

A CONSOLIDATION
OF THE CURRENT BRAND
IDENTITY CHARACTERISTICS OF
RESHEBILE AVIATION AND
PROTECTION SERVICES.

THUBELIHLE LANGA
MAZIBUKO

SUPERVISOR:
SIMON GRAINGER

SUBMITTED IN FULFILMENT OF THE REQUIREMENTS
FOR THE DEGREE OF
BA HONOURS IN STRATEGIC BRAND COMMUNICATION

MODULE CODE: RESE8419

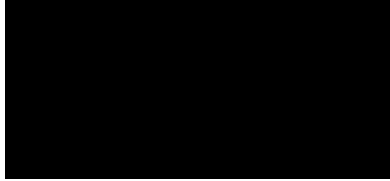
10 DECEMBER 2020

WORD COUNT: 10 451

VEGA SCHOOL OF BRANDING

Declaration

I, Thubelihle Langa Mazibuko, hereby declare that the Research Report submitted for the BA Honours 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.



Thubelihle Langa Mazibuko

Date: 10 December 2020

Student Number:



Abstract

This is a qualitative research study focusing on the consolidation of the current brand identity characteristics of Reshebile Aviation and Protection Services (RAPS).

This study will analyse the perceptions of the stakeholders of RAPS to identify the current brand identity characteristics of the brand. The brand identity characteristics focused on will be derived from Aaker's brand identity planning model and Kapferer's brand identity prism.

Qualitative methods were used to collect the information for this study. This includes secondary research and interviews. This was for the purpose of exploring past and present perceptions of RAPS from stakeholders. The qualitative primary research gathered was used to develop themes which formulated the consolidated brand identity of RAPS.

The research findings indicated that there were disparities between management level and lower-level stakeholders of RAPS in regards to aspects of the RAPS brand identity. Recommendations have been made on how RAPS can communicate and clarify the true brand identity characteristics with the stakeholders of RAPS.

Table of Contents

Declaration	1
Abstract	2
List of Figures	6
List of Tables.....	7
Chapter One: Introduction and Overview of Research	8
1.1 Introduction	8
1.2 Rationale.....	8
1.3 Problem Statement	9
1.4 Purpose Statement	9
1.5 Research Questions	10
1.6 Research Objectives	10
Chapter Two: Literature Review.....	11
2.1 Introduction	11
2.2 Background of Reshebile Aviation and Protection Services	12
2.3 Motive for Research Study	13
2.3.1 Branding Theory.....	13
2.3.2 Brand Identity Definition and its Relevance to Brand Equity and Corporations	13
2.3.3 Keller’s Customer-Based Brand Equity Model	15
2.4 Literature Review Aligned to Research Objectives	16
2.4.1 Research Objective 1 - To identify the current brand identity characteristics of RAPS relevant to Aaker’s brand identity model.....	16
2.4.1.1 Aaker’s Brand Identity Planning Model	16
2.4.2 Research Objective 2 - To identify the current brand identity characteristics of RAPS relevant to Kapferer’s brand identity model.	18
2.4.2.1 Kapferer’s Six Prism Brand Identity Model	18
2.5 Evaluation of the South African Private Security Industry.....	20
2.6 Literature Review Conclusion	22
2.7 Key Concepts	23
Chapter Three: Research Methodology.....	25
3.1 Introduction	25
3.2 Research Paradigm.....	25
3.2.1 Interpretivism Paradigm.....	25
3.3 Research Design	26
3.3.1 A Qualitative Descriptive Study.....	26

3.3.2 Quantitative Research	26
3.3.3 Primary Research	26
3.3.4 Research Design and Approach.....	27
3.4 Population	27
3.4.1 Target Population	27
3.4.2 Accessible Population	27
3.5 Sampling.....	27
3.5.1 Unit of Analysis	27
3.5.2 Sampling Method: Non-Probability Sampling Method	28
3.5.3 Purposive Sampling	28
3.5.4 Sample Size.....	28
3.6 Data-Collection Methods	29
3.6.1 Secondary Research	29
3.6.2 Interviews.....	29
3.7 Data Analysis Methods	29
3.8 Storage of Research Data.....	30
3.9 Validity, Reliability and Trustworthiness.....	30
3.9.1 Trustworthiness.....	30
3.9.2 Transferability	31
3.9.3 Confirmability	31
3.9.4 Data Triangulation	31
3.10 Ethical Considerations	32
3.11 Anticipated Contribution	32
3.12 Limitations.....	33
3.13 Summary.....	33
Chapter Four: Presentation and Interpretation of Findings.....	34
4.1 Introduction	34
4.2 Profile of Respondents.....	34
4.3 Primary Research fulfilling the Research Objectives	35
4.3.1 Objective 1 - To identify the current brand identity characteristics of RAPS relevant to Aaker's brand identity model.....	35
4.3.1.1 Meaning of Identified Brand Identity Characteristics	37
4.3.2 Objective 3 - To consolidate the current brand identity characteristics of RAPS.	39
4.3.2.1 Brand Identity Planning Model for RAPS	39
4.3.2.2 Conclusion	40
4.3.2 Objective 2 - To identify the current brand identity characteristics of RAPS relevant to Kapferer's brand identity model.	41

4.3.2.1 Meaning of Identified Brand Identity Characteristics	43
4.3.3 Objective 3 - To consolidate the current brand identity characteristics of RAPS.	45
4.3.3.1 Kapferer's Brand Identity Prism Model – For RAPS	45
4.4 Conclusion	45
Chapter Five: Conclusion and Recommendations	47
5.1 Introduction	47
5.2 Findings in Relation to Literature	47
5.3 Findings in Relation to Primary Research.....	47
5.3.1 Disparities between Management and Low-level Employees	48
5.4 Recommendations	50
5.5 Potential for Further Research.....	50
5.6 Conclusion	51
Reference List	52
Appendices	57
Appendix A - Ethical Clearance.....	58
Appendix B - Concept Document Table.....	60
Appendix C – Gatekeepers Letter	61
Appendix D – Consent Form.....	63
Appendix E - Interview Questions.....	67

List of Figures

Figure 2.4.1.1 Aaker's Brand Identity Planning Model	15
Figure 2.4.2.1 Kapferer's Brand Identity Prism	17
Figure 4.3.3.1 Kapferer's Brand Identity Prism Model – For RAPS	41

List of Tables

Table 1: RAPS Potential Brand Identity Characteristics	34
Table 2: Brand Identity Planning Model for RAPS	37
Table 3: RAPS Potential Brand Identity Characteristics	39
Table 4: Disparities between Management and Low-level Employees	42

Chapter One: Introduction and Overview of Research

1.1 Introduction

The private security industry in South Africa is the largest in the world and one of the most highly competitive markets in South Africa. Within this space there is a significant lack of brand building initiatives and resources pertaining to the private security industry (Diphoorn, 2015).

In the highly competitive private security industry of South Africa, the consolidation of a strong corporate brand identity is how a private security company can increase the brand's marketing and branding potential to attain and maintain a leading position in the market (Kapferer, 2012; Diphoorn, 2015).

In the context of Reshebile Aviation and Protection Services (RAPS), they are a private security business in South Africa seeking to better position their brand and improve their brand image through the development of their marketing and branding initiatives. As a result, this study seeks to consolidate the current brand identity of RAPS through a qualitative study by identifying the current brand identity characteristics of RAPS utilising Aaker's and Kapferer's brand identity models.

This will be for the purpose of providing RAPS a well-defined brand identity which the brand can utilise to attain a stronger position in the South African private security market by increasing the efficacy of brand's marketing and branding initiatives.

1.2 Rationale

The private security industry in South Africa has drastically increased from R31.5 billion in 2013 to R48.6 billion in 2017 (SASSETA, 2020). The South African private security market has shown a trend of continuous growth and RAPS aim to capitalise on the growth of the industry through the diversification of their services.

The key aspects of this study; brand development, equity, positioning and corporate image all stem from brand identity (Kapferer, 2012). RAPS will need to improve upon

all of these aspects in order to better position their organisation in the growing private security industry in South Africa.

With RAPS seeking to capitalise on the market growth by gaining a greater market share in the South African private security industry, RAPS will need a consolidated brand identity to provide a strong foundation for the organisation to build upon marketing and branding efforts.

1.3 Problem Statement

The South African private security industry is highly saturated and highly competitive making it imperative for any private security firm to have effective marketing and branding in order to expand within the sector.

RAPS aim to develop their marketing department with the intent of developing marketing and branding initiatives to connect with new segments of the South African private security industry that the company is aiming to expand to.

RAPS as a brand has yet to depict a clear brand identity which all stakeholders can easily identify with which can provide greater consistency and clarity in all of the brand's marketing and branding.

Therefore, the lack of clarity and definition in the current brand identity of RAPS is the problem being addressed in the research study.

1.4 Purpose Statement

The purpose of this research study is to identify and consolidate the current brand identity characteristics of RAPS utilising Aaker's and Kapferer's brand identity models.

1.5 Research Questions

Research Question 1:

What are the current brand identity characteristics of RAPS specific to Aaker's brand identity model?

Research Question 2:

What are the current brand identity characteristics of RAPS specific to Kapferer's brand identity model?

1.6 Research Objectives

Research Objective 1:

To identify the current brand identity characteristics of RAPS relevant to Aaker's brand identity model.

Research Objective 2:

To identify the current brand identity characteristics of RAPS relevant to Kapferer's brand identity model.

Research Objective 3

To consolidate the current brand identity characteristics of RAPS.

Chapter Two: Literature Review

2.1 Introduction

Today, the success or failure of brands establishing their practice in any industry is inevitably linked to the strength of their brand identity. In the highly competitive private security industry of South Africa, the development of a strong corporate brand identity is how a private security company can increase the brand's potential to attain and maintain a leading position in the market (Kapferer, 2012; Diphoorn, 2015).

In the context of Reshebile Aviation and Protection Services (RAPS), they are a private security business in South Africa seeking to better position their brand and improve their brand image.

As a result, this study seeks to consolidate the current brand identity characteristics of RAPS to increase the potential of the brand of attaining a stronger position in the South African private security market. The research problem identified is a lack of clarity and definition in the current brand identity of RAPS.

The importance of brand identity is found in the guidance it provides brands in developing the purpose that drives all of the brand's decisions (Wheeler, 2013). In this, consumers gain value which benefit both the brand and the consumer and is where the essence of brand equity is derived from (Kuhn & Alpert & Pope, 2010). Learning more about how brand identity serves to strengthen and align a brand will be crucial in the consolidation and further development of a strong brand identity for RAPS. It will ultimately relate to how a brand will strengthen its image and position.

During the course of this literature review it became apparent that several aspects of brand identity and an evaluation of the private security industry in South Africa must first be reviewed before the initiative of developing a strong corporate brand identity for RAPS can be approached.

The first aspect is in interpreting a functioning definition of brand identity and how it fits into corporate businesses worldwide. The connection between brand identity and brand equity will be made within the context of defining brand identity.

The second aspect will be reviewing Aaker's and Kapferer's brand identity models and Keller's brand equity model to attain a framework for an effective brand identity development process.

Finally, the private security industry in South Africa will be briefly evaluated to provide an understanding of the key elements of the private security industry. It will aim to further determine the degree to which brand identity has a role to play in the success of a private security business within the South African private security industry.

There is a significant gap in the literature surrounding brand building in the private security industry in South Africa as greater emphasis is put on operational aspects such as rules, compliance and training. The study seeks to add to the literature of branding in the context of private security in South Africa.

This study is going to include extensive research into the concept of brand identity and how impactful it can be to the private security company RAPS which seeks greater success in strengthening its image and position in the South African private security market.

2.2 Background of Reshebile Aviation and Protection Services

RAPS started in 2001 as a merger between two security companies. The primary focus of RAPS was in providing aviation security for airports nationwide. As the business developed, they diversified their services to incorporate customers from the public and private space. This incorporates government departments, education institutions and privately owned institutions (Reshebile, 2020)

2.3 Motive for Research Study

2.3.1 Branding Theory

Branding is an internationally recognised practice of improving the value of an organisation within various industries and markets (Wheeler, 2013). This makes an organisation's position in any market dependent on the significance of the brand of an organisation. It affects how an organisation is perceived, and this has a direct correlation to the success of the organisation (Kuhn & Alpert & Pope, 2010).

The foundational aspects of any brand building strategy are derived from brand identity. Brand identity is the aspect of an organisation's brand which improves recognition, permeates meaning and magnifies brand differentiation (Wheeler, 2013).

2.3.2 Brand Identity Definition and its Relevance to Brand Equity and Corporations

According to Aaker (2012), brand identity forms the foundation for building brand equity. It is crucial for brand-building and for corporate strategy (Urde, 2013). It is a concept which emphasises how a brand creates and maintains an incomparable set of brand associations. What the brand stands for and brand promises stem from these associations (Cook, 2010). It speaks to the various elements of a brand which when unified into a whole system forms the brand's identity.

According to Wheeler (2013), "brand identity is tangible and appeals to the senses". A brand appeals to the five senses of a target audience to improve recognition and significantly differentiate the brand through the inception of big ideas which permeate through the brand.

The elements that fit into brand identity is a brand's vision, what makes it different, what need the brand is fulfilling, and what cause are they permanently aiming to solve. The basis is one the values of the brand, the signs that make it recognisable and the level of the brand's competency (Kapferer, 2012).

The problem faced by many corporate businesses in implementing a brand identity framework is the majority of brand identity frameworks are product and service

focused (Urde, 2013). This may cause issues in the incorporation of such frameworks in developing a corporate brand from the perspective of vision, mission and positioning, especially in circumstances where a brand wants to re-brand such as RAPS aim to (Cant & Van Heerden, 2018).

The various brand elements of identity will need to be developed in a wholesome process which consolidates the brand effectively for RAPS within the industry (Elikan, & Pigneur, 2019). In answering the research problem of the development of RAPS brand identity within the South African private security industry, the study aims to improve the literature of brand identity frameworks for corporate businesses.

The essential purpose of a brand identity is to provide guidance in defining the relationships a brand has with its stakeholders allowing the brand to solidify the brand's position in the marketplace (Cant & Van Heerden, 2018). The process is found in the effective communication with relevant stakeholders to create a sense of shared meaning and ensuring that the brand's purpose is seen and experienced through every brand contact point (Stoimenova, 2017).

The foundational steps of building brand equity stems from brand identity. Brand Equity is inherently linked with brand identity as brand equity is the value derived from the perception of the consumers within a marketplace (Christodoulides & Cadogan & Veloutsou, 2015).

The definition and connection between brand identity and equity is what will give the research study direction for solving the research problem of the lack of clarity and definition of the current brand identity of RAPS.

Corporate branding is defined as a brand that reflects its inherent values, internal culture, heritage, strategy and people. It dwells on developing brands on an organisational level (Gilani, 2019). Thus, the focus on consolidating the corporate brand identity of RAPS will be for the purposes of unifying these elements. The research study is predicated on the method that would most effectively consolidate the brand identity of RAPS.

There is a lack of a widely agreed upon brand identity development framework which is the reason of assessing Aaker's and Kapferer's brand identity frameworks with its

connection to Keller's brand equity model. It is for the purpose of directing the steps taken in incorporating a corporate brand in building a successful brand identity.

2.3.3 Keller's Customer-Based Brand Equity Model

Keller (1993, cited in Kuhn & Alpert & Pope, 2010) defines brand equity as a brand with strong and unique associations in the mind of a consumer. Keller's Customer-Based Brand Equity model (CBBE) has four steps in an ascending pyramid starting with brand identity, moving along to brand meaning, brand responses and lastly brand relationships (Sinčić Ćorić & Jelić, 2015).

The first step of the CBBE directly relates to the focus of this study, brand identity, and solidifies the argument that brand identity is a foundation of developing a strong brand. The CBBE steps consist of six building blocks for brands. In the first step brand salience is the aspect which relates to brand awareness, specifically the satisfaction of needs and the identification of the product or service category (Kuhn & Alpert & Pope, 2010). This directly relates to Aaker's brand identity model of a brand as a product.

The second step is brand meaning with a focus on brand performance and image-related brand associations (Kuhn & Alpert & Pope, 2010). This is an important step in bridging the tangible aspects of a brand with the intangible aspects of a brand's identity which is the primary focus in consolidating the brand identity of RAPS.

The third step is brand response which represents the opinions and evaluations associated with how the brand meaning is identified (Sinčić Ćorić & Jelić, 2015). This aspect of the CBBE model will be important during the data collection stage of the research study in identifying how RAPS current brand identity is perceived by its stakeholders. It will be a step to provide a foundation for the consolidation of RAPS brand identity.

The final step is brand relationships where consumer loyalty for a brand is created. This step won't have an impact on the focus of this study but rather will be part of RAPS brand positioning strategy beyond this research study.

2.4 Literature Review Aligned to Research Objectives

Each key theory discussed in this literature review is for the purpose of further achieving the research objectives of this study. All of the research gathered for this literature review is secondary research and has been used to gain insights and develop a working understanding of branding theory and the brand identity models of Aaker and Kapferer which will be utilised for the purposes of this study.

The research problem being addressed in this study is a lack of clarity and definition in the current brand identity of RAPS. This literature review will provide the theoretical means to solve this problem, and provide a motive for the importance of the problem.

2.4.1 Research Objective 1 - To identify the current brand identity characteristics of RAPS relevant to Aaker's brand identity model.

2.4.1.1 Aaker's Brand Identity Planning Model



Figure 2.4.1.1 Aaker's Brand Identity Planning Model (Aaker & Joachimsthaler, 2012).

Aaker's Brand Identity Planning Model (ABIPM) is a brand building model which consists of twelve dimensions focused into four perspectives. In the model the brand is seen as a symbol, organisation, person and product (Aaker & Joachimsthaler, 2012). The model shapes its approach on a brand identity structure which is the enduring heart of the brand, and extended brand identity which are the elements of the brand which convey meaning (Aaker & Joachimsthaler, 2012). Aaker's brand

identity model will be crucial in identifying and consolidating the current brand identity characteristics of RAPS through the use of an applied brand identity model.

The brand as a symbol provides a structure of identity which improve brand recognition and recollection. It is a crucial aspect of brand development (Aaker & Joachimsthaler, 2012). In the context of private security, brands in South Africa have the greatest opportunity to use this framework to become a symbol of safety and professionalism. In the consolidation of the brand identity of RAPS, understanding the relevance of symbology in branding will be crucial in improving the recognition of the brand (Aaker & Joachimsthaler, 2012; Manai & Holmlund, 2015).

The brand as an organisation emphasises qualities of the organisation such as work culture, values, and innovation. The organisations in private security have similar value propositions, thus making this aspect of Aaker's model a critical factor in how brands differentiate themselves (Aaker & Joachimsthaler, 2012). The cornerstone of the perceptions of an organisation as a whole is their grounded in the brand's identity (Urde, 2013).

This study seeks to identify and consolidate the current brand identity of RAPS at an organisational level, which makes this aspect of the model an important reference point in gaining further insights on identifying and effectively consolidating a brand's identity within the private security industry in South Africa.

The brand as a person emphasises the personality of the brand such as being perceived as trustworthy, active, youthful or casual. The emphasis on personality is another crucial aspect in creating a more meaningful brand (Manai & Holmlund, 2015). This is an aspect of brand identity which brands within the private security industry in South Africa have yet to fully embrace (Diphorn, 2015). This will be essential in articulating the personality aspects of RAPS and to animate the brand of RAPS with a personality of its own in the consolidation of its brand identity to help them make deeper connections with their stakeholders (Aaker & Joachimsthaler, 2012).

The brand as a product emphasises the scope of a brand's product or service in relation to its attributes, quality, value and applicable use for specific users with link to specific regions (Aaker & Joachimsthaler, 2012). This aspect will be important in evaluating how private security companies have tailored their product and service offerings for the private security industry in South Africa.

2.4.2 Research Objective 2 - To identify the current brand identity characteristics of RAPS relevant to Kapferer's brand identity model.

2.4.2.1 Kapferer's Six Prism Brand Identity Model

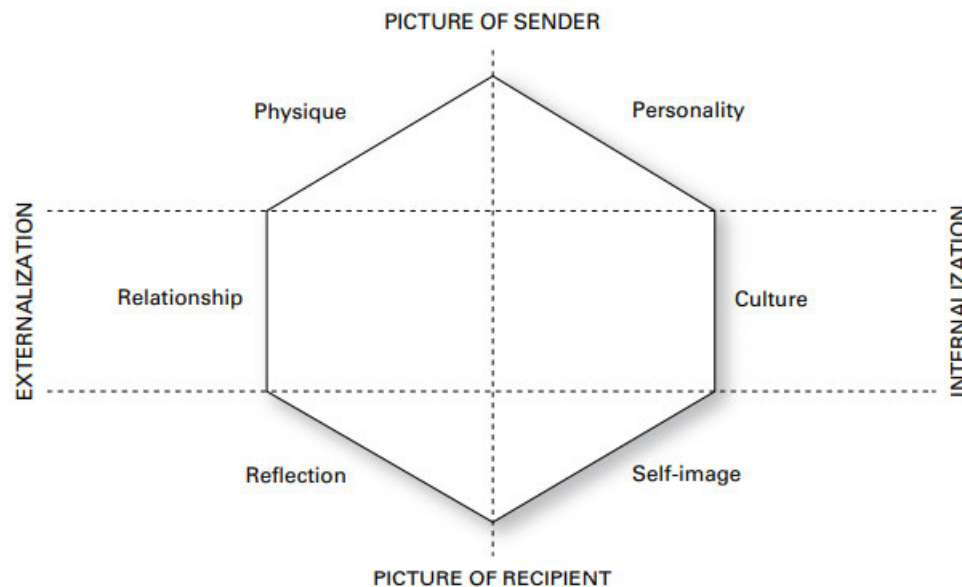


Figure 2.4.2.1 Kapferer's Brand Identity Prism (Kapferer, 2012).

Kapferer's Six Prism model is an alternative perspective on the brand identity development process of Aaker's model by encapsulating six business-wide facets; Physique, Personality, Culture, Self-Image, Reflection and Relationship (Kapferer, 2012). Moreover, Kapferer's Six Prism model will be an alternative brand identity identification and consolidation process which will aid in identifying key aspects relevant to the development of a brand identity of a security organisation within the private security industry in South Africa.

In Kapferer's prism model, the six business-wide facets are all interrelated and form the boundaries in which the identity of a brand is unrestricted in how it develops or changes (Bhattacharya & Kumar & Dutta, 2019). It is a communication theory of storytelling based on the concept that a brand's existence is predicated on its ability to communicate. The unification of various brand elements into whole systems is how a brand tells a seamless story which symbolises the brand's identity to its stakeholders (Kapferer, 2012).

RAPS as a private security company is functional and still maintains a position in the private security marketplace but they have yet to unify the various brand identity characteristics which will allow them to tell seamless stories which will signify the brand as one with a strong brand identity.

Kapferer's Six Prism model communication of the six facets of the prism model is for the purpose of building stronger brand identities which endure and embody the core values of the organisation (Kapferer, 2012).

The first facet of the Kapferer's model is physique – salience – which is the first step in Keller's brand equity model which reinforces the argument that brand identity is the foundation of developing brand equity (Kapferer, 2012; Koponen, 2016). The physique is the backbone of the brand as it speaks to the tangible benefits of the brand (Kapferer, 2012). RAPS have a wide value offering and plan to expand their service offerings even further, thus making this model an essential alternative brand identity framework in understanding the need for brand identity within the private security industry in South Africa.

Kapferer's Six Prism model links with the first aspect of Keller's brand equity model in attaining a greater understanding of the value derived from developing brand identity within an organisation.

The second facet is personality (Kapferer, 2012). This coincides with Aaker's model in emphasising the importance of personality for a brand building in its identity. This helps brands in their communication efforts such as advertising and has the benefit of allowing customers to identify with the brand (Kapferer, 2012). RAPS has yet to imbue their advertising efforts with an aspect of the brand's personality. This is seen in the brand's inconsistencies in how it communicates their branded messages.

The third facet is culture. This is the most significant aspect of brand identity as this allows brands to transcend the products and services that define them which allows the brand to connect on a deep level with their stakeholders (Kapferer, 2012; Bhattacharya & Kumar & Dutta, 2019). This relates to the ideology of the brand which is the aspect which gives customers something to believe in when they associate with the brand (Bhattacharya & Kumar & Dutta, 2019).

The fourth facet is relationship. This is relevant to how brands interact with their customers (Kapferer, 2012). RAPS is greatly a service driven brand, improvement in this facet of the brand is how they can help customers see the brand in a way that aligns with the identity of the brand. This is how brands actively influence the way customers view them from the perspective of identity (Koponen, 2016).

The fifth facet is customer reflection (Kapferer, 2012). This is when a brand imbues their offerings with the personal traits of the brands target market which makes it easier for consumers to identify with the brand's products or services (Bhattacharya & Kumar & Dutta, 2019). This is how RAPS can increase their position in the marketplace through diligently crafting offerings which relate to the target audience. In an industry such as private security, further research may uncover a greater need for this facet.

The sixth facet is self-image. This speaks to a consumer's reasons for purchase being a reflection of how they want to be seen (Kapferer, 2012). This is an aspect which has a lack of literature in the private security space internationally as studies are always seen from the perspective of fulfilling a basic need of safety. This facet has the potential to significantly differentiate RAPS as a brand in South Africa.

2.5 Evaluation of the South African Private Security Industry

South Africa is highly regarded as a title holder in private security with the largest private security sector worldwide (Diphoorn, 2015). There is great importance placed on compliance and operational measures such as legislation, economic impact and training in the private security industry in South Africa (SASSETA, 2019). The drawback is that there is less emphasis of the feelings and perceptions of people with regard to private security companies and has resulted in a lack of literature around brand building in relation to stakeholders within the South African private security industry.

This evaluation is to ultimately determine the significance a strong brand identity may have in the South African private security space.

In South Africa, private security officers greatly outnumber the police force of the country. As a result, the governance of security in urban communities in South Africa is largely influenced and shaped by private security companies (SASSETA, 2019).

Due to the massive presence of the private security industry in South Africa, security companies have been regarded with a similar importance as police in how citizens expect them to operate and, in the services, they provide (Diphoorn, 2015).

Most of the private security services provided is in middle-class communities and significantly increasing in former townships with an increase in patrolling for companies to improve the visibility of the brand (Pouliot & Adler, 2011). With an increasing trend of crime in South Africa, the demand for private security is maintained at a high level. To improve the confidence of communities' private security companies patrol areas of high crime and conduct crime analyses and intelligence to strategically place their officers (Pouliot & Adler, 2011; Diphoorn, 2015).

Such measures stem from the high saturation of the private security market and as a result competition is high. The industry has often been described as "cutthroat" by researchers (Abrahamsen & Williams, 2010). The competitive nature of the market has left every company operating within the sphere vulnerable to client influence as a collective due to the ease of access to other competitors (Diphoorn, 2015).

There is a contradictory nature of private security companies being regarded with a degree of public authority while being highly influenced by major clients due to the competitive nature of the market. I argue that attaching greater meaning to the brand of a private security company with the aim of improving brand loyalty is how a company can significantly improve its position within a competitive market such as the private security space.

Therefore, an argument can be made that developing a private security company's brand identity with South African citizens current perceptions and social opinions as a cornerstone of the brand identity development process is how a private security company can set their brand apart from the rest of its competitors.

In Private Security in South Africa there is a greater emphasis on a bottom-up perspective in which the wishes of a client as a collective are as important as the brand strategy developed by higher management (Diphoorn, 2015). There has to be a harmony between the two aspects of consumer wishes and brand strategy to make a truly successful private security brand in South Africa. This further emphasises the need for private security companies to consolidate their brand identity to project the brand's opinions and perceptions in relation to how they connect with their clients.

2.6 Literature Review Conclusion

A review of the literature has shown that there currently is no widely accepted brand identity model. This makes the process of developing a brand's identity a very subjective matter which creates the need for the study to be done in an interpretivism paradigm.

An argument has been made that brand identity is the foundation for the process of building a brand with regard to its image, strength of position and equity. The assessment of three branding models will be important in answering the research problem of the lack of clarity and definition in the current brand identity of RAPS. The correlation of the brand development methods of Aaker's, Kapferer's and Keller's brand model greatly emphasises the need for a developed brand identity which provides a meaningful purpose for the research study.

A continuation of the argument for brand identity is that the literature of private security in South Africa is almost entirely devoid of aspects of brand building. In interpreting the available literature on brand identity and integrating aspects of RAPS within the private security industry in South Africa is how this study will consolidate a personalised brand identity for the RAPS brand. Furthermore, it will have the extra benefit of providing a methodology that other security companies can make reference to.

2.7 Key Concepts

Brand Identity

Brand identity are the elements of a brand which depict brand vision, differentiators, values, the cause of the brand and the need that a brand is fulfilling (Kapferer, 2012). It enhances recognition and fuels the tangible aspects of a brand which appeal to the senses of consumers (Wheeler, 2013).

This concept will be key in understanding which brand elements need to be developed in order to answer the research problem of the underdeveloped brand identity of RAPS.

Brand Development

The process of creating and enhancing a brand through synergy between brand strategy and business strategy (Sinčić Ćorić & Jelić, 2015).

The study of developing RAPS brand identity will have elements of business and brand strategy to depict the brand identity of RAPS accurately and effectively for it to have merit in the South African private security industry.

Brand Equity

The perceived commercial social value of a brand that originates from the perception consumers have of the brand name above and beyond the products and services that brand offers (Kapferer, 2012).

The study of developing the brand identity of RAPS. Understanding the elements of what creates brand equity will be what provides the study greater direction as brand equity is the aim of any brand building initiative.

Brand Positioning

This concept adheres to the differentiating factor of a brand and how the brand's identity is perceived in the minds of consumers (Kapferer, 2012).

This efficacy of the development process of RAPS brand will be determined by how it is perceived by consumers. This concept will provide the development of the brand identity of RAPS greater direction to ensure that it is relevant to the people that the brand wants to target.

Corporate Image

Corporate image is what depicts a brand's identity including all of the brand's initiatives through visual communication, predominantly through graphic design (Urde, 2013).

This concept will be important in developing the brand identity of RAPS as the elements of the brand identity depicted will be influenced by how the company of RAPS was their image to look like.

Private Security

Private security are the services of security both armed and unarmed provided by private security firms to enhance safety of clients (SASSETA, 2020).

This concept will help identify the key aspects of the industry that RAPS operate in to ensure that the brand identity is aligned with the standards of services provided within the industry.

Chapter Three: Research Methodology

3.1 Introduction

The research methodology of this research study will consist of utilising qualitative research using an interpretivist paradigm. The research design, population, sampling, data-collection methods and data analysis methods are discussed in relation to the research objectives.

3.2 Research Paradigm

3.2.1 Interpretivism Paradigm

This research study embraces an interpretivism paradigm approach in phenomenology and symbolic interactionism (Bezuidenhout & Davis & Du Plooy-Cilliers, 2014).

The phenomenological approach is an interpretation and a study of understanding human actions from the perspective of an individual or group in how they make sense of the world (Bezuidenhout & Davis & Du Plooy-Cilliers, 2014).

This study is an interpretation of how RAPS makes sense of the private security market they operate in and the reasoning behind the actions they take in operating their brand. These decisions stem from brand identity, therefore, of major relevance to the focus of this study.

The Symbolic Interactionists approach studies the meaning system which allows humans to understand each other's actions (Bezuidenhout & Davis & Du Plooy-Cilliers, 2014). The set of values incorporated within the brand identity of RAPS and the purpose derived from the brand is the meaning system within the private security market which resonates with those interpreting the actions of RAPS as a brand.

Therefore, this study is of the meaning behind brand identity as a social action of engaging with stakeholders in a meaningful way. The concept of brand identity has essentially been described as a form of storytelling from the perspective of a brand.

This study will be about how a brand creates and communicates its story and how people interpret the story told by a brand.

The interpretivism paradigm requires an in-depth understanding of what is being researched. This study seeks to gain an in-depth understanding of brand identity and its application to RAPS with respect to the South African private security industry (Bezuidenhout & Davis & Du Plooy-Cilliers, 2014).

Researchers of the interpretivism paradigm state that people's perceptions change as their perception of the social world changes (Bezuidenhout & Davis & Du Plooy-Cilliers, 2014). A key aspect of this study is about influencing the current perception of RAPS for its stakeholders.

3.3 Research Design

3.3.1 A Qualitative Descriptive Study

The research study aims to identify and consolidate the current brand identity characteristics of RAPS through interacting with the stakeholders of RAPS. This type of qualitative study will allow stakeholders to share their opinions and viewpoints about what they believe are the current brand identity characteristics of RAPS (Bezuidenhout & Davis & Du Plooy-Cilliers, 2014).

3.3.2 Quantitative Research

The primary focus of this study will be on the subjective viewpoints of the stakeholders of RAPS. Hence, quantitative research will not be used for purposes of the study.

3.3.3 Primary Research

Interviews will be the qualitative method used to conduct the primary research of the study. The sample of participants will include managers of RAPS and low-level employees of RAPS as part of the internal stakeholders of the brand.

3.3.4 Research Design and Approach

To identify the current brand identity characteristics of RAPS from the perspective of the current stakeholders of RAPS, a qualitative research design has been adopted for the study. This research design will help the researcher identify the opinions and viewpoints of individual managers and low-level employees within the brand pertaining to the current brand identity characteristics of RAPS.

The research approach utilised in this study is a descriptive approach. This approach will allow the researcher to attain an in-depth understanding of the opinions and viewpoints of the managers and low-level employees pertaining to their individual understanding of RAPS current brand identity characteristics. Secondary research will also be utilised to gain insight into the private security industry and the brand of RAPS. This approach will allow for new insights to be attained through engagement with participants.

3.4 Population

3.4.1 Target Population

The population targeted for this research study will be the current internal stakeholders of RAPS who have been with the brand for at least one year.

3.4.2 Accessible Population

RAPS have branches nationwide but for the purposes of the research study the population targeted will be specific to the region of KZN, specifically Durban.

3.5 Sampling

3.5.1 Unit of Analysis

The unit of analysis for this research study will be any internal stakeholder of RAPS.

3.5.2 Sampling Method: Non-Probability Sampling Method

To engage with the current stakeholders of RAPS, a non-probability method was utilised. This was for the purpose of attaining responses from participants that are capable of providing the relevant information to fulfil the requirements of the research study. This research study utilises purposive sampling to engage with the participants of the study. The sample for this research study consists of seven participants.

3.5.3 Purposive Sampling

Purposive sampling involves deciding upon specific characteristics in which the chosen sample must have, and only choosing specific segments of a population which embody the specific characteristics (Bezuidenhout & Davis & Du Plooy-Cilliers, 2014). This research study is dependent on the individual viewpoints and opinions of the current stakeholders of RAPS; hence, the purposive sampling method proves effective. Face-to-face interviews were conducted with the chosen sample.

3.5.4 Sample Size

During the research process, twelve stakeholders of RAPS were contacted to take part in the research study, only seven stakeholders of RAPS participated. The participants consisted of four managerial employees and three lower-level employees of RAPS. All participants reside within KZN province, Durban, and have been a part of RAPS for greater than one year.

All responses proved to be reliable and applicable to the objectives of the research study. Seven individual in-depth, semi-structured interviews were held with each participant of the research study.

Derived from the seven participants of the study through the interviews were great insights pertaining to the current brand identity characteristics of RAPS. As a result, a holistic view of the current brand identity of RAPS was provided at the end of the research process.

3.6 Data-Collection Methods

3.6.1 Secondary Research

Secondary research will be conducted on the private security industry in South Africa. Specifically, research on brand theory and the relevant brand models for the research study. This research gathered will be from trustworthy sources and they will be used to inform the current research study. The secondary research was conducted through relevant articles, academic journals, case studies, textbooks and peer-reviewed studies.

The researched literature has been detailed in the literature review and how each aspect of research is pertinent to the research objectives of this study. Seminal authors were used to gather information relevant to the brand models and key theories pertaining to the research study.

3.6.2 Interviews

The qualitative data collection method used for the research study were in-depth, semi-structured interviews. This data collection method was used to attain an understanding of the opinions and viewpoints the stakeholders of RAPS had pertaining to their personal understanding of the current brand identity characteristics of RAPS.

The purpose of the interviews being semi-structured was to allow for a conversation with each participant arise pertaining to topics which were not part of the interview questions but still had relevance to the research study. The purpose of utilising interviews was because they allow for participants to explain their own opinions and viewpoints; and furthermore, elaborate on their answers. The potential for feedback from participants is another benefit of the data collection method.

3.7 Data Analysis Methods

The thematic analysis method was used in the research study to analyse the data collected through the in-depth interviews. This is a method of analysis for qualitative data used to generate commonalities in information in the form of themes and patterns within responses in the interviews conducted (Braun & Clarke, 2012).

The interviews were recorded and transcribed from the interview audio. The thematic analysis method was used to code the transcribe information to provide patterns and themes. Open coding was used first to segment the transcribed data into phrases and single words to provide a meaningful expression of the data pertaining to the research objective.

After open coding was used, axial coding was used. This allowed the researcher to collate the data into themes and categories. This provided greater analysis into each respondent's answers allowing the researcher to recognise connections between categories and themes between each interview transcript (Braun & Clarke, 2012).

Substantive coding was also used to provide an analysis for phrases and responses which were related to each another (Braun & Clarke, 2012). Lastly, selective coding, which is the process of identifying core concepts in data, was used for the purpose of aligning the core aspects of brand identity with the data (Braun & Clarke, 2012).

This process allowed for a focused analysis of the transcribed data which could relate to the purpose of identifying and consolidating the current brand identity characteristics of RAPS.

3.8 Storage of Research Data

All research data collected from interview participants shall be stored in a secure environment in which only the researcher will have access. Only the researcher will be allowed access to the research data, and if required the supervisor as well. For further safety and confidentiality, none of the participants names will be mentioned in the study nor released to the public in any shape or form.

3.9 Validity, Reliability and Trustworthiness

3.9.1 Trustworthiness

Trustworthiness incapsulates four different categories; confirmability, transferability, dependability and credibility (Bezuidenhout & Davis & Du Plooy-Cilliers, 2014). Due to the qualitative nature of the study, validity and reliability will not be applicable to the research design.

Due to the specificity of the research study pertaining to a single brand, findings will not be generalised towards a large population, but rather to specific phenomenon within a similar context (Bezuidenhout & Davis & Du Plooy-Cilliers, 2014).

3.9.2 Transferability

Transferability as an aspect of trustworthiness will be used for the purposes of this research study. Transferability is a concept that the research collected in this research study will have relevance to other similar studies when adapted for those purposes (Bezuidenhout & Davis & Du Plooy-Cilliers, 2014). In relation to the current research study, other South African private security brands will possibly have similar problems in relation to the clarity of the brand's identity.

3.9.3 Confirmability

Confirmability is another aspect of trustworthiness which will be used for the purposes of this study. Confirmability relates to how the research data collected in the study supports the research findings of the study. This includes how the data has been interpreted and the initial findings that result from the interpretation. In this study, should the consolidation of RAPS brand identity and the implications of it be reviewed by another a similar conclusion should be drawn (Bezuidenhout & Davis & Du Plooy-Cilliers, 2014).

3.9.4 Data Triangulation

Triangulation uses multiple approaches such as noting the key findings of the research through the compilation of the literature, and in writing out the literature review (Bezuidenhout & Davis & Du Plooy-Cilliers, 2014). Furthermore, including the utilisation of the primary data collected will allow for the main findings to be discussed concisely.

3.10 Ethical Considerations

The most important consideration needed for the research study was the ethical clearance in order to be able to conduct research with the stakeholders of RAPS (Bezuidenhout & Davis & Du Plooy-Cilliers, 2014). Ethical clearance was obtained first before the study was initially conducted.

Permission in the form of written consent was needed from every participant before interviews could be conducted with each participant. All written consent forms were received from each participant before they were interviewed (Bezuidenhout & Davis & Du Plooy-Cilliers, 2014).

For the purposes of this research study, consent has been received to use the name of the brand and the location of the branch office consulted (IIE Post Graduate Handbook, 2020).

All participants are guaranteed confidentiality indefinitely. No children were included in the research process, and no insensitive research was conducted. Consent to utilise the brand name of RAPS and any information pertaining to the brand relevant to the study has been provided (Bezuidenhout & Davis & Du Plooy-Cilliers, 2014).

None of the research results will be influenced by the researcher and no rewards or incentives will be provided to participants to encourage them to be part of the research study (Bezuidenhout & Davis & Du Plooy-Cilliers, 2014).

3.11 Anticipated Contribution

The purpose of this research study is to provide RAPS with a consolidated identity for their brand. This will be for the purpose of helping the brand align their branding and marketing with the vision of the brand purpose and objectives. This will also serve as a method for brands within the same industry with similar circumstances to be able to adopt the methods used in the research study. The benefits of the study have the potential to improve the business operations of RAPS through aligning the stakeholders of RAPS according to the true identity of the brand. This study will help RAPS refine and solidify aspects of their identity which have yet to be made clear to the stakeholders of the brand.

3.12 Limitations

The limitations include the lack of literature on branding within the South African private security industry. The limitations of the study also include a lack of access to the branches of RAPS in different cities outside of Durban. Time was also a limiting factor as there was a short period of time in which data could have been collected.

Access to employees of RAPS was another limitation of the study, hence a small number of participants were included in the study. In conducting face-to-face interviews, a limitation faced was the impact of Covid on meeting RAPS employees face-to-face and the lack of internet connection which impacted the ability for RAPS members to do interviews online.

3.13 Summary

Utilising Aaker's brand identity model and Kapferer's brand identity model, RAPS current brand identity characteristics were analysed and identified accordingly. RAPS's brand identity lacks definition and clarity, yet still has brand identity characteristics which provide a foundation for the brand as a whole.

Research into Aaker's and Kapferer's brand identity models allowed for a clear analysis of the interview responses to determine areas which need to be clarified.

The research problem is a current issue faced by the marketing department of RAPS and the employees in general due to disparities in perspectives in how the brand is viewed between low level employees and management level employees.

Primary research through interviews will be used to gain insights in relation to the disparities faced within the organisation.

Chapter Four: Presentation and Interpretation of Findings

4.1 Introduction

Through the utilisation of interviews, the participants of the study were able to provide and express their opinions and viewpoints pertaining to the current brand identity of RAPS. There were consistencies with a few core brand identity characteristics identified from the participants, yet disparities between lower level and management level employees remained with other brand identity characteristics of RAPS. A thematic analysis as explained in the previous chapter was used to analyse the interview responses from the participants.

A profile of the participants will be briefly explained and the interviews analysed. The interviewee responses which form the primary research of this study will be reviewed in order to fulfil the research objectives of this study and answer the research questions. Due to the small sample size, the qualitative data and findings won't be able to be applied to a large population. It will only serve as a point of reference for similar studies.

The interviewee responses have been displayed in tables to depict the identified brand identity characteristics of RAPS and to note any consistencies and disparities among the participants. This will be for the purpose of identifying themes and patterns within the participants responses.

4.2 Profile of Respondents

The points listed below depict the profile of the participants of the research study.

- Employee of RAPS
- Have been in the company for longer than a year
- Reside in KZN
- All ages above 20 years of age
- Male and Female
- Work in the physical RAPS Durban branch office

4.3 Primary Research fulfilling the Research Objectives

4.3.1 Objective 1 - To identify the current brand identity characteristics of RAPS relevant to Aaker's brand identity model.

Various types of questions relevant to Aaker's brand identity model were asked pertaining to the perspectives of the participants about RAPS as a brand. These responses are pertinent to the first research objective.

All of the themes derived from all interview responses have been collated into a single table to discern core themes most relevant to Aaker's brand identity model and RAPS as a brand. This will be for the purpose of consolidating the current identified brand identity characteristics of RAPS utilising the participants responses.

Themes from each individual interview analysis has been included in the table to depict the viewpoints of each participant. Within the chosen themes, the potential brand identity characteristics were chosen if at least three participants had similar responses.

RAPS Potential Brand Identity Characteristics

Interview Question Sections	Themes	Potential RAPS Brand Identity Characteristics
Brand as a Product	• Provider of tailored diverse security services • Diverse clients • Highly professional	• Provider of tailored diverse high standard security services
Brand as an Organisation	• Brand of empowerment • Brand of Ubuntu	• Brand of empowerment • Brand of Ubuntu

	• Progressive brand • Proactive • Professional • Problem solvers • Community-Centric • Brand of Trust • Open-Work Culture • Leadership brand • Disciplined Staff • Open Communicator	• Professional • Community-Centric
Brand as a Person	• Disciplined • Committed • Professional • Altruistic • Empathetic • Brand of vigilance • Diligent • Trustworthy • Caring • Respectful • Honest • Visionary • Strong spirit of teamwork • Open-minded • Trustworthy • Progressive • Leader • Competent	• Disciplined • Professional • Altruistic • Trustworthy • Visionary • Leader • Competent
Brand as a Symbol	• Brand of strength	• Brand of strength

	• Brand of vigilance • Brand of respect • Brand representing safety and security • Community-centred brand • Brand of empowerment • Strength and power • Brand of justice • Brand of stewardship • Proudly South African • Visionary • Strong Teamwork • Brand of positivity • Embodiment of being a protector	• Brand representing safety and security • Community-centred brand • Brand of empowerment • Brand of justice • Proudly South African • Embodiment of being a protector
--	--	---

Table 1: RAPS Potential Brand Identity Characteristics

4.3.1.1 Meaning of Identified Brand Identity Characteristics

RAPS as a Product

RAPS present itself as an organisation which is wholeheartedly devoted to providing high standard security services for any type of client, both private and public. Each participants responses project that this is a core characteristic of the brand and it is what drives the purpose and mission of the brand.

RAPS as an Organisation

RAPS hold true to the qualities of high standards of professionalism in their internal and external operations. Every participants response highlighted professionalism as a core quality which is consistent throughout the brand. Among multiple participants the brand is perceived as one of empowerment and one that holds true to the values of ubuntu. Ubuntu represents compassion for people (Lefa, 2015). Among the management level participants, the brand is seen as community-centric. This quality has the potential to form a greater part of the brand's identity, yet based on the responses it is not a quality that is communicated with all of the stakeholders of the brand.

RAPS as a Person

The most consistent personality traits amongst all of the responses were qualities of trustworthiness, discipline and professionalism. These form the key brand identity characteristics of the personality of RAPS. The other mentioned themes are in multiple responses and have the potential to increase the value that RAPS can provide the stakeholders of brand.

RAPS as a Symbol

The main brand identity characteristics which were mentioned in all the participants responses were the brand being a protector and a proudly South African brand. RAPS present itself as a proud protector of South African citizens and this connects to the other brand identity characteristics highlighted above of Ubuntu and community. The brand embodies values of empowerment and justice through providing safety and security with rigid structure of compliance and rules. Thus, such as the brand's colours, truly view their purpose of providing security in black and white.

4.3.2 Objective 3 - To consolidate the current brand identity characteristics of RAPS.

Aaker

Utilising Aaker's brand identity model as a point of reference, the current brand identity characteristics which have been identified through the analysis of the participants interviews have been consolidated.

Utilising the potential brand identity characteristics of RAPS identified through the analysis of interviews, a consolidated brand identity for RAPS has been developed.

4.3.2.1 Brand Identity Planning Model for RAPS			
Brand as a Product	Brand as an Organisation	Brand as a Person	Brand as a Symbol
<u>Product Scope:</u> Private Security Services in Aviation, private guarding and VIP guarding. <u>Product Attributes:</u> Diverse, customer-centric, tailored. <u>Quality/Value:</u> Professionally trained security services, effective	<u>Organisation Attributes:</u> Brand of empowerment, customer-centric, trustworthy, embody values of Ubuntu – Compassion for the fellowman. Community-Centric	<u>Personality:</u> Disciplined Professional Altruistic Visionary Leader Competent <u>Customer/Brand Relationships:</u> Open Communication, Mutual Trust	<u>Visual Image and metaphors:</u> Embodiment of a protector, justice, strength <u>Brand Heritage:</u> Proudly South African, Brand of empowerment

protection and added safety <u>Uses:</u> The protection of people and assets <u>Users:</u> Any individuals or entities which require security personnel or measures. <u>Country of Origin:</u> South African			
---	--	--	--

Table 2: Brand Identity Planning Model for RAPS

4.3.2.2 Conclusion

These themes were derived from the responses yet not all were consistent throughout every participant. The most consistent themes project RAPS as a brand wholeheartedly focused on providing high standard security services for any client.

A review of the proposed brand identity of RAPS has shown it to be a brand that is trustworthy, and one that has the potential to grow as a symbol of empowerment and justice within the South African private security industry.

4.3.2 Objective 2 - To identify the current brand identity characteristics of RAPS relevant to Kapferer's brand identity model.

Kapferer

Various types of questions relevant to Kapferer's brand identity model were asked pertaining to the perspectives of the participants about RAPS as a brand. These responses are pertinent to the second research objective.

All of the themes derived from all interview responses have been collated into a single table to discern core themes most relevant to Kapferer's brand identity model. This will be for the purpose of consolidating the current identified brand identity characteristics of RAPS utilising the participants responses.

RAPS Potential Brand Identity Characteristics

Interview Question Sections	Themes	Potential RAPS Brand Identity Characteristics
Brand Physique	• Black and White Colours • Strong Security Presence (Security Guards) • Eagle Logo	• Black and White Colours • Eagle Logo • RAPS Security Guards
Brand Personality	• Disciplined • Committed • Professional • Altruistic • Empathetic	• Disciplined • Professional • Altruistic • Trustworthy • Visionary

	• Brand of vigilance • Diligent • Trustworthy • Caring • Respectful • Honest • Visionary • Strong spirit of teamwork • Open-minded • Trustworthy • Progressive • Leader • Competent	• Leader • Competent
Brand Relationship	• Open Communication • Transparency • Mutual Growth	• Open Communication • Transparency
Brand Culture	• Customer-Oriented • Open work culture • Focus on Employee Growth • Brand of Empowerment	• Customer-Oriented • Open work culture • Focus on Employee Growth • Brand of Empowerment

Brand Reflection	Any clients both private and public	Any clients both private and public that care about security.
Brand Self-Image	- Secure and safe - Diligent - Proactive - Cautious - Vigilant	- Proactive - Diligent - Cautious

Table 3: RAPS Potential Brand Identity Characteristics

4.3.2.1 Meaning of Identified Brand Identity Characteristics

RAPS Brand Physique

Utilising the responses from the participants, the main identity characteristics of RAPS which form the salience of the brand were identified. The brand physique includes the black and white design colours of the brand, the eagle logo and the security guards of the organisation.

RAPS Brand Personality

The most consistent personality traits amongst all of the responses were qualities of trustworthiness, discipline and professionalism. These form the key brand identity characteristics of the personality of RAPS. The other mentioned themes are in multiple responses and have the potential to increase the value that RAPS can provide the stakeholders of brand.

This characteristic is shared with Aaker's brand identity model; hence the responses will be the same for both research objectives.

RAPS Brand Relationship

From the participants perspective RAPS is perceived as a brand that intrinsically makes it a part of its practice to have an open, transparent relationship with clients. The brand ensures that there is open communication between the client to ensure the brand tends to every client's needs.

RAPS Brand Culture

The brand culture of RAPS from the participants responses is depicted as customer-focused with an open work culture which is centred on growth and empowerment.

The brand culture shares traits of the brand's personality of competency and visionary. The brand is growth focused and the internal culture of the brand reflects that.

RAPS Brand Reflection

From the responses, RAPS work with both private and public clients and the only criteria needed for a client is that the client be in need of security services. This means that RAPS won't have to focus on a specific niche in light of the brand's identity.

Instead, RAPS will have to reach out to individuals or entities that would require security services in the future and have shown an interest in prioritising security of themselves or their assets for the future.

RAPS Brand Self-Image

The brand prioritises safety and security above all else. From the responses of the participants the clients that work with RAPS are people that value their safety and prioritise security. This means that the people who work with RAPS see themselves as people who value themselves and their assets. This means they are proactive and cautious. This will influence the way RAPS as a brand present themselves to their intended audience.

4.3.3 Objective 3 - To consolidate the current brand identity characteristics of RAPS.

4.3.3.1 Kapferer's Brand Identity Prism Model – For RAPS

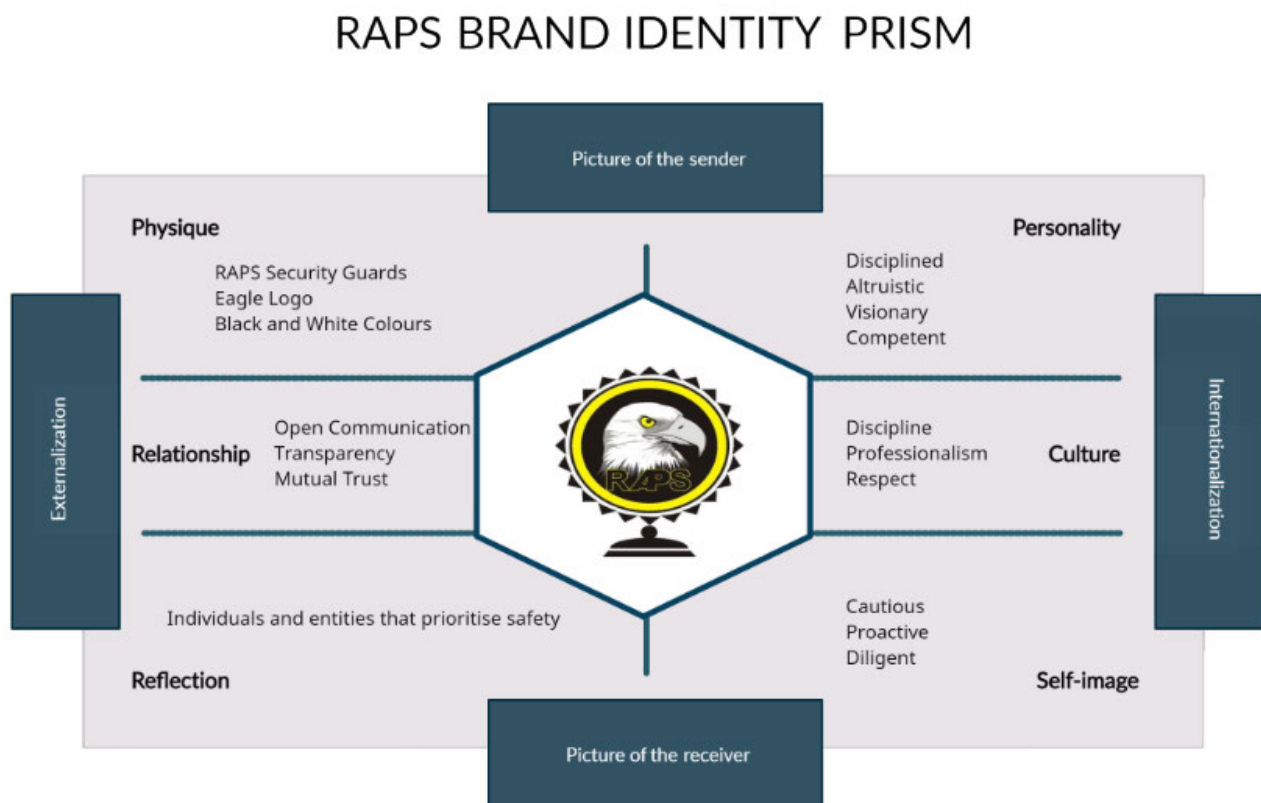


Figure 4.3.3.1: Kapferer's Brand Identity Prism Model – For RAPS
Reshebile Logo (Reshebile, 2020).

4.4 Conclusion

The themes derived from the participants responses provided a wholesome depiction of the current brand identity of RAPS and also outlined discrepancies on how the stakeholders as a collective perceive RAPS as a brand.

With this consolidation, RAPS as a brand have the potential to better understand their customers and the internal culture the brand has fostered in its operation. This will result in greater chances of positioning in the private security market.

Aaker's brand identity planning model has allowed for a wholesome consolidation of various brand identity characteristics which relate to the brand as a business. Kapferer's brand identity model has provided an effective framework which depicts how internal and external stakeholders align with the identity of the brand. Both models have provided a means for RAPS to understand the brand as an organisation and through its stakeholders.

Chapter Five: Conclusion and Recommendations

5.1 Introduction

Through utilising the theory research in the literature review a framework for consolidating the current brand identity elements of RAPS was made available. Interviews were then analysed utilising a thematic analysis to provide the brand identity characteristics needed for the consolidation. From the perspective of each research objective, conclusions and recommendations have been made.

5.2 Findings in Relation to Literature

Within the literature review it was assessed that brand identity was a foundational element in building a brand. Keller's brand equity model was used as a point of reference onto which Aaker's and Kapferer's brand identity models were reviewed in detail. The findings of the study were pertinent to the literature for the discussion of the study's importance and providing an effective means of identifying key brand identity characteristics for the consolidation of the current brand identity characteristics of RAPS.

An analysis of the interviews conducted, utilising Aaker's and Kapferer's models allowed the researcher to identify the key current brand identity characteristics of RAPS, thus, fulfilling the first and second research objective.

5.3 Findings in Relation to Primary Research

The most important findings that were discovered from the research study were that the stakeholders of RAPS have a comprehensive understanding of the services they offer and the high standards required of them due to the work culture of the organisation.

This has allowed the organisation to provide quality security services since the inception of the brand as this was a key aspect of the identity that all stakeholders fully understood.

There were discrepancies that were discovered during the study in relation to the brand as an organisation, person and culture. These are core aspects of the brand which RAPS has yet to fully align with all stakeholders and as a result the brand's marketing and branding initiatives have yet to fully develop and fully depict every major aspect of the brand to its target audience.

5.3.1 Disparities between Management and Low-level Employees

The themes generated from the responses of four RAPS managerial stakeholders and three low-level stakeholders were included in a table to discern any discrepancies. The table incorporates brand identity characteristics from both Aaker's brand identity planning model and Kapferer's brand identity prism.

Brand Identity Characteristics	(4) Management	(3) Low-Level Employees
Brand as an Organisation	• Brand of Empowerment • Brand of Ubuntu	• Problem Solvers • Professional
Brand as a Person	• Altruistic • Empathetic • Visionary • Positive	• Respectful • Open-minded • Diligent
Brand Culture	• Customer-Oriented • Disciplined Work Culture • High levels of teamwork	• Open Work Culture • Brand of Leadership • Brand of Stewardship

Table 4: Disparities between Management and Low-level Employees

What this means:

Within the organisational brand identity characteristics of RAPS. The brand is seen as a one that seeks to empower both internal staff and the communities that the brand

engages with. This perspective of the brand only resonates with the management level staff members of the organisation.

A review of the data shows that management level staff members have a full awareness of the altruistic acts of empowerment that the brand engages in such as with community engagement, sponsorships and business empowerment initiatives for black-owned security businesses.

“We always play a very significant role apart from security work. We also contribute to our society, helping those who can’t help themselves. We also create small bursaries for staff and for those outside of Reshebile. In our view we want Reshebile to be remembered as a caring company”.

In comparison to that viewpoint, the lower-level employees only have an overview of the day-to-day operations of the business, which means they don’t get exposed to the entirety of the organisation’s operations beyond their work stations. As a result, they only see the brand as one that upholds professionalism, and one that focuses on providing high standards worth of value for clients to solve any security problems they may have.

These discrepancies show that the lower-level employees lack the information they need to see the altruistic acts of the organisation. As a result, the employees may not have the necessary information to share this aspect of the brand with prospective clients who care to work with brands that have such initiatives. They also don’t have the opportunity to participate in these activities themselves and as a result, not all low-level employees get to embody the full spirit of the identity of the brand. This may lead to problems with how low-level employees engage with communities that they have to operate in causing misalignment with the true purpose of RAPS as a brand.

There are also major discrepancies within how management perceive the internal culture of RAPS in comparison to how the low-level employees perceive the internal culture of the brand. The major area of concern is the employees viewing the brand as one that inspires leadership through its own leaders while the management who fulfil these roles mentioned nothing relating to it. This may cause problems in the future because it may represent the management level staff members not recognising the influence they have on their subordinates. This can cause issues of misalignment if lower-level staff members emulate leaders who don’t fully recognise the position they

are in. Further scrutiny on how the management engage with their subordinates will be required to discern how this can potentially be resolved.

5.4 Recommendations

Greater avenues of communication will be needed to ensure clarification and alignment with these areas of discrepancies. Organisation wide meetings can be held to resolve this by effectively communicating the true identity elements they want the stakeholders of the brand to embody.

Monthly newsletters can be developed to encourage more stakeholders to inform themselves about the brand and every important aspect of the brand that influences how it is perceived and how it operates.

A structured workshop approach to informing internal bodies of all characteristics that make up the brand identity, this will be reinforced with a further quarterly follow ups and customer surveys to consistently align the business with their customer-centric approach.

RAPS as a brand will have to inform all management staff to brief the low-level employees that work directly under them about the brand identity characteristics to ensure that any misconceptions about the brand don't remain. This will serve to solidify the relationship between management and their subordinates and this will work to solve the issues of miscommunication.

A model of the brand's identity can potentially be distributed to all of the stakeholders of RAPS to ensure that all staff member have access to a succinct and accurate depiction of the brand's identity. This will serve to improve how employees interact with the brand and other important stakeholders of the brand.

5.5 Potential for Further Research

Due to the small sample size for this qualitative study, the findings can't be fully related to a larger population. The methodology and literature acquired for this study will have relevance to other potential studies regarding branding in the private security industry.

To develop an all-encompassing brand identity of RAPS, a larger sample size which incorporates the brand's stakeholders will be needed. This will have the potential to provide more clearer identity characteristics and more possible discrepancies within the organisation in how it is perceived.

A deeper research study focusing specifically on the marketing department of RAPS would benefit this current study greatly. The potential to discover how the brand has been marketed to its customers and how the discrepancies that currently exist have inhibited the brand's marketing department from performing at its best.

5.6 Conclusion

The literature and primary research align to identify and provide a framework for the consolidation of the current brand identity characteristics of RAPS. In order for RAPS to be able to fully align all of the major brand identity characteristics with all of the stakeholders of the brand they will need to resolve the disparities that have developed with the internal stakeholders of the brand.

Resolving these issues and fully consolidating the current RAPS brand identity characteristics, RAPS will be able to relate better with its target audience through its marketing message and potential marketing campaigns in the future.

The current brand identity characteristics of RAPS have been consolidated and depicted utilising the brand identity models which were researched in the literature review. This will help RAPS provide a basis for its marketing initiatives and potentially help its stakeholders understand the brand better, allowing a shift in how the internal stakeholders operate and communicate the message of RAPS to prospective clients.

Reference List

Aaker, D.A. and Joachimsthaler, E. 2012. *Brand leadership*. Simon and Schuster.

[eBook]. Available on Google Scholar at:

https://books.google.co.za/books?hl=en&lr=&id=Jha-ykJWgDUC&oi=fnd&pg=PT9&dq=Aaker,+D.A.+and+Joachimsthaler,+E.,+2012.+Brand+leadership.+Simon+and+Schuster.&ots=yETAL_i7VV&sig=eKY8lyMxKSsXmYXvPFL2m3LPguM&redir_esc=y#v=onepage&q&f=false [Accessed 26 June 2020].

Abrahamsen, R. and Williams, M.C. 2010. *Security beyond the state: Private security in international politics*. Cambridge University Press. [eBook]. Available on Google Scholar at:

https://books.google.co.za/books?hl=en&lr=&id=ESg0mLCMJ5wC&oi=fnd&pg=PR5&dq=Security+beyond+the+state:+Private+security+in+international+politics&ots=PyA9Eq09td&sig=1dyWGYan-Z49op9MFMGLqR-ebzw&redir_esc=y#v=onepage&q=Security%20beyond%20the%20state%3A%20Private%20security%20in%20international%20politics&f=false [Accessed 28 June 2020].

Bezuidenhout, R.-M., Davis, C. and Du Plooy-Cilliers, F. 2014. *Research Matters*.

Claremont: Juta and Company [Pty] Ltd. [eBook]. Available on EBSCOhost at:

<http://search.ebscohost.com.ezproxy.iielearn.ac.za/login.aspx?direct=true&db=nlebk&AN=746917&site=ehost-live> [Accessed 27 June 2020].

Bhattacharya, S., Kumar, R.V. and Dutta, A. 2019. Exploring Kapferer's Brand Identity Prism Applicability in Indian Political Marketing Aspect With Special Focus to Youth Voters. In *Brand Culture and Identity: Concepts, Methodologies, Tools, and Applications*, 288-303. [Online]. DOI: 10.4018/978-1-5225-7116-2 [Accessed 27 June 2020].

Braun, V. and Clarke, V. 2012. Thematic analysis. In: Cooper, H., Camic, P. M., Long, D. L., Panter, A. T., Rindskopf, D. and Sher, K. J. eds. 2012. *APA handbook of research methods in psychology, Vol. 2: Research designs: Quantitative, qualitative, neuropsychological, and biological*. Washington, DC: American Psychological Association: 57-71.

Cant, M. C. and Van Heerden, N. 2018. *Marketing Management: A South African Perspective*. Cape Town, South Africa: Juta and Company [Pty] Ltd. [eBook].

Available on EBSCOhost at:

<http://search.ebscohost.com.ezproxy.iielearn.ac.za/login.aspx?direct=true&db=nlebk&AN=1717689&site=ehost-live> [Accessed 26 June 2020].

[Christodoulides, G.](#), [Cadogan, J.W.](#) and [Veloutsou, C.](#) 2015. Consumer-based brand equity measurement: lessons learned from an international study, *International Marketing Review*, 32(3/4): 307-328. [Online]. DOI: [10.1108/IMR-10-2013-0242](https://doi.org/10.1108/IMR-10-2013-0242) [Accessed 23 June 2020].

Cook, G. 2010. How healthy is your brand?. *Brands & Branding Intelligence*, 12–14.

[Online]. Available at:

<http://search.ebscohost.com.ezproxy.iielearn.ac.za/login.aspx?direct=true&db=bsu&AN=63226380&site=ehost-live> [Accessed 24 June 2020].

Creswell, J.W., Ebersöhn, L., Eloff, I., Ferreira, R., Ivankova, N.V., Jansen, J.D., Nieuwenhuis, J., Pietersen, J. and Plano Clerk, V.L. 2020. *FIRST STEPS IN RESEARCH*. 3rd Edition. Pretoria: Van Schaik Publishers.

Diphooorn, T.G., 2015. *Twilight policing: Private security and violence in urban South Africa*. University of California Press. [eBook]. Available on Google Scholar at:

<https://books.google.co.za/books?hl=en&lr=&id=8NyDDwAAQBAJ&oi=fnd&pg=PR9&dq=Twilight+policing:+Private+security+and+violence+in+urban+South+Africa&ots>

[=YeO04l6Sbz&sig=eOrbK22qDFZ8_3CM3uwGLO1pLL0&redir_esc=y#v=onepage&q=Twilight%20policing%3A%20Private%20security%20and%20violence%20in%20urban%20South%20Africa&f=false](https://www.researchgate.net/publication/3440416Sbz&sig=eOrbK22qDFZ8_3CM3uwGLO1pLL0&redir_esc=y#v=onepage&q=Twilight%20policing%3A%20Private%20security%20and%20violence%20in%20urban%20South%20Africa&f=false) [Accessed 28 June 2020].

Elikan, D. A. and Pigneur, Y. 2019. A Visual Inquiry Tool for Brand Identity. *Proceedings of the 52nd Hawaii International Conference on System Sciences*, [Online]. DOI: 10.24251/HICSS.2019.070 [Accessed 20 June 2020].

Gilani, H. 2019. Corporate brand identity and employee brand citizenship behaviour: A conceptual framework. *The Marketing Review*, [Online]. DOI: 10.1362/146934719X15633618140783 [Accessed 25 June 2020].

IIE Post Graduate Handbook. 2020. The Independent Institute of Education (Pty) Ltd:18-19.

Kapferer, J.N. (2012) *The New Strategic Brand Management: Advanced Insights and Strategic Thinking*. London: Kogan Page. [eBook]. Available on EBSCOhost at: <http://search.ebscohost.com.ezproxy.iielearn.ac.za/login.aspx?direct=true&db=nlebk&AN=429882&site=ehost-live> [Accessed 24 June 2020].

Kochoska, M. and Kocheva, A. B. 2015. The Importance of Brand Identity and Its Positioning. *Proceedings of the International May Conference on Strategic Management*, 505–512. [Online]. Available at: <http://search.ebscohost.com.ezproxy.iielearn.ac.za/login.aspx?direct=true&db=bsu&AN=108617617&site=ehost-live> [Accessed 19 July 2020].

Koponen, P. 2016. Identifying the Brand Case: Helsinki Comics Festival. Bachelor's Thesis. JAMK University of Applied Sciences.

Korstjens, I. & Moser, A. 2018. Series: Practical guidance to qualitative research. Part 4: Trustworthiness and publishing. *European Journal of General Practice*, 24(1): 120-124. [Online]. DOI: 10.1080/13814788.2017.1375092 [Accessed 26 July 2020].

Kuhn, K.A.L., Alpert, F. and Pope, N.K.L. 2010. An application of Keller's Brand Equity Model in a B2B context. *FD Riley, Brand Management*, 221-244. [Online]. Available at:

https://d1wqtxts1xzle7.cloudfront.net/46773891/An_application_of_Kellers_brand_equity_20160624-7506-1m0kjr.pdf?1466832909=&response-content-disposition=inline%3B+filename%3DAn_application_of_Kellers_brand_equity_m.pdf&Expires=1593597361&Signature=GnY6vyjGoEvL52TFblctZBmk-xpWNJOyMtYUEBJv1uL5GdZZYdoKXFHDCICt7vKIMBRhsKeT9HmN7Ne9jryCb06b~CtgEDKGrOHd2BMOFPFyqN~NtfbxcdQtcZaUVhK91Rr24wIIA0DtutqGVc91EyyHpYvMkeOD4ctzZR-YkhEbeL5qojOlnPXzqbPmcccdK5nZSB5TB8AqH5f4dvAOqOUO1n2glWHA8uozZ2l9MBTVuQdAY0xm~3xHs3Phy2KeKYtQ7jQwovyyyJR64uqngBIL0EzzmEzHyGuLZzuukMfDs~Tk32mEoiyX0TOiMj1KrlHYqHQtcVbNgg5-OlvIUka_&Key-Pair-Id=APKAJLOHF5GGSLRBV4ZA [Accessed 29 June 2020].

Lefa, B. 2015. The African Philosophy of Ubuntu in South African Education. *Studies in Philosophy and Education*, (1): 15. [Online]. Available at: https://www.researchgate.net/publication/274374017_The_African_Philosophy_of_Ubuntu_in_South_African_Education#:~:text=5%20%7C%20P%20a%20g%20e-Introduction,then%20to%20be%20aware%20of [Accessed 21 August 2020].

Manai, A. and Holmlund, M. 2015. Self-marketing brand skills for business students. *Marketing Intelligence & Planning*, 33(5) 749-762. [Online]. DOI: 10.1108/MIP-09-2013-0141 [Accessed 24 June 2020].

Pouliot, V. and Adler, E. 2011. *International Practices*. Cambridge: Cambridge University Press. [eBook]. Available on EBSCOhost at:

<http://search.ebscohost.com.ezproxy.iielearn.ac.za/login.aspx?direct=true&db=e000xww&AN=408822&site=ehost-live> [Accessed 15 June 2020].

Reshebile. 2020. *About Us*, 1 August 2020. [Online]. Available at: <http://www.reshebile.co.za/> [Accessed 22 June 2020].

SASSETA. 2020. *SASSETA FINAL Report Private security and Legal services Subsector Economic Contribution*, 22 March 2019. [Online]. Available at: https://www.sasseta.org.za/wpfd_file/sasseta-final-report-private-security-and-legal-services-subsector-economic-contribution/ [Accessed 20 June 2020].

Sinčić Ćorić, D. and Jelić, D. 2015. Applicability of Keller's brand equity model in the B2B chemical market. *Economic Research-Ekonomska Istrazivanja*, 28(1): 1006–1017. [Online]. DOI: 10.1080/1331677X.2015.1100841 [Accessed 26 June 2020].

Stoimenova, B. 2017. *Visual Brand Identity Design*. University of National and World Economy, [Online]. Available at https://www.researchgate.net/publication/323884367_Visual_Brand_Identity_Design [Accessed 21 June 2020].

Urde, M. 2013. The corporate brand identity matrix. *Journal of Brand Management*, 20(9): 742–761. [Online]. DOI: 10.1057/bm.2013.12 [Accessed 21 June 2020].

Wheeler, A., 2017. *Designing brand identity: an essential guide for the whole branding team*. John Wiley & Sons. [eBook]. Available on Google Scholar at: https://books.google.co.za/books?hl=en&lr=&id=PVAzDwAAQBAJ&oi=fnd&pg=PP2&dq=Designing+Brand+Identity+&ots=ZqUJUCfba0&sig=MLvXOI2VT_wde4K61Ucal-NcQcl&redir_esc=y#v=onepage&q=Designing%20Brand%20Identity&f=false [Accessed 22 June 2020].

Appendices

- Appendix A - Ethical Clearance
- Appendix B - Concept Document Table
- Appendix C - Gatekeepers letter
- Appendix D - Consent Forms
- Appendix E - Interview Questions

Appendix A - Ethical Clearance



31 August 2020

Student name: Thubelihle Langa Mazibuko

Student number: [REDACTED]

Campus: Vega College Durban

Re: Approval of BA Honours Strategic Brand Communication Proposal and Ethics Clearance

HONOURS ETHICAL CLEARANCE LETTER

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

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

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

We wish you all the best with your research!

GENERAL CONDITIONS TO BE FULFILLED IN RELATION TO RESEARCH

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

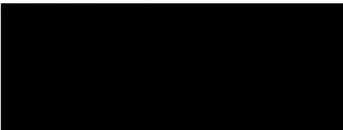
Please note: The panel has not considered the merits, accuracy or ethical soundness of the research. The only merits examined are the use of The IIE as a sample.

Permission is granted subject to the following conditions:

1. The researcher(s) will need to obtain informed consent in writing from all of the participants in his/ her sample if the study is not anonymous.
2. The researcher(s) may only use the data collected for research purposes and in no other way.
3. Photographs of human subjects may only be taken if relevant to the research, informed consent was obtained, and even with informed consent, the photographs may not be published on any online platforms.
4. The researcher is responsible for supplying and utilising his/her own research resources, such as stationery, photocopies, transport, faxes and telephones and should not depend on the goodwill of the institutions and/or the offices visited for supplying such resources.
5. No names or identifying information of participants may be used within the research and the research must be voluntary.
6. Please make it clear that the information will not be used punitively in any way and participants may in no way be counselled/advised based on this.



Supervisor: Simon Grainger
(07/09/2020)



Campus Postgraduate Coordinator (CPC): Carolanda du Toit
(07/09/2020)

Appendix B - Concept Document Table

<u>Research Purpose</u>	<u>Primary Research Question</u>	<u>Research Rationale</u>	<u>Seminal Authors/Sources</u>	<u>Literature Review – Framework</u>	<u>Paradigm and Research Approach</u>	<u>Population</u>	<u>Data Collection Methods</u>	<u>Ethics</u>	<u>Anticipated Findings</u>
To identify and consolidate the current brand identity characteristics of RAPS.	What are the current brand identity characteristics of RAPS?	RAPS seek to capitalise on a growing market by building their brand. The consolidation of a brand identity is the foundation of any brand building strategy and will be vital for RAPS on the goal of attaining a greater market share.	David Aaker’s Brand Identity Planning Model Jean-Noël Kapferer Brand Identity Prism Private Security Industry Regulatory Authority (PSIRA)	Theme 1: Brand Identity Theory. Theme 2: Brand Identity models. Theme 3: An Evaluation of the Private Security Industry	Paradigm: Interpretivism Research Approach: Qualitative Epistemology: Perspectives and Common Sense Methodology: All Findings are Subjective	Current RAPS internal Stakeholders.	In-Depth Interviews Historical Research	Informed Consent from participants Full confidentiality Complete Anonymity Practical Value	RAPS will have an identity centred on security services of the highest standards. They will be customer-centred and a brand of strength.
<u>Research Problem</u>	<u>Research Objective</u>	<u>Key Concepts</u>	<u>Key Theories</u>						
The lack of clarity and definition in the current brand identity of RAPS.	To consolidate the current brand identity of RAPS.	Brand Identity Private Security Corporate Image Brand Equity	Aaker’s Brand Identity Planning Model. Kapferer’s Brand Identity Prism Model.			Non-probability: Purposive Sampling. 7 RAPS Stakeholders. 4 Management and 3 Low-Level Staff	Data Analysis Methods: Thematic Analysis	Lack of access to other RAPS branches outside of Durban. Lack of access and time to more RAPS stakeholders for the research study.	To contribute to the gap in research of branding within SA’s private security space. To provide RAPS with a consolidated brand identity to help align their brand with their stakeholders.
<u>Research Problem</u>	<u>Research Objective</u>	<u>Data Analysis Methods</u>	<u>Limitations</u>	<u>Anticipated Contribution</u>					
The lack of clarity and definition in the current brand identity of RAPS.	To contribute to the gap in research of branding within SA’s private security space. To provide RAPS with a consolidated brand identity to help align their brand with their stakeholders.								

Appendix C – Gatekeepers Letter



Dear Recipient

I am writing to ask your permission to conduct research at your company Reshebile Aviation and Protection Services.

My name is Thubelihle Langa Mazibuko, a BA honours in Strategic Brand Communication student at Vega College a brand of the Independent Institute of Education (IIE). The research I wish to conduct for my Honours Project titled A Brand Building Initiative: The Development of the Corporate Brand Identity of RAPS within the Private Security Industry in South Africa.

The aim of this study is to evaluate and develop a brand identity for RAPS. The project consists of evaluating the current brand identity elements of RAPS and articulating a brand identity using brand identity models. The nature of your firm's participation will be answering interview questions about RAPS as a brand. It will involve management and low-level staff during the period of 20-minute interview intervals per participant at the RAPS business premises and online video sessions.

Strict measures will be taken to ensure complete confidentiality and anonymity of participants and the information that is volunteered. The data collected will only be strictly be utilised in developing a brand identity for RAPS in a research study.

Yours sincerely

Student: Thubelihle Langa Mazibuko _____

Supervisor: Simon Grainger _____

My contact details are as follows:

Thubelihle Langa Mazibuko

The contact details of my supervisor:

Simon Grainger



Gatekeepers Approval

Consent form to conduct research at my company	
I,	
Representative of	
My capacity:	
Give my permission thatmay conduct research at my company. This research has been explained to me and I understand what participation in this research will involve. I reserve the right to withdraw this permission at any time. I also understand that research reports are available in the library and IIE Repository unless I indicate below that I would not	
Select below:	
• I request that my company's identity be kept confidential. • My company can be identified in the study • The study may never be available on the repository. • The study may be made available on the repository. • The study may be made available on the repository after months.	
Signature	Date

Appendix D – Consent Form



CONSENT FORM

Explanatory information sheet and consent form for participants
To whom it may concern, My name is Thubelihle Langa Mazibuko and I am a student at Vega College Durban. I am currently conducting research under the supervision of Simon Grainger about the development of the brand identity of a South African private security firm named Reshebile Aviation and Protection Services. I hope that this research will enhance our understanding of the result of a brand building initiative within the South African private security industry for a South African private security firm. 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 (insert reason). If you decide to participate in this research, I would like to (explain exactly what participation will involve). 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 (insert what you are examining). If you find at any stage that you are not comfortable with the line of questioning, you may withdraw or refrain from participating.
Do I have to participate in the study?
• Your inclusion in this study is completely voluntary; • If you do not wish to participate in this study, you have every right not to do so; • Even if you agree to participate in this study, you may withdraw at any time without having to provide an explanation for your decision.
Will my identity be protected?

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

Thubelihle Langa Mazibuko

[REDACTED]

The contact details of my supervisor are as follows:

Simon Grainger

[REDACTED]

Consent form for participants

I, _____, agree to participate in the research conducted by Thubelihle Langa Mazibuko about the development of the brand identity of Reshebile Aviation and Protection Services.

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

- I agree to be interviewed for this research.
- My confidentiality will be ensured. My name and personal details will be kept private.
- 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.
- I may choose not to answer any of the questions that are asked during the research interview.
- I may be quoted directly when the research is published, but my identity will be protected.

Signature	Date

CONSENT FORM FOR AUDIO OR VIDEO RECORDING

Consent form for participants	
I, _____, agree to allow Thubelihle Langa Mazibuko to audio record my interviews as part of the research about the development of the brand identity of Reshebile Aviation and Protection Services. This research has been explained to me and I understand what participation in this research will involve. I understand that: • My confidentiality will be ensured. My name and personal details will be kept private. • The recordings will be stored in a password-protected file on the researcher's computer. • 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

Appendix E - Interview Questions

Research Interview Schedule

Opening

- A. **(Establish Rapport)** [Introduction] My name is Thubelihle Mazibuko, I am an honours student at Vega College. Mr Mazibuko thought it would be a good idea to interview you, so I can get better informed about RAPS as a brand.
- B. **(Purpose)** I would like to ask some questions about RAPS background, vision, clients and overall message in order to learn more about the identity of the company.
- C. **(Motivation)** I hope to use this information to develop a brand identity framework for RAPS to help the company in its branding initiatives.
- D. **(Timeline)** The interview should take about 25 minutes. Will you be available to respond to some questions during this time?

Transition: Let me start by asking you about the product and service offering of Reshebile as you know it.

Body

- A. (Topic) **Products and Services of RAPS** [Brand as a Product]
 - 1. From your own understanding, what products and services does RAPS offer to their customers?
 - 2. What do you believe is the value that RAPS customers receive from the products and services that RAPS provides?

3. What type of customers does RAPS seek to provide these products and services to?
4. How was RAPS founded?

Transition: The next few questions will be about RAPS as an organisation.

B. (Topic) RAPS as an Organisation

1. What do you believe are RAPS best qualities as an organisation?
(Trustworthiness, professionalism, customer concern etc.)
2. How has Reshebile as a company grown in the past few years?
3. How is RAPS as a brand seen within the communities they operate in?
4. What has feedback from clients about the working with RAPS been like in the past?

Transition: The next few questions will now be about the personality of RAPS as a brand.

C. (Topic) Personality of RAPS as a brand

1. What type of personality do you believe RAPS has?
2. What are the internal values of RAPS work culture?
3. What type of relationship do you believe RAPS has with its customers?
4. What type of relationship would you like RAPS to have with its customers in the future?

Transition: The next few questions will be about the symbology of RAPS.

D. (Topic) Symbology of RAPS

1. What are the traditions that make up RAPS as a brand?
2. What does the image of the eagle on the brand logo stand for?
3. What is the message you would like people to know behind the name Reshebile?
4. Why was the organisation named Reshebile?

Transition: Moving on to the brands that RAPS work with.

E. (Topic) Credibility of RAPS

1. What major brands is RAPS currently working with?
2. What major brands has RAPS worked with in the past?

Transition: The final few questions will be about the value that RAPS gives its customers.

F. (Topic) Value Proposition of RAPS

1. What do you believe are the emotional benefits of RAPS products and services offered to customers?
2. What are the real-life benefits of RAPS products and services?

Transition: It has been a pleasure learning more about RAPS as a brand. Allow me to summarize the information that was recorded in this interview.

Closing

(Summary) RAPS is a brand that provides security services in _____ As an organisation RAPS is _____ and RAPS as a symbol can be represented as _____

(Maintain Rapport) I appreciate you taking the time to participate in this interview. Is there anything else about RAPS as a brand that you think I should know that might be helpful with my research?

(Farewell) I believe I have all of the information that I need to move forward. Thank you again for your time. I look forward to sharing with you the results of my study.