Data Collection Method(s)	Ethics	Key Findings	Assumptions
The purpose of this study is to determine the impact on the City of Cape Town as a brand based on the communication efforts leading up to Day Zero.	How does the City of Cape Town's communication/ preparations leading up to Day Zero effect voters' perception of brand image?	This study is important as it adds to the body of knowledge surrounding political branding.	Research matters book and the internet sources.	Theme 1: Defining a brand Theme 2: Considering political entities as brands Theme 3: Brand identity Theme 4: Brand image Theme 5: Alignment between brand identity and brand image	Paradigm Interpretivism Epistemology Add to the body of knowledge surrounding communication of political parties as brands. Ontology Really a social construction. Axiology Research should educate people surrounding a specific topic. In order to create a better world for everyone to live in.	Qualitative Population Parameters Individuals between the age of 18 and 40 that reside in Observatory, Cape Town.	Questionnaires and focus group	Ethical challenges for participants and the participants will be kept away from all unethical behaviour.	The City of Cape Town has been affected negatively by the communication efforts taken out by the city leading up to the drought.	I believe that the City could have taken out more efforts in order to communicate the seriousness of the drought. This would have created positive perceptions surrounding the city.
The impact of the drought is clearly seen through observing the living conditions of the inhabitants within Cape Town, but it is not yet clear how this situation impacts on the branding of the City of Cape Town, who largely owns responsibility for managing the impact of the current drought.	What governance responsibilities drive brand identity?	Agriculture, Brand identity, Brand image, Communication , drought, Day Zero	Brand Derby Matrix	Theme 6: Political entities and the environment: Roles and Responsibilities Theme 7: Mismanagement and the impact of environmental changes		Probability or non-probability sampling Probability Sampling method Purposive sampling & Convenience sampling Site 14 individuals	Unit of Analysis Collected data Data Analysis Method(s) Qualitative data collection methods.	Online responses were seen to be inefficient and did not aid the research so physical questionnaires were conducted.	To create an understanding of how communication efforts can effect the city and the perceptions surrounding the brand.	

Addendum B- Ethical Clearance Letter



28 June 2018

Student name: Josh Piketh

Student nr: 140 184 05

Campus: Vega School for Brand Leadership



Re: Approval of BCom Honours in Strategic Brand Management Research Proposal and Ethics Clearance



Your research proposal posed no significant ethical concerns and we hereby provide you with ethical clearance to proceed with your data collection.

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



We wish you all the best with your research!

Yours sincerely,

DR FRANSI CRONJE

NATIONAL BLENDED LEARNING MANAGER

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Addendum C-Survey Questionnaire

Questionnaire

I am conducting this survey in order to create an understanding of how Cape Town City Council's communications during the 2017/2018 water crisis, and the impact on the brand image of the City. Please do not include/write any personal information on the questionnaire, as respondents are meant to remain anonymous. All collected information will remain confidential. Thank you for your time and cooperation.

Time: 10 minutes

Please answer the following questions by circling the most appropriate answer.

1. What age category do you fall in?

18 to 25

☐

25 to 30

☐

31 to 35

☐

36 to 40

☐

2. Do you believe the current water crisis has impacted you or your way of living?

3. In what way has your view on the City of Cape Town been changed based on their preparations leading up to the drought?

4. Do you believe that the City of Cape Town successfully implemented their strategies to curb the incurring drought?

5. How satisfied are you about the communication efforts taken out by the City of Cape Town during the current water crisis? Please rate on a scale of 0 to 10, where 0 is extremely dissatisfied and 10 is extremely satisfied. Please circle your rating:

How satisfied are you?	1	2	3	4	5	6	7	8	9	10
------------------------	---	---	---	---	---	---	---	---	---	----

6. In what way do you think The City of Cape Town could have better prepared leading up to the drought?

7. Have the efforts taken out by the City of Cape Town altered your perceptions in a positive or negative light?

8. Do you believe the City of Cape Town have been transparent about their responsibility in managing the impact of the water crisis, yes or no?

9. To what extent do you believe the term Day Zero was created as a political tool to garner votes or other political gains?

10. Do you consider the City of Cape Town as the sole responsible organization to manage the impact of the drought in Cape Town?

Solely responsible

☐

Partly responsible

☐

Not responsible at all

☐

11. Do you believe the City of Cape Town as a council have been successful in creating a positive perception surrounding their brand?

Yes

☐

No

☐

12. To what extent do you believe that the actions taken by the City of Cape Town's in preparation for water crisis will have an impact on the voter decisions during the next election and how?

Thank you for your time and cooperation.

Date

Signature

Addendum D-Focus Group Questions

Focus Group Questions

Opening Questions:

Please tell us your first name, surname, age and, tell me and the others how long you've been a living in Observatory and please tell us if you have personally been affected by the current water crisis in the Western Cape. First, I'd like to see a show of hands. Raise your hand if you or someone you know, such as a friend or family member, have been affected by the current water restrictions. Would someone volunteer to briefly tell us about that situation?

Introduction questions:

- In what way do you believe the current water crisis has impacted you?
- What does the water crisis mean to you and the people closest to you?
- Have the communication efforts taken out by the City of Cape Town affected your view of their brand image in any way?

Growth questions:

- Do you think the City of Cape Town was sufficiently prepared for the water crisis? Yes or No?
 - What could the City of Cape Town done to be better prepared?
 - How could the City better prepared residents of Cape Town?
- In your view who was mainly responsible for the water crisis and why?

Key questions:

- In what way do you think The City of Cape Town could have better prepared leading up to the drought, if at all?
- Have the communication efforts taken out by the City of Cape Town altered your perceptions surrounding the city as a brand, If so in what way?
- Do you believe the City of Cape Town have been transparent about their responsibility in managing the impact of the water crisis, if not in what way?

- Do you believe that the brand The City of Cape Town has successfully fulfilled their responsibilities as a governing body?

Ending questions:

- Are there any other important points that were missed?
- Are there any other factors that you think are important in terms of the current water crisis?
- Do you have any advice for improving these groups in the future?

Addendum E-Focus group transcript

4 people were able to participate:

Me: Please tell us how long you've been living in Observatory and please tell us if you have personally been affected by the current water crisis in the Western Cape.

P1: Hi everyone, I have lived in Observatory for the last 6 years and am 27 years old. I have been personally affected by the drought in a few ways.

P2: Hello I am 22 years old and have lived in Observatory for the past 3 and a half years. Over the past year or so I have been affected by the drought through the implementation of water restrictions.

P3: Hi guys, I am 19 years old and have stayed in Observatory for a short 6 months, I feel that in these 6 months I have been personally affected by the drought in a positive way as I now save water where ever I can.

P4: Good afternoon everyone, I am 37 years of age and have lived in Observatory all my life. The drought has definitely changed affected myself and my family over the past 2 years.

Me: Raise your hand if you or someone you know, such as a friend or family member, have been affected by the current water restrictions.

Everyone lifted their hand (4)

Me: Would someone volunteer to briefly tell us about that situation?

P1: I feel that every resident living in Cape Town has been affected by the drought, everybody may have been affected in different ways. All I know is that every person I know had to change their lifestyle during the water crisis.

Introduction questions:

Me: In what way do you believe the current water crisis has impacted you?

P4: This water crisis impacted a few things in my life for me and my family. Once the restrictions were put in place we were not allowed to water our garden or wash our car with hose pipes. We as a family decided to do our part and started showering with a bucket and using that to flush the toilet.

P3: The biggest thing for me was the shorted shower times, coming from Johannesburg where I have 5 to 10-minute showers It was a bit of a shock having to shower for 2 minutes.

P1: The drought has affected me like it has everyone here, the biggest impact for me was the shorted shower times as well as the availability of water in shops at one point.

P2: As the drought was becoming more real everyday me and my roommate decided to get on board and do our part and changed how we lived as we had to try save water every way we possibly could.

Me: What does the water crisis mean to you and the people closest to you?

P1: It has definitely affected my family's way of living. This water crisis showed me how mindful we have to be on the protection of natural resources like water.

P3: As I am from Johannesburg my family has not been affected as much by the drought.

P4: The water crisis means that we have to take better care of resources. Better strategies need to be put in place to curb these forms of disasters.

Me: Have the communication efforts taken out by the City of Cape Town affected your view of their brand image in any way?

P2: The government have done well communicating how bad the water crisis was and they have positively affected my view of the DA.

P1: I feel that they communicated the reality of the drought really well in suburban areas but failed doing this in the rural areas.

P3: Not really.

P4: I agree with Michel, I feel that they communicated really well and kept people informed all the time.

Growth questions:

Me: Do you think the City of Cape Town was sufficiently prepared for the water crisis? Yes or No?

P1: No

P2: Yes

P3: No

P4: Yes

Me: What could the City of Cape Town done to be better prepared?

P2: I feel that the City of Cape Town could have started building the desalination plants a lot earlier than they did. This would have helped them in the long run.

P1: I believe they government could better educated us sooner about the drought and how we could have slowed it.

Me: How could the City better prepared residents of Cape Town?

P3: They could have put educational ads in universities.

P4: The city should have put in place initiatives to save water and teach residents how to save water.

P1: Through educating them.

Me: In your view who was mainly responsible for the water crisis?

P1: The City of Cape Town

P3: The government

P4: The department of water and sanitary

P2: The department of water

Key questions:

Me: In what way do you think The City of Cape Town could have better prepared leading up to the drought?

P1: I believe that they could have been better prepared for the drought by bringing in natural disaster experts to aid them plan their more forward.

P3: They could have built more desalination plants.

Me: Have the communication efforts taken out by the City of Cape Town altered your perceptions surrounding the city as a brand, If so in what way?

P1: Yes, I feel they have negatively impacted my perceptions of the City as I feel that they could have been better prepared leading up to the drought.

P2: The Cities communication efforts have positively affected my perceptive of their brand. The strategies they had put in place have helped decrease the city's water usage.

P3: These efforts had a positive effect on me.

Me: Do you believe the City of Cape Town have been transparent about their responsibility in managing the impact of the water crisis?

P1: No

P2: No

P3: No

P4: Yes

Me: Do you believe that the brand The City of Cape Town has successfully fulfilled their responsibilities as a governing body.

P1: No, I don't believe they have. I think that they fulfilled their responsibilities when it was almost too late.

P2: No, I don't believe they have done enough to fulfill their responsibilities as a governing body.

P4: No, I don't think they have fulfilled their responsibilities.

Me: What governance responsibilities do you believe most affect your perceptions of the City of Cape Town?

	P1	P2:	P4:	P3:
Police force			×	
Environmental management		×		
Disaster management	×	×	×	×
Health care	×		×	×

Table 3: Results

Ending questions:

Me: Are there any other important points that were missed?

P1: I think we covered about everything.

Me: Are there any other factors that you think are important in terms of the current water crisis?

P2: Not that I can think of.

Me: Do you have any advice for improving these groups in the future?

P4: I feel that you could have had at least 1 or 2 more participants from other parts of Cape Town rather than focusing on people just from observatory.