



To investigate if the MultiChoice brand resonates with the MultiChoice Millennial internal customer

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I Hereby declare that the Research report submitted for the BA Honours in Strategic Brand Communication 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.

ABSTRACT

Research indicates that Millennial employees are not loyal to organisations as they feel that employer's value profit and the bottom line over their employees, society and the environment. This research paper investigates if the MultiChoice brand resonates with the MultiChoice Millennial internal customer. Understanding this phenomenon will allow the organisation to build loyalty and long-term brand commitment. A combination of secondary and primary research was conducted. Employee relevant documents were evaluated from a brand perspective in order to gain an understanding of the offerings by the brand to their employees.

This was followed by primary research with MultiChoice Millennial employees by means of in-depth interviews to investigate how this is experienced from the employee perspective. From the research findings it can be concluded that MultiChoice resonates with their Millennial internal customers. It was found that the brand does value making profit and the bottom line, however in addition to this, they value their employees and giving back to community in terms of CSI initiatives. It was also found that millennials place high importance on learn, growth and self-development, and it was found that the organisation delivers on these aspects which makes them resonate with the brand.

Table of Contents

Chapter 1: Introduction.....	6
1.1 Background and orientation (contextualization)	6
1.2 Rationale	6
1.3 Problem statement	7
1.3.1 Research questions.....	7
1.3.2 Research objectives	8
1.4 Purpose statement	8
1.5 Conceptualization (of key concepts)	8
1.5.1 Millennials: the internal customer	8
1.5.2 Brand loyalty	9
1.5.3 Brand resonance	9
1.6 Overview of Research Methodology	9
1.7 Structure of the paper.....	9
Chapter 2: Literature Review.....	11
2.1 Millennials: the internal customer	11
2.2 Brand loyalty	12
2.3 Brand resonance	13
2.3.1 Keller's customer-based brand equity framework.....	14
Chapter 3: Research Methodology.....	15
3.1 Research paradigm	15
3.1.1 Positivism	15
3.1.2 Interpretivism.....	15
3.1.3 Critical realism	15
3.1.4 Epistemology.....	16
3.1.5 Ontology	16
3.1.6 Metatheory	16
3.1.7 Axiology.....	17
3.1.8 Methodology.....	17
3.2 Research design and approach.....	17

3.4 Population and sampling.....	18
3.4.1 Population	18
3.4.2 Population parameters	18
3.4.3 Sampling	19
3.5 Data collection.....	19
3.6 Data analysis.....	21
3.7 Limitations and delimitations.....	22
3.7.1 Limitations	22
3.7.2 Delimitations.....	22
Chapter 4: Findings and Discussion	24
4.1 Findings: Secondary research.....	24
4.1.1 Company Values.....	24
4.1.2 Social and environmental initiatives	25
4.1.3 Corporate social investment - Employee volunteering.....	25
4.1.4 Long service awards.....	25
4.1.5 Skills development policy	25
4.1.6 #weseeyou rewards programme	26
4.1.7 Other benefits available to employees	26
4.2 Findings: Primary research.....	27
4.3 Trustworthiness	31
Chapter 5: Conclusion.....	32
5.1 Concluding answers to the research questions	32
5.2 Implications of findings for future practices	33
5.3 Conclusions.....	33
5.4 Ethical considerations	34
6. Reference List.....	35
7. Appendices.....	39
7.1 Ethical Clearance Form from Vega.....	39
7.2 Consent from MultiChoice to conduct Research	40
7.3 Consent Form (For in-depth interviews with MultiChoice Millennial internal customers)	41

7.4 Screener questionnaire – Used to determine if respondents meet the criteria for the research .	45
7.5 Changes implemented from the pre-test	46
7.6 In depth Questionnaire.....	47
7.6 Final Research report summary document table	50
7.7 Originality Report.....	51

Chapter 1: Introduction

This research paper presents the results of a cross sectional qualitative research study that was conducted on the following topic of interest; *To investigate if the Multichoice brand resonates with the Multichoice Millennial internal customer.*

This chapter begins by outlining the background of why the research was deemed to be important, highlighting the 3-core research questions and giving a brief overview of the research methodology.

1.1 Background and orientation (contextualization)

Research shows that the Millennial workforce is found to have little loyalty to the company that they are employed by (Deloitte, 2018). This generational cohort is growing and slowly becoming a large part of the global workforce (Rikleen, 2014). Knowing that the organizational loyalty levels are dropping, it is important for organisations to understand what resonates with this cohort of individuals to ensure that they can build loyalty and long-term commitment. The upcoming rationale and problem statements further build on this.

1.2 Rationale

The 2018 Deloitte Millennial survey indicates that millennials feel that employers value profit and the bottom line more than their employees¹, society and environment. This leaves them with little loyalty to a company. Forty three percent of millennial employees claim that they will leave the organisation that they are working for within two years, this number goes up to fifty seven percent among employees that feel they work in an organisation that prioritizes the pursuit of profits (Deloitte, 2018).

As stated above, there is a strong argument that organisations need to be more than merely a profit driven organisation to resonate with the Millennial internal customer.

Therefore, the purpose of this study is to investigate if the MultiChoice brand resonates with its Millennial internal customers that are based in the Randburg office in Johannesburg. The study plans to explore the elements that resonate with the Millennial workforce at MultiChoice. It aims to gain an in depth understanding of what

¹ Employees are defined as the internal customer in this document

resonates with the Millennial workforce and identify potential gaps that may exist with the Millennial internal customer and the MultiChoice brand. Conducting research to answer this question allows the organisation to identify what may be missing to resonate with a big part of the employee base.

1.3 Problem statement

Generation Y also known as “Millennials” are currently at their early to mid-points of their career (Walden, Jung & Westerman, 2017) and becoming the next potential leaders of an organisation. Calk and Patrick (2017) argue that Millennials have not made long-term commitments to their organization, which can potentially lead to leadership voids within the organization.

Rikleen (2014) states that by the year 2020, 50% of the global workforce will consist of Millennials, making this generational cohort important for many organizations going into the future. It is thus important to understand how to build loyalty and create resonance among this group of individuals.

1.3.1 Research questions

Research questions are used to guide what the research will evaluate. Below is a list of the main research questions that have been outlined for the study to answer;

Research Question 1: What does the MultiChoice brand offer to achieve brand loyalty amongst its Millennial internal customers in Randburg, Johannesburg?

Research Question 2: What is the current perception of the MultiChoice brand among its Millennial internal customers based in Randburg, Johannesburg?

Research Question 3: Is there a perceived discrepancy between what the MultiChoice brand offers and the Millennial internal customer perceptions against Keller’s (Keller *et al.* 2012) consumer-based brand equity framework?

1.3.2 Research objectives

The above research questions have been translated into the following research objectives;

Research objective 1: To analyse what is offered by MultiChoice to retain its internal customers in the long term.

Research objective 2: To determine what are the current perceptions of the MultiChoice brand amongst its Millennial employees.

Research objective 3: To evaluate the current brand equity for the MultiChoice brand amongst Millennial employees using Kellers brand equity model.

1.4 Purpose statement

This brings us to the purpose of this qualitative study which is to investigate if the MultiChoice brand delivers on the aspects that are required to resonate with the needs of the Millennial MultiChoice employees that are based in Randburg, Johannesburg.

1.5 Conceptualization (of key concepts)

Three key concepts have been identified that are relevant to this research. These concepts are as follows; Millennials; the internal customer, brand loyalty and brand resonance. The following section will define these three concepts and explain the relevance to the proposed research.

1.5.1 Millennials: the internal customer

Starting off with Millennials: the internal customer; this generational cohort is of interest as the research found this group to have less loyalty to their organisations.

Millennials can be grouped into slightly different age bands depending on the source that is reviewed, for this paper the definitions outlined in the Meet the Millennial study produced by KPMG will be used (Kurian, 2017). This report defines Millennials as those born from 1980-1995, making the youngest internal

customer 19 years old and the oldest 39 years old. For the purposes of this research this age group will be the focus.

1.5.2 Brand loyalty

The second concept of interest is that of brand loyalty. Brand loyalty has been identified as the element that builds up to brand resonance.

The definition used for brand loyalty has been adopted from research conducted by Ishak and Ghani ([n.d]) that refers to brand loyalty as the following; when a customer chooses one brand over another brand in a specific category.

1.5.3 Brand resonance

Brand resonance has been identified as the final concept as this is the end goal. There are various elements which help achieve brand resonance and is fully discussed later in the document. The definition from Kellers consumer-based brand equity has been used which defines brand resonance as the relationship that a consumer has with a brand (Keller *et al.* 2012).

Each of the above concepts will be further discussed in the upcoming literature review section.

1.6 Overview of Research Methodology

The researcher adopted a qualitative research design approach. The research consisted of a combination of secondary and primary research in order to answer the 3 research questions stated above. Secondary research was obtained from the organisation and the primary research was conducted with the Millennial internal customers that are based at the MultiChoice offices in Randburg, Johannesburg. The primary research data was collected by means of in-depth interviews and was analyzed using Miles and Huberman (1994). There will be a detailed discussion on the research methodology in Chapter 3.

1.7 Structure of the paper

The rest of this paper is made up of chapters 2 – 5.

Chapter 2 is the literature review section, it unpacks previous work that is relevant to the key concepts outlined above. Chapter 3 outlines the research methodology for this study. Chapter 4 presents the findings from the research and finally chapter 5 concludes the study.

Chapter 2: Literature Review

The literature review section is divided into 3 parts; Millennials: the internal customer, brand loyalty and brand resonance with the aim of understanding previous research conducted around these concepts and how it might influence this research. The final section includes a critical discussion around the reasons for choosing to base the research on Keller's customer-based brand equity framework.

The aim of this section is to gain a thorough theoretical understanding of the outlined key concepts.

2.1 Millennials: the internal customer

Millennials have been named "digital natives" as they have grown up using technology and they do not know the world without it (Calk & Patrick, 2017). Kaifi, Nafei, Khanfar and Kaifi (2012) explains that Millennials are the generation that was brought up in a very sheltered environment and was overly protected by their parents and guardians. Kaifi *et.al* (2012) builds on this by referring to them as the "trophy generation". To further clarify this Kaifi et al (2012) claims that they were brought up being told that there are no winners or losers, but everyone is equal. Rikleen (2014) describes Millennials as being self-confident and Rasli, Johari, Muslim & Romle (2017) adds to this by describing them as independent individuals.

From an employment perspective, Calk and Patrick (2017) argue that the Millennial internal customer places their individual needs above that of the organisations. Kowske, Rasch and Wiley (2010) state that they value their work environment more than that of their counterpart, the Boomer generation. (Kurian, 2017) further explains that Millennial internal customers value clear and open communication, demand a work life balance and claim that company culture is important. Calk and Patrick (2017) further explains that the Millennial internal customer has a need to belong in the workplace and have a desire to do challenging yet meaningful work.

As discussed above, Calk and Patrick (2017) as well as Vittal (2012) draws the conclusion that; as with other generational cohorts, the millennial generation comes with their own set of characteristics that make them who they are and that influences their attitudes, value, work ethics and expectations of organisations.

By the year 2020, 50% of the global workforce will be made of the Millennial generation (Rikleen, 2014), they are currently at the early or mid-points of their career and working

towards becoming the next leaders of an organisation. Rasli, Johari, Muslim and Romle (2017) argue that millennials will job hop if the organization does not align with their preferred work values. Other studies also claim that Millennials are disloyal (Meyers, 2010), lack in loyalty and work ethic (Marston, 2009, as cited by Meyers & Sadaghiani, 2010). Calk and Patrick (2017) supports this as they highlight that Millennials have not made any long-term commitments to their organisations. Therefore, it is important for organisations to understand the motivational factors that are required to gain brand loyalty from this generational group. The next section looks at the concept of brand loyalty in more detail.

2.2 Brand loyalty

Ishak and Ghani ([n.d]) defines brand loyalty as the following; when a customer choses one brand over another brand in a specific category. The authors further explain that it is based on having preference for a brand as well as having an emotional connection to the brand. Murali, Poddar and Seema (2017) suggests that when an organisation creates loyalty amongst its employees it can lead to organizational commitment which has a roll over impact on organizational performance. Backhaus and Tikoo (2004) adds that brand loyalty can also lead to higher productivity amongst an organisations employees.

Backhaus and Tikoo (2004) defines employer branding as the marketing of an organisation to make it a desirable employer. The authors explain that employer branding can be used to attract and retain employees and can be used to build brand loyalty. They further point out that employer branding influences the organisational culture and identity which then has an impact on brand loyalty. Backhaus and Tikoo (2004) further argues that employer branding can be used to create loyalty amongst an organisations internal customers. From an organizational perspective, they aim to create loyalty amongst its internal customers as it has an impact on how the organisation performs.

In a 2018 study conducted by Deloitte across 36 countries, 75% of Millennials feel that businesses “focus on their own agendas rather than considering the wider society”, up from 59% in 2017 (Deloitte, 2018). Whilst 62% feel that businesses “have no ambition beyond wanting to make money” (Deloitte, 2018). The paper points out that these elements lead to Millennials not having loyalty towards their organisations. From

the literature reviewed above it can be explained that these statements conflict with the values and expectations of the Millennial internal customer.

In addition to these values articulated, Kaifi *et al.* (2012) explains that many Millennials experienced the high divorce rates and layoffs that their parents went through and these experiences may have led to their issues in long-term commitment. On the opposite side, Rasli *et al.* (2017) argues that there are other factors that influence the Millennial organizational loyalty, this includes; the work environment, the motivation to look for better opportunities and the need to achieve. Walters ([n.d]) supports this argument, as the author identifies the following as ways to retain the Millennial employee; having a clear progression path, salary that is in line with their expectations and the latest technology. This also aligns to Millennials values and expectations that was discussed in the previous section. Bottorff (2011) supports this by stating that Millennials are less loyal to an organisation because of this misalignment of Millennial values and the culture/values of the organisation.

Research by Calk and Patrick (2017) further indicates that organisations need to promote a collaborative, team-based work environment with meaningful work to retain millennials. Millennials expect to be understood and want to build authentic relationships with brands (Ordun, 2015).

Brand loyalty is one of the elements included in the brand resonance section at the top of Kellers (Keller *et al.* 2012) customer-based brand equity pyramid. This will be further discussed in the next section.

2.3 Brand resonance

Brand resonance can be defined as the relationship and level of identification that a consumer has with a brand (Keller *et al.* 2012). Kellers (Keller *et al.* 2012) customer-based brand equity pyramid positions brand resonance at the top highlighting that creating resonance is the ultimate goal.

Keller *et al.* (2012) explains that brand resonance can only be achieved when the foundational concepts have been achieved. These foundational concepts include the following; creating brand salience, understanding brand performance and imagery and finally determining the judgments and feelings towards the brand (Keller *et al.* 2012). The combination of these elements builds towards the goal of brand resonance.

Latif, Islam and Noor (2014) discusses that when brand resonance is achieved, customers display a higher level of brand loyalty. These authors further suggest that when customers are loyal to a brand, they are open to being associated with the brand and they share their experiences with other individuals (Latif, Islam and Noor, 2014). As mentioned above, brand resonance is the goal, and this is what Keller's (Keller *et al.* 2012) framework builds up too. Within brand resonance and in addition to the above foundational concepts, he outlines 4 elements that can help achieve brand resonance; behavioral loyalty, attitudinal attachment, sense of community and active engagement.

2.3.1 Keller's customer-based brand equity framework

Keller's (Keller *et al.* 2012) customer-based brand equity framework has been used as a basis for this research. Kellers customer-based brand equity framework was created with an aim to provide a guideline of how brands can create brand resonance amongst its customers (Keller, Aperia & Georgson, 2012).

This framework was selected as it is a well-tested framework that has been around for years, starting in 1998 and being adapted across the years. The framework also aligns to the research topic of needing to "build resonance". As discussed above the framework looks at building brand resonance amongst customers, and the aim of the research in this paper is to investigate if the MultiChoice brand resonates with the Millennial internal customers.

A SABINET search was conducted using the African digital repository to identify if the customer-based brand equity framework was used in previous studies. Unfortunately, it was found that the customer-based brand equity framework is mainly used from an external customer (i.e. consumers) perspective instead of a brands internal customer perspective (i.e. employees). A study by Moolla (2010) used the brand equity model to identify the most important factors in creating and measuring brand loyalty, however, the research was conducted in the fast-moving consumer goods industry. Additional to this the framework was also used in a study by Nel, North, Myburg and Hern (2009) which looked at customer-based brand equity across selected South African hotels, once again the research was from an external customer point of view. A conclusion can be obtained, that even though the above research was conducted from an external customer point of view, the framework can still be applied from the internal customer point of view as well.

Chapter 3: Research Methodology

The research methodology section explores the details of the way in which the researcher conducted the research to answer to the various research questions outlined in Chapter 1 above. This section begins with outlining the paradigm that will be used to view the research, from there it moves into the proposed research design and approach, outlines the way in which the population and sample was selected and ends with the proposed data collection and data analysis methods.

3.1 Research paradigm

A paradigm, also referred to as research traditions or worldviews in the social sciences field focuses on how knowledge is generated and the way in which a phenomenon is studied (du Plooy-Cilliers, 2014). There are three main traditions that have been identified; positivism, interpretivism and critical realism.

3.1.1 Positivism

Positivism looks at causal relationships to be able predict the outcome of events (Plooy-Cilliers, 2014). The author points out that positivism looks at research from an objective point of view. They test hypotheses, use quantitative research methods to be able to generalize the results.

3.1.2 Interpretivism

Interpretivism aims to understand human behaviour and to do so the researcher needs to step into the shoes of the population to understand what reality is in their eyes (du Plooy-Cilliers, 2014). With an aim to get an in depth understanding of perceptions, needs and expectations of the group that is being researched.

3.1.3 Critical realism

Critical realism originated as the researcher did not want to only look at knowledge from either a positivism or interpretivism stance but wanted to have a combination of the 2 approaches (du Plooy-Cilliers, 2014).

Each paradigm has a different aim, makes use of a different data collection method and has different analysis techniques (du Plooy-Cilliers, 2014). At the start of any research it is important for the researcher to define the paradigm that will be used to conduct the research as this guides the research process. It will have an impact

on the type of questions that will be asked and the process that will be followed to answer those questions (du Plooy-Cilliers, 2014).

This paper will use an interpretivism approach as the researcher understands that the experiences of each millennial internal customer may differ depending on their perspective and how they experience the work environment. The main aim of the research is to gain an in-depth understanding of the Millennial internal customers experiences. In the next section, the writer explains the concepts of Epistemology, Ontology, Metatheory, methodology and Axiology, in relation to the interpretivism paradigm specifically.

3.1.4 Epistemology

The epistemological position focuses on the study of knowledge and it determines what counts as knowledge. When looking at the epistemological position within interpretivism, this body of knowledge understands that facts are subjective and fluid. An interpretivist understands that results cannot be generalised due to the subjectivity and will thus never generalize the results beyond the parameters of where the research was conducted (du Plooy-Cilliers, 2014). Important to note, since the researcher will be taking an interpretivist approach for this study, the results of this research cannot be generalized to the broader millennial internal customer population of the MultiChoice group, it will only be representative of those Millennial internal customers that are based in Randburg Johannesburg.

3.1.5 Ontology

From an ontological point of view, the focus is to question what reality is and if an objective truth exists (du Plooy-Cilliers, 2014). Having said that facts are subjective and fluid and depending on the persons viewpoint and environment the outcome may vary from person to person. For this research, it is expected that each millennial internal customer may have a different experience, and everyone's reality may differ.

3.1.6 Metatheory

The metatheoretical position evaluates the relevant theory around a topic of interest. The aim of this is to have a solid theoretical foundation to refine the

approach of the research (du Plooy-Cilliers, 2014). The theoretical framework identified for this specific research, as discussed in the literature review section above is Keller's customer-based brand equity framework.

3.1.7 Axiology

Axiology looks at defining what constitutes "values" in the research (du Plooy-Cilliers, 2014). From an interpretivism point of view, uniqueness is valued, it is understood that everyone sees reality in a different way, and they value the different interpretations, from the participant to the researcher.

3.1.8 Methodology

The methodological approach determines the way in which the research is conducted. It can be one of the following methods; qualitative, quantitative or mixed method research (du Plooy-Cilliers, 2014). From an interpretivism approach, since the research aims to gain an in depth understanding, the research would take a qualitative approach. This research will take on the approach of a qualitative study as the researcher would like to gain an in depth understanding amongst the Millennial internal customer. The researcher would like to understand perceptions and gain insights based on the experiences of each of the individuals.

3.2 Research design and approach

As discussed above the study will be viewed from an interpretivist approach with an aim to conduct explanatory research. With the methodological position being that of qualitative. A qualitative research design approach will be adopted as the study aims to get an in-depth understanding of needs and perceptions.

In addition to the qualitative cross-sectional study the researcher conducted secondary research to answer research question 1.

The secondary research was used to identify what is currently offered by the brand; it explored the current benefits, rewards and opportunities delivered to the employees of the organisation.

Once the secondary research was completed, the researcher conducted in-depth interviews to understand the perceptions of the brand amongst the millennial internal customers.

Furthermore, with regards to the in-depth interviews, institutional ethnography specifically was used since the researcher intended to understand the experiences from the participants point of view in their work environment (Strydom & Bezuidenhout, 2014:177).

3.4 Population and sampling

3.4.1 Population

The total population of the study includes policies and reports that are applicable to the employees at MultiChoice. This is further divided into the unit of analysis, accessible population and target population.

The unit of analysis can be defined as the elements of interest to the research, elements could be defined as people, documents, organisations etc.

For this research, there are 2 units of analysis that has been identified; all Multichoice policies and reports and all MultiChoice employees nationally.

Next, this leads us to our population; the population is made up of all polices and reports related to the Johannesburg branch and all MultiChoice employees based in Johannesburg. In order to get to our targeted population, the below outlined population parameters need to be met.

This leads us to the target population; the target population can be defined as ... which is made up of Millennials based in the Randburg, Johannesburg offices.

In terms of the accessible population; this can be defined as...

this consists of all employees that are based at the Randburg, Johannesburg offices and works in the Centre of information and Insights department

3.4.2 Population parameters

The following population parameters was used for the research.

Secondary research;

- The documents evaluated should not be older than 5 years old

- Only documents that are relevant and eligible to all employees will be reviewed

In-depth qualitative research among the “The Millennial internal customer”;

- Millennials should be aged between 19-39 years at the time of the research. This age group has been used as it aligns to the definition, we have used above to define this generational cohort.
- Permanently employed for at least one year by the MultiChoice Group. A criterion of at least a year has been implemented to ensure that we are talking to individuals that have been employed long enough by the organisation. They are also more likely to be engaged with the organisation.
- Permanently based at the Randburg, Johannesburg offices. The research is being limited to Randburg since this is the accessible population outlined by the researcher.

3.4.3 Sampling

A non-probability sampling method will be used to pull the sample from the accessible population. To be specific, the convenience sampling method will be used. Convenience sampling looks at getting participants that are easily accessible to the researcher (Etikan, Musa & Alkassim, 2016).

The researcher aims to conduct 4 in depth interviews.

Ideally the researcher would have liked to have a big enough sample size to conduct interviews until the stage of data saturation. However, due to the limited time and resource a limit has been set to 5 interviews. Although this is not a huge number it still allows the researcher to make some comparisons across the interviews conducted.

3.5 Data collection

Secondary research was conducted to identify the various options that is offered by MultiChoice to resonate and create loyalty amongst their employees. Ethical clearance

has been granted from the organisation for the researcher to evaluate these elements delivered by the organisation

The researcher does not know at this point the exact elements that will be evaluated, however, listed below are some of the elements that the researcher anticipates evaluating;

- Company Values
- Social and environmental initiatives
- Rewards and benefits
- Long service awards
- Skills development policy

The above will be evaluated and summarized in Chapter 4; explaining the details around the documents and where they can be found.

Field research was conducted by means of in-depth interviews. All participants were required to fill in consent forms (refer to Appendix 7.3).

In-depth interviews have been selected in comparison to focus groups since there is a better chance of employees reflecting their true feelings in an individual setting compared to a group setting. This will also be used to avoid groupthink and participants needing to “fit in with the group”. In depth interviews also allow for the researcher to examine the body language of the participants (Showkat, 2017).

The research tool that was used for the in-depth interviews was a discussion guide. Keller’s consumer-based brand equity framework will be used to guide the creation of the tool. Standardised open ended questionnaires was used (see appendix 7.6). Before the interviews began, the questionnaire went through a pre-test. Doing this assisted in increasing the dependability of the tool.

Below is the interview schedule for the in-depth interview data collection:

Collection method	Date	Time	Name	Years employed
In-depth interview	20 August 2019	15:15pm	Nodumo Ngamlana	4

In-depth interview	21 August 2019	16:00pm	Shreenu Chintamani	2
In-depth interview	28 August 2019	15:00pm	Lerato Bohloko	3
In-depth interview	28 August 2019	15:00pm	Anonymous	2

3.6 Data analysis

The data analysis is divided up into 2 different parts as the researcher will be conducting secondary research as well as primary research in the form of in-depth interviews.

The secondary research data is summarized and included in the results section. It lists the various things offered by the organisations, the details of these things offered are discussed in the next chapter. Unfortunately, due to organisational consents the original documents cannot be included in this document however it was authorized to include a summary of the documents in the findings sections below. The analysis of the documents were completed prior to the in-depth interviews as there were elements that needed to be included in the interviews with the participants.

Once the data from the in-depth interviews was gathered, there was a manual process of transcribing the interviews (see below for the format that was used).

Recording time	Interview	Themes	Quotes

Once the transcribing was complete, the 3-step process outlined by Miles and Huberman (1994) for qualitative data analysis was used to reach the findings (see table below). The category name was guided by the elements outlined in the theoretical framework. Thematic analysis was then be used to identify common themes, showing the frequency and providing some verbatim quotes to give an example of what the theme refers to.

Category Name: xxx

Theme	Frequency	Verbatim quotes

3.7 Limitations and delimitations

Limitations can be defined as the constraints of a study. These are generally elements that are out of the researcher's control (Theofanidis and Fountouki, 2018).

Delimitations can be defined as the parameters of the study that are outlined by the researcher (Theofanidis and Fountouki, 2018). Clearly outlining the boundaries enables the research to be achievable. In contrast to limitations, delimitations can be defined as the elements that are in the researcher's control.

Listed below is an outline of the various limitations and delimitations that have been identified for this specific study.

3.7.1 Limitations

- Since the interpretivist worldview will be utilized for the research, it makes it impossible to generalize the results beyond the Millennial employees based at the Randburg, Johannesburg offices.
- The researcher works for the organisation and comes from a specific perspective and may potentially bias the research.
- The MultiChoice organisation spans across the African continent, however, due to budget restrictions the research will only be conducted in Johannesburg. The researcher will be unable to see if the results are the same across the entire group.

3.7.2 Delimitations

- The research will only be focusing on the Millennial generation, it will not look at the other generational groups that are currently in the workplace, therefore not allowing for comparisons to be made against other generational cohorts.

- The research will only be conducted amongst Millennial employees based in the Randburg, Johannesburg offices.
- When conducting the secondary research about the Multichoice brand, only secondary data will be used there will be no interviews conducted with management level employees. Not having these interviews will limit the conclusions that can be drawn around why specific rewards/benefits have been chosen from the organisational perspective.

Chapter 4: Findings and Discussion

This chapter includes the findings from research conducted. The chapter is divided into two sections; secondary research findings, followed by the primary research findings. The secondary research section will represent all data obtained from a MultiChoice brand perspective which will answer research question 1 outlined in Chapter 1 above.

The next section will answer research question 2. The primary research consists of the results from the in-depth interviews conducted among the Millennial internal customers at MultiChoice.

4.1 Findings: Secondary research

This section aims to answer the following identified question;

Question 1: What does the MultiChoice brand offer to achieve brand loyalty amongst its Millennial internal customers in Randburg, Johannesburg.

The researcher began by reviewing the organisation and what benefits and rewards are offered to their permanent employees. The research conducted did not identify specific documents that were relevant to Millennial internal customers specifically, it can be deduced that all benefits and rewards are generally applicable to all employees if set criteria are met. The researcher found that there are several reports, initiatives, rewards/benefits and opportunities offered by the organisation. The following outlines the details of these.

4.1.1 Company Values

Source of document: Integrated annual report 2019, The MultiChoice Group website: <http://www.multichoice-reports.co.za/group-iar-2019/index.php>

- Care: about ourselves, colleagues and customers.
- Connect: building relationships by collaborating and communicating with others.

- Create: through innovation.

4.1.2 Social and environmental initiatives

Source of document: Integrated annual report 2019, The MultiChoice Group website: <http://www.multichoice-reports.co.za/group-iar-2019/index.php>

- SuperSport Lets Play: flagship CSI Initiative for Supersport. Aimed to encourage young people to be physically active and participate in sport.
- MultiChoice Diski challenge: football development programme aimed at young, aspiring footballers.
- SuperSport United Academy: The SuperSport United Academy is a leading youth soccer development programme aimed at fast-tracking stars of the future through preparation for professional football.
- Magic in motion academy: Through the Magic in motion Academy, M-Net provides young film producers with an opportunity to work with industry experts for hands-on experience.

4.1.3 Corporate social investment - Employee volunteering

Source of document: MultiChoice Internal sharepoint site

There are 2 main ways available for employees to give back, the MultiChoice make a difference programme and the payroll giving which allows employee to donate to a charity (from a list affiliated with the company) directly from their salary.

4.1.4 Long service awards

Source of document: MultiChoice Internal sharepoint site

The awards range from 5 years to 30 years, moving in 5 year increments. Rewards are either monetary, paid travel vouchers or sabbaticals depending on the years of service.

4.1.5 Skills development policy

Source of document: MultiChoice Internal sharepoint site

- Employee education assistance scheme: provides financial assistance to permanent employees who wish to further their education.
- Management and leadership development programme: certain development frameworks will be put in place to direct the development of employees.
- E-learning platform (MultiChoice Academy): The Company delivers online courses based on specified curriculum which gives room for different learning strategies.
- Mentorship / coaching /secondment / On-the-job training Programmes: there are programmes in place that employees can select to develop their competencies.

4.1.6 #weseeyou rewards programme

Source of document: MultiChoice Internal sharepoint site

The rewards programme illustrates the various ways that an employee could get rewarded. It also allows employees to submit their innovative ideas.

4.1.7 Other benefits available to employees

Source of document: The MultiChoice Group website:
<https://www.multichoice.com/careers/life-at-multichoice/#benefits>

- Mlife: Complimentary concierge service.
- Perks: Some benefits include activations, regular visits by celebrities, discount on DStv subscriptions, devices etc.
- Fitness: Gym on site.
- Kids: Onsite Montessori, Early development programme for kids below the age of 6 and annual gift vouchers.
- Medical aid: Comprehensive medical aid cover available.
- Leave: In addition to the standard leave, there is family responsibility, maternity, studying, sporting activities and work life balance leave.
- Life moments: retirement savings, disability and funeral cover.

- Onsite wellness centre including a doctor, nurse, beautician, physiotherapist, dietitian and optometrist.

Looking at the above data it can be concluded that MultiChoice delivers an array of benefits, rewards and initiatives to their internal customers.

They have a range of things, from learning initiatives to grow and develop their employees to corporate social investment that grows the community and gives back to those in need.

The primary research that will be discussed in the next sections will evaluate if the Millennial employees are aware of these various initiatives and if they resonate with them. In addition to this it plans to look at the brand overall to deduce if the brand resonates with the millennial internal customers.

4.2 Findings: Primary research

The primary research section is guided by the following research question;

Research question 2: What is the current perception of the MultiChoice brand among its Millennial internal customers based in Randburg, Johannesburg?

The below tables represent the key findings from the in-depth interviews conducted with the Millennial internal customers at MultiChoice. The detail of the below findings can be found in the “Primary and secondary research (incl. transcribes)” excel document submitted along with this final report.

Table 2 – Brand Identity themes

Category: Brand Identity		
Theme	Frequency	Quote
Established brand	5	"its international"
Company that has money	4	"uhm rich, theres money, theres tons of money, id say multichoice is rich, its

		definitely, theres alot of resources, id say they very resourceful"
Fun place to work	2	"wanted to work with a fun brand"
Flexible/relaxed work environment	5	"dont need to be formal all the time", "so they give you the opportunity to structure your day"
Attractive CSI initiatives	3	"doing so much for the community"
Innovative brand	2	" always innovating"

Looking at the data found around brand identity, the organisation is viewed as being an established one which. Respondents also described the company as one that has money. The CSI initiatives that the brand was involved in also came up as a theme. The flexibility and relaxed work environment was a strong theme emerging, showing that this is important to the Millennial internal customer.

Table 3 – Brand meaning themes

Category: Brand Meaning		
Theme	Frequency	Quote
Established brand	3	"I could really see the benefits of working at multichoice."
Prior interaction with the brand	5	" started working with the people from multichoice"
Looking for stability	4	"whole brand of edcon was just going through things", " firing like half, and im sitting there and like what is happening"
Good team to work with	2	"definitely a great team to be apart of and work with"
Need for recognition	2	"and recognise me"

Once again, we see the theme of established brand emerging, highlighting how important this is to Millennial employees. A "looking for stability" theme emerges from

this category. If you link this theme to the established brand and company that has money themes, we can infer that since Millennial employees have an underlying need for stability, they look out for an organisation that is stable. The research also shows that respondents had some prior interaction with the brand before applying to work there.

Table 3 – Brand Response themes

Category: Brand response		
Theme	Frequency	Quote
Good place to work	7	"i will definitely recommend it as a place to work for"
Brand values employees	15	"they are concerned about my growth"
Brand values bottom line	4	"umm.. Money", "them being able to stay sustainable"
Brand values innovation	5	" they had a bot "
Stable organisation	2	"firstly, its very stable"
Established brand	4	"successful company to work for"
Brand values giving back	2	" they try to invest in CSI"
Growth/learning opportunities available	4	"especially if you want to come here and grow cause i think you can definitely grow because of the many resources and also, the many facets of the organisation that you will be exposed to"
Growth is important	2	"I feel like if you don't growth, im also one for finding your purpose in life"

From the brand response themes, it has been found that the respondents we interviewed have an overall good perception of the brand. They find MultiChoice to be a good place to work. The brand values the bottom-line but the brand values their employees highly as well.

Table 4 – Brand resonance themes

Category: Brand Resonance

Theme	Frequency	Quote
Brand gives back	4	"well its living up to the connect in terms of the CSI"
Employees are good brand ambassadors	3	
Good place to work	3	
Have a need for growth	2	
Job security is important	4	
Learning is important	10	"if theres an opporuntity for me to grow, learn, try new things"
Multichoice reputation is suffering due to new entrants	6	
People and work environment are important	7	
The company intranet satisfies the needs of the employee	2	
Employees have a need to grow or do something different	10	"you have to also develop yourself outside of what you do"
Enjoy the work that you do	2	
Organisational stability is important	10	"brand does matter but just in terms of security"

Interesting to find that even across the various categories, there have been some common themes emerging. Millennial internal customers have a strong need for stability which means that they look for an organisation that seems to be well established and is seen to have a solid future. MultiChoice delivers on these elements therefore being

4.3 Trustworthiness

Trustworthiness is made up of four elements; credibility, transferability, dependability and confirmability. Each element assists in making the researcher more confident in the research conducted (Shenton, 2004).

Keller's brand equity was identified as the theoretical framework for this research study. The framework was used to guide the creation of the discussion guide which contributed to the credibility of the research. Standardized open ended questions was used when creating the questionnaire. Using these types of questions ensured that the study is dependable and easily transferable. Before conducting the interviews, pre-testing was used to test if the questions flowed well and made sense to the participants. This also allowed for the researcher to identify possible gaps in the questionnaire, see addendum 7.4 which outlines the changes that were implemented before starting with the in-depth interviews.

Confirmability will only be discussed post the qualitative research being conducted as this element compares the theory and literature found in relation to the topic and the results from the qualitative research (Shenton, 2004).

Chapter 5: Conclusion

This chapter concludes the investigation on if the MultiChoice brand resonates with the MultiChoice millennial internal customer. In this final chapter the writer outlines the results of the 3 research questions. Closing off with the ethical considerations for this study and the implications for future practices.

5.1 Concluding answers to the research questions

Based on the findings from the secondary research, it can be concluded that MultiChoice is a brand that delivers on various elements for the Millennial internal customer which leads them to resonating with the MultiChoice brand.

From primary research conducted on the MultiChoice Millennial internal customers based in Randburg, Johannesburg,

Although it seems like the Millennial internal customers resonates with the brand at this point, it needs to be noted that there is a changing employee.

- This generation is ambitious and wants to be continuously growing, growth comes through as an important theme from the in depth interviews.
- They are not satisfied doing the same thing for a long period of time therefore needing to move in order to grow and learn something new and different, they have a need to feel like they are progressing and developing in their career and life

5.2 Implications of findings for future practices

The results from this research can be used to help guide the employer branding teams within MultiChoice as well as the rewards and benefits teams.

The research aims to clearly indicate the perceptions around the brand and if there is potentially a gap between the brand and its Millennial employees.

It further aims to provide a guideline for the organisation on how to resonate with this generational cohort.

The following section discusses the implications for future practices from the MultiChoice brand perspective.

- Multichoice needs to highlight the benefits that resonate with their millennial base, for example, millennials have a need to be growing, developing and learning new things. These are the elements that need to be highlighted in the comms to attract these types of individuals.
- Employees at multichoice are brand ambassadors, in 3 out of the 4 interviews it was found that the employee had a prior interaction with the brand its employees before they decided to work at multichoice.
- Job security is a big thing, so the financial stability of a place of work is often evaluated, if an organisation is seen to be struggling, millennial employees worry about their job security and move before things get too bad (2 out of the 4 interviews illustrated this)
- Millennials like to know that they have freedom, they understand there is standard practice and rules, but they would like to have the flexibility of not needing to start at 8am specifically, take a 1-hour lunch break and end at 5pm. They like to have the freedom on occasion to leave around 4pm.

5.3 Conclusions

Even though it was found on a global scale that in general Millennials feel that companies are concerned about the bottom line and less so about the welfare of people and the environment. For this specific organisation and generalizing the findings to the Johannesburg offices only, it was found that the opposite is true. The Millennial internal customers at Multichoice feel valued, they feel that the even though the organisation understands that the bottom line is important, they equally understand

that the human capital is as important, and they actively try to keep this a balance. They ensure that they have ample opportunity to learn, their work environment is pleasant and that they have a voice in the organisation.

Overall the MultiChoice brand is in a good position in delivering to the Millennial employees.

5.4 Ethical considerations

Given that the researcher is part of the organisation that was intended to be researched, there were two main elements that need to be considered. Firstly, ethical clearance was needed to be obtained from the relevant parties within the organisation (see Appendix 7.2). Next, to avoid any conflict of interest, there was an external interviewer used to conduct the in-depth interviews.

From a participant's point of view, every participant needed to sign a consent form (see appendix 7.3) to ensure that all participation was voluntary. The objectives of the research were outlined, along with length and any other crucial information. Additional to this, there was a section that indicated that the research conducted will not be shared with any level of management and the results will never be shared at an individual level.

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7. Appendices

7.1 Ethical Clearance Form from Vega



16 August 2019



Student name: Nadine Ramsaroop
Student number: 18003722
Campus: Vega Bordeaux



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



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



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

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

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

We wish you all the best with your research!

Yours sincerely,

Helena van Wyk
Supervisor

Dr. Franzél du Plooy-Cilliers
Campus Postgraduate Coordinator

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7.2 Consent from MultiChoice to conduct Research

From: Roopa Mistry
Sent: Wednesday, July 10, 2019 2:18 PM
To: Nadine Ramsaroop <Nadine.Ramsaroop@multichoice.co.za>
Subject: RE: Postgraduate research

Hi Nadine, thanks you for sharing the below. I would be really interested in the findings of this study, I have also shared your note with Karen Kanjee – who is the SM for Benefits & Wellness. If you want to run by any questions, please feel free to reach out to us.

As promised, please find attached study from Universum – research agency focussed on external employer brand & positioning. This study looks at University respondents in SA, what they value in an employer and perceptions of MultiChoice. Globally (and locally) Universum also releases an annual employer ranking list, where you can see the perceived attractiveness of the organisation. Oh, we had to select 5 companies to benchmark against, thus selected our natural recruitment competitors (who we lose talent to) + Google/Microsoft as best practise markers and 3 fields of students we'd typically hire. Let me know if you have any questions?

Kind regards, Roopa

roopa mistry | sm: employer brand & marketing
+27 84 3040 286 | roopa.mistry@multichoice.co.za

7.3 Consent Form (For in-depth interviews with MultiChoice Millennial internal customers)

EXPLANATORY INFORMATION SHEET AND CONSENT FORM FOR PARTICIPANTS

To whom it may concern,

My name is Nadine Ramsaroop and I am a student at Vega Bordeaux campus. I am currently conducting research under the supervision of Helena van Wyk in order to better understand the Millennial employee at MultiChoice. I hope that this research will enhance our understanding of the way in which the Millennial generation sees the MultiChoice brand.

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

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

I would like to invite you to participate in this research because you form part of the Millennial employee base at MultiChoice. If you decide to participate in this research, I would like to ask you a few questions pertaining to the way in which you view MultiChoice as your employer brand.

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

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

Whether or not you decide to participate in this research, there will be no negative impact on you. There are no direct risks or benefits to you if you participate in this study. You might, however, indirectly find that it is helpful to talk about your experiences in relation to the MultiChoice brand. 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 I will have access to these recordings. Nobody else, including anybody at Vega Bordeaux campus, will have access to your interview information. I would like to use quotes when I discuss the findings of the research but I will not use any recognisable information in these quotes that can be linked to you.

What will happen to the information that participants provide?

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

What happens if I have more questions about the study?

Please feel free to contact me or my 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:

Nadine Ramsaroop
18003722@vegaconnect.co.za

The contact details of my supervisor are as follows:

Helena van Wyk
Helena.van.wyk@monash.edu

Consent form for participants

I, _____, agree to participate in the research conducted by Nadine Ramsaroop about my knowledge with regards to the MultiChoice employer brand.

This research has been explained to me and I understand what participation in this research will involve. I understand that:

1. I agree to be interviewed for this research.
2. My confidentiality will be ensured. My name and personal details will be kept private.
3. My participation in this research is voluntary and I have the right to withdraw from the research at any time. There will be no repercussions should I choose to withdraw from the research.
4. I may choose not to answer any of the questions that are asked during the research interview.
5. I may be quoted directly when the research is published, but my identity will be protected.

Signature

Date

Consent form for audio-recording

I, _____, agree to allow Nadine Ramsaroop to audio record my interviews as part of the research regarding the MultiChoice brand.

This research has been explained to me and I understand what participation in this research will involve. I understand that:

1. My confidentiality will be ensured. My name and personal details will be kept private.
2. The recordings will be stored in a password protected file on the researcher's computer.
3. Only the researcher, the researcher's supervisor and possibly a transcriber (who will sign a confidentiality agreement) will have access to these recordings.

Signature

Date

7.4 Screener questionnaire – Used to determine if respondents meet the criteria for the research

Before you can participate in the following research, I would like to make sure that you qualify to be a respondent. Please can you complete the below questions.

Name:

Date:

1. What is your age?

2. Are you a permanent or contract employee at MultiChoice?

3. How long have you worked at MultiChoice?

4. Which MultiChoice office are you permanently based at?

7.5 Changes implemented from the pre-test

Section	Change description	Amended/new question	Reason for change/addition
Introduction	Added a new section	Getting to know the respondent in general from a work perspective	Helps the respondent feel comfortable and starts of smoothly
Introduction	Added a statement to the intro	what is the research about	Helps set the scene and start the conversation
In general, across questionnaire	Changed words: "Employer brand"	An organisation that you would like to work for	The respondent did not understand what was meant by employer brand
Resonance -> Loyalty	Added a new question	Other additional benefits include the following....., are you aware of these?	Since the respondent did not mention some of the benefits available to them, the researcher could not ask the relevance of those
Resonance -> Loyalty	Added a new question	Why don't you find them relevant to you?	Helps the researcher gain more context

7.6 In depth Questionnaire

Research Introduction

- Thank you for agreeing to take part in this research. As you are aware, we are speaking to the Millennial workforce at MultiChoice to better understand their needs and their relationship with the brand.
- The interview will be around 1 hour
- Before we can start, please can you confirm that you have filled in the consent form? Just a reminder the interview will be recorded to allow for the researcher to refer back to during analysis.
- Please note that your responses will be completely anonymous and will not be shared with your employer. The data will only be used for this research and not for any other purposes.
- Please can I request that your phone be switched to silent.
- Lastly, when answering the following questions, please focus on MultiChoice as an employer brand (which is defined as a place to work) and not as a consumer brand.

Introduction of the respondent

1. Please tell me about yourself?
2. How long have you been working at MultiChoice?
3. What do you do?
4. Is this your first job?
 - a. if no; where have you worked previously?
 - b. Why did you leave that job?
5. Do you enjoy working at MultiChoice?

Brand identity

1. At the top of your mind, what was some of the attributes that attracted you to MultiChoice as a place of work?
2. How did you first become aware of the Multichoice brand?
3. Do you think that MultiChoice has a specific culture?
 - a. If yes: how would you describe the MultiChoice culture?
4. If MultiChoice was a person, how would you describe this person?

Brand Meaning

- **Performance**
 1. If they have worked previously;
 - Compared to other organizations that you have worked for, in general, how would MultiChoice compare to that organization?

2. Prior to joining MultiChoice, what was your perception of the organization? Did you even have a prior perception?
 - If they did: Now that you have been working for the organisation, how has that perception changed?

Brand Response

- **Judgements**

1. Would you recommend MultiChoice as a place to work?
 - If yes: what are some of the main reasons that you would recommend them?
 - If no: What are some of the main reasons that you would not?

- **Feelings**

1. Do you feel that your employer brand values you as an internal customer?
2. What are the top 3 things that you think the Multichoice brand values?
3. What would you describe as being important to the brand?

Resonance

- **Loyalty**

1. What does brand loyalty mean to you?
2. What are some of the reasons that you have remained a Multichoice employee?
3. Where do you see yourself in 5 years' time (if brand not mentioned; what employer brand specifically)?
4. Are you aware of the different rewards/benefits/opportunities offered by MultiChoice to their employees over and above the salary?
 - If yes: Which are you aware of?
 - Do you find these relevant to you? If not, why not?
 - If no: They have the;
 - #weseeyou rewards, offer bursaries to study further, the multichoice academy, long service awards, SARS scheme, CSI initiatives, the gym, onsite wellness center, MLife service, yearend vouchers, children Montessori,
 - do you find these relevant to you? If not, why not?
 - Do you feel that these initiatives assist in keeping you a loyal employee?

- **Attachment**

1. What do you think the Multichoice brand stands for? What are their values? (CARE/CONNECT/CREATE)

2. If you had to think about the brand specifically and what it stands for, would you say that you “love the brand as an employer” or do you even resonate with the values of the brand?

- **Community**

1. Do you view the workplace as a “community”?
 - Do you feel part of that community?
 - If not, why not?

- **Engagement**

1. Are you aware of the various platforms available for you to engage with your employer?
2. MultiChoice has various platforms, such as officevibes, Sedibeng/Enrich/Yammer etc, do you find yourself engaging with these platforms?
 - If no: why don't you?
 - If yes: Do you find that these platforms meet your needs for communication/feedback/engagement etc?

Lastly, when thinking about other employees your age and the workplace overall as it currently stands, what would you like the organization to STOP, START and CONTINUE.

7.6 Final Research report summary document table

Research Purpose/Objective	Primary Research Question	Research Rationale	Seminal Authors/Sources	Literature Review – Conceptual Framework	Paradigm	Approach	Data Collection Method(s)	Ethics	Anticipated Findings	References
To investigate if the MultiChoice brand delivers on the aspects that are required to resonate with the Millennial MultiChoice employees	Is there a perceived discrepancy between what the MultiChoice brand offers and the Millennial employee perceptions against Keller's consumer-based brand equity framework?	The 2018 Deloitte Millennial survey indicates that millennials feel that employers value profit and the bottom line more than its employees, society and environment which leaves them with little loyalty to a company	As per reference list above	Theme 1: Millennials: the internal customer Theme 2: Brand Loyalty Theme 3: Brand resonance	Paradigm Interpretivism Epistemology To understand the current perceptions of Millennial employees Ontology To gauge what is the current reality experienced by the population	Qualitative	-Field research will be conducted -in depth interviews	-Consent forms -external interviewer -organisational consent	-Understanding the loyalty towards MultiChoice from the millennial generational point of you -Understand the factors that impact brand loyalty and resonance	As per reference list above
Research Problem	Secondary Questions/Objectives	Key Concepts	Key Theories			Sampling	Data Analysis Method(s)	Limitations	Anticipated Contribution	
to examine if the MultiChoice brand is delivering on the elements required to meet the needs of Millennial employees to build brand equity.	-What does the MultiChoice brand offer to achieve brand loyalty amongst its Millennial internal customers? -What is the current perception of the MultiChoice brand among its Millennial internal customers?	Millennials: the internal customer Brand Loyalty Brand resonance	Keller's consumer-based brand equity			Non-probability Sampling method Convenience Size 4	Unit of Analysis MultiChoice Millennial employees in randburg JHB Data Analysis Method(s) Thematic analysis	Since it is a qualitative study, the findings cannot be extrapolated to the broader population. A quantitative study will need to be conducted.	- provide insights into how to build loyalty Potential gaps between the brand and millennials	

7.7 Originality Report