

How a brand's controversial behavior can impact its image

Student name: Zainab Mitha

Student number: 13022177

Vega School of Brand Leadership

Course: BA Honours in Creative Brand Communication

Module code: RESM8419

Supervisor: Gareth Gray

Date: 16 September 2017

Word count: 13288

DECLARATION

I, Zainab Mitha, declare that this Research Report is my own original work. Any secondary material that has been used throughout this assignment has either been a printed source or from the Internet. I am aware that plagiarism is the use of another person's ideas, words or work without specific and appropriate acknowledgement. All my sources have been appropriately acknowledged and referenced using the Harvard way of referencing and can be found in my Reference list.

I hereby declare that the Research Report submitted for the Honours in Creative 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.

Student Number: 13022177

Date: 16 October 2017

Signed: Zainab Mitha

ABSTRACT

Although there are many definitions of what a brand is, brands in their primary form are social constructs (Klopper & North, 2011). Which means that no matter what a brand puts out intending to be their brand identity, a brand is what their consumers decide they are. With this comes subjective views of a brand from the public. Unfortunately, some brands display controversial behaviour, often resulting in a negative brand image. The aim of this study as mentioned in the title was to uncover how the controversial behaviour of a brand can affect their brand image, as well as to educate brands on the power of consumer perception. The objectives of this study were to determine how controversial behaviour can affect a brand's image, investigate how a brand's identity can sway public opinion and to determine how much power the public has over a brand's image. With the use of qualitative research, the aim of this study is to aid businesses in understanding the importance of paying attention to consumers, and being mindful of their brand image. By examining the success or mistakes of other brands, the study should guide business owners in successfully conducting their own brand identities. The small scale qualitative study involved in-depth interviews with 12 members of the target audience. Themes in primary research prove that respondents appear to feel guilty about supporting brands that exhibited controversial behaviour, but still support the brand as they want the specific product provided. The key findings and insights found from both primary and secondary research aided the study in making sound recommendations for brand owners.

TABLE OF CONTENTS

CHAPTER ONE: OVERVIEW AND INTRODUCTION TO RESEARCH

1.1 INTRODUCTION	1
1.2 BACKGROUND TO THE STUDY	1
1.3 TITLE	2
1.4 FIELD OF STUDY	2
1.5 RESEARCH PROBLEM	2
1.6 OBJECTIVES	2
1.7 RESEARCH QUESTIONS	3
1.8 THEORETICAL FRAMEWORK	3
1.9 SIGNIFICANCE OF STUDY	3
1.10 DELIMITATION	4
1.11 SCOPE OF STUDY	4
1.12 CHAPTER OUTLINE	5
1.13 SUMMARY	5

CHAPTER TWO: LITERATURE REVIEW

2.1 INTRODUCTION	6
2.2 THEORETICAL FOUNDATION AND LITERATURE	6
2.3 BRAND EQUITY	7
2.4 BRAND IDENTITY VS BRAND IMAGE	7
2.5 AAKER'S BRAND IDENTITY	8
2.6 KELLER'S BRAND EQUITY MODEL	9

2.7 CONTROVERSIAL BEHAVIOUR VS UNETHICAL BEHAVIOUR	10
2.8 CONSUMER PERCEPTIONS	12
2.9 CONSUMER BEHAVIOUR	12
2.10 CASE STUDIES	14
2.10.1 Axe	14
2.10.2 Nandos	15
2.10.3 Dove	15
2.11 GAPS IN LITERATURE	16
2.12 CONCLUSION	16
 CHAPTER 3: Research Design	
3.1 INTRODUCTION TO RESEARCH DESIGN	17
3.2 RESEARCH METHODOLOGY	17
3.3 PARADIGM	18
3.4 ADOPTED RESEARCH APPROACH	19
3.5 DATA COLLECTION	20
3.5.1 Research Instruments	21
3.5.2 Interviews	22
3.5.3 Focus Groups	22
3.6 POPULATION	23
3.7 SAMPLING AND SAMPLE SIZE	23
3.7.1 Sampling	23

3.7.2 Sample Size	24
3.8 RELIABILITY AND VALIDITY	25
3.8.1 Reliability	25
3.8.2 Validity	25
3.9 CREDIBILITY	26
3.10 TRANSFERABILITY	27
3.11 CONFORMABILITY	27
3.12 DEPENDABILITY	28
3.13 DESIGN OF INTERVIEW SCHEDULE	28
3.14 PILOT STUDY	29
3.15 ANTICIPATED CONTRIBUTION	30
3.16 ETHICAL CONSIDERATIONS	30
3.17 DATA ANALYSIS	31
3.18 LIMITATIONS TO STUDY	31
3.19 CONCLUSION	32
 Chapter 4: Results and Findings	
4.1 INTRODUCTION	33
4.2 THE OBJECTIVE QUESTIONS MATRIX	33
4.3 PRESENTATION OF FINDINGS	
4.4 FINDINGS	34
4.5 CONCLUDING REMARKS	44
 Chapter 5: Conclusions and Recommendations	

5.1 INTRODUCTION	45
5.2 OBJECTIVE ONE	45
5.2.1 Findings from literature	45
5.2.2 Findings from research	46
5.2.3 Conclusion	46
5.2.4 Recommendations	47
5.3 OBJECTIVE TWO	47
5.3.1 Findings from literature	47
5.3.2 Findings from research	48
5.3.3 Conclusion	48
5.3.4 Recommendations	49
5.4 OBJECTIVE THREE	49
5.4.1 Findings from literature	49
5.4.2 Findings from research	49
5.4.3 Conclusion	50
5.4.4 Recommendations	50
5.5 SUGGESTIONS FOR FURTHER RESEARCH	51
5.6 CONCLUSION	51
APPENDIX A	52
APPENDIX B	53
APPENDIX C	54
REFERENCES	55

LIST OF FIGURES

Figure 2.1: <i>Aaker's brand identity model</i>	8
Figure 2.2: <i>Keller's Customer-Based Brand Equity Model</i>	9
Figure 4.1: <i>Word Cloud depicting what respondents understand 'controversial behaviour to be.</i>	35
Figure 4.2: <i>Axe Before</i>	36
Figure 4.3: <i>Axe After</i>	36
Figure 4.4: <i>Word cloud of what respondents think of the Axe identity.</i>	38
Figure 4.5: <i>Word cloud of whether or not respondents would trust Axe after their identity change.</i>	39
Figure 4.6: <i>Word cloud of whether or not respondents feel that an apology is sufficient. when a brand exhibits controversial behaviour.</i>	41
Figure 4.7: <i>Word cloud of how respondents would react if a brand they are loyal to exhibit controversial behaviour.</i>	43
Figure 4.8: <i>Word cloud of why people choose to continue buying from brands they don't necessarily believe in.</i>	44

LIST OF TABLES

Table 4.1: <i>The objective questions matrix</i>	33
Table 4.2: <i>Number of respondents aware of Axe's brand identity change</i>	37

CHAPTER ONE: OVERVIEW AND INTRODUCTION TO RESEARCH

1.1 INTRODUCTION

The opening chapter of this research study will contextualise the problem being explored, and provide a brief overview of what is expected in the chapters to follow. The sole purpose of this chapter is to provide the reader with a full understanding of the research being conducted. To achieve this, the background, field of study, research problem, objectives, research questions, theoretical framework, significance of study, delimitations and scope of study will be put into context. To begin with, the background of the study will be discussed.

1.2 BACKGROUND TO THE STUDY

Although there are many definitions of what a brand is, brands in their primary form are social constructs (Klopper & North, 2011). Which means that no matter what a brand puts out intending to be their brand identity, a brand is what their consumers decide they are. With this comes subjective views of a brand from the public. Unfortunately, some brands display controversial behaviour, often resulting in a negative brand image. Today, a brand image can heavily influence the brand, as people care seriously about the brands they are buying from. This can be attributed to the growing influence that social media has on people, and their use of it as a public platform to spread their views on various brands. Referring to Axe as a case study, it can be explored how the current views of a society affect/dictate their perception of a brand and eventually the brand's perception of itself. Axe is well known for its sexist, womanizing ads, but as society has changed, people have become more conscious of adverts that degrade women. Due to this negative brand image, Axe had to change their focus and what people were seeing in order to gain the trust of the public again. This research is aimed at people struggling with their brand image as well as those who are managing to maintain a positive brand image but would like to avoid making these mistakes. It is aimed at brands who need to figure out whether they should focus more resources on refining their brand image and ironing out mistakes.

1.3 TITLE

How a brand's controversial behavior can impact its image.

1.4 FIELD OF STUDY

The field of study for this research encompasses branding, controversial behaviour in branding and brand image. The study focuses on three main case studies: the Axe brand and its change in brand identity due to consumer reactions. Nandos ability to keep the public on their side through tongue-in-cheek advertising. The recent Dove scandal that consumers created a controversy around.

1.5 RESEARCH PROBLEM

Brands should constantly be conscious of their behaviour and aspire to maintain a positive brand image, unfortunately not all brands manage to achieve this. A negative brand image is often the result of uncontrollable factors, such as the actions of employees with access to a company's social media, or the behaviour of brand ambassadors. This occurs most often when the brand is so focused on creating their brand identity that they forget to monitor whether it aligns positively with consumer perceptions. A study looking at unethical behaviour in the food industry, by Steinman & Wolfrom (2012) stated that 'In the short term, these incidents of negative publicity can be devastating and result in immediate losses of revenue and profit. In the long term, these incidents can cripple brands, leading to a dramatic decline in market share and brand equity.' If these incidents aren't stopped and behaviour is not rectified, the brand might cripple itself. The problem is that the reception of a brand's controversial behaviour can majorly affect their brand image and it is imperative that brands be aware of this impact.

1.6 OBJECTIVES

The aim of this study as mentioned in the title was to uncover how the controversial behaviour of a brand can affect their brand image, as well as to educate brands on the power of consumer perception. With these aims in mind, the following objectives were made for the study:

1. To determine how controversial behaviour can affect a brand's image.
2. To investigate how a brand's identity can sway public opinion.
3. To determine how much power the public has over a brand's image.

1.7 RESEARCH QUESTIONS

As a result of the objectives, the following research questions were formulated:

1. What does controversial behaviour mean to consumer?
2. How do some brands use their brand identity to sway public opinion?
3. Why do brands have to make sure they are aware of what their brand image is?

1.8 THEORETICAL FRAMEWORK

The framework for this research study analysed the impact that the controversial behaviour of an organisation has on its brand image. The study made use of an interpretive paradigm when approaching the research. The methodology that was most relevant and used in the research study was a qualitative methodology. This was more specifically approached from a phenomenological research design. The research instruments adopted within this context were in-depth interviews and focus groups. The above methodology and research design approaches are discussed and rationalised further in chapter 3.

1.9 SIGNIFICANCE OF STUDY

The aim of this study is to aid businesses in understanding the importance of paying attention to consumers, and being mindful of their brand image. By examining the success or mistakes of other brands, the study should guide business owners in successfully conducting their own brand identities.

1.10 DELIMITATIONS

Delimitations should be clearly differentiated from the concept of 'limitations', which will be discussed further on in the study. Delimitations are parameters that are set up by the researcher as opposed to limitations which are out of the researcher's control. (Du Plooy-Cilliers, Davis and Bezuidenhout, 2014)

The choice of topic, objectives, case studies, and to a certain degree the research design, are all delimitations of the research study. There are many delimitations present but in this section a few major ones will be outlined:

Delimitation due to location: As discussed in the literature review, chapter 2, a large-scale study like this has not been conducted specifically on South Africa as a whole, therefore the study will be small-scaled and focused on the city of Durban, South Africa. A smaller scale serves as a benefit due to the limited period of time in which the research needs to be conducted.

Delimitation due to the research design: The qualitative design limits the study to a subjective nature, which is necessary because of the human-centric problem being researched.

Delimitation due to the target population: This is discussed comprehensively in the population section but it should be noted that this is a major delimitation. A target population is identified during the research design process to make the research more achievable.

1.11 SCOPE OF STUDY

The small-scale study will be conducted in Durban, South Africa.

1.12 CHAPTER OUTLINE

Chapter 1: Introduction. In this chapter the reader will be introduced to the research and an understanding of how the research will be framed theoretically.

Chapter 2: Literature review. In this chapter an in-depth understanding of the literature off this topic and relating to this topic will be unpacked.

Chapter 3: Research Design. This chapter will outline the research approach and methodology of the research.

Chapter 4: Data Analysis and Findings. In this section all research conducted as stipulated in the research design will be analysed and key findings will be pulled out.

Chapter 5: Conclusion. In this chapter findings discussed in the previous section will be concluded and recommendations will be made.

1.13 SUMMARY

This chapter has outlined and contextualised the research conducted, in terms of the background of the study, title, field of study, research problem, objectives, research questions, theoretical framework, significance of study, delimitations, scope of study and chapter outline. By conducting research on how brands exhibiting controversial behaviour can affect their image, as well as the power of 'brand image', people who are managing businesses will understand what they should and shouldn't do in order to preserve a positive brand image. The research looks at three aspects as mentioned in the 'objectives' section. The three objectives are ultimately meant to assist business owners in understanding the importance of paying attention to their brand image and the power their consumers have over the brand. Going forward the study will look at all secondary research in the form of a literature review, a research plan will be conducted, implemented, and findings and recommendations discussed.

CHAPTER TWO: LITERATURE REVIEW

2.1 INTRODUCTION

According to Bryman and Bell (2011), the literature review is a focused and goal directed scholarly review. The information comes from secondary research and forms the foundation of the primary research. It aids in uncovering gaps in existing literature on the topic at hand. This research study looks at existing literature and practical examples to justify the relevance of the research. The literature focuses on how the controversial behaviour of a company can have an impact on a brand's image and what this will mean for the company. The research will use multiple case studies to back up theory, but thereafter only two local brands will be used to conduct primary research. The study will also look at what makes a brand 'controversial' as it can often be a subjective matter.

The aim of this research study is to investigate the consequences of a brand image and its impact on a brand, especially when it is negative and doesn't align with the brand's identity. The goal is for brands to take note of how they can check whether their brand image and brand identity align, to make sure they don't make mistakes that will harm the brand, and to ensure that they are aware of how to deal with these mistakes when they are made. Lastly, the goal includes educating them on the importance of understanding the power held by consumers.

2.2 THEORETICAL FOUNDATION AND CURRENT LITERATURE

The theoretical foundation forms the base of this research assignment. In this section the theories and models that link to the research problem will be discussed. It is recommended that for the theoretical foundation of a literature review the resources used should be no more than five years old. However, some resources in this research study are older than the recommended five years but have been supported with newer material.

2.3 BRAND EQUITY

The brand image, expanded on further in the study, is an element of brand equity. For this reason it is important to understand what brand equity is defined as. Brand equity, according to Keller (1993, cited in Mulder 2017), goes beyond a logo, symbol or name. Brand equity reflects a certain emotion in a consumer and creates added value. Understanding and measuring brand equity is important for a brand as it is what the consumer remembers of the brand. It lives in the mind of the consumer, meaning that any mistakes made by a brand impacting a subject of importance to the consumer, will be remembered by the consumer long-term. There are many elements that make up brand equity, brand image being one of them. Brand image is referred to in models such as Keller's brand equity model, discussed further in the study.

2.4 BRAND IDENTITY VS BRAND IMAGE

There is a difference between a brand's image and its identity, which is often misunderstood. Brand image is the view consumers have of a brand, while the brand identity is what the brand is trying to portray to its consumers (Managementstudyguide.com, 2017). According to Beil (1992, cited in Sierra et al., 2010) the brand image is split into three distinct sections; Corporate Image, Social Image and Product Image. The section that this paper will focus on is the Social Image, which involves society accepting what the brand does and all that it stands for.

The brand identity according to Aaker (2009) is a set of brand associations that the brand strategist of an organisation should maintain. Put simply it is the associations that the brand aims for its consumers to link with it. Once the identity of the brand has been identified, it should aid in establishing the core relationship between consumers and the brand.

Put simply, the brand identity is what the brand wants consumers to see and the brand image is what consumers actually see. It is important for a brand to understand and take note of the difference between the two. Misunderstanding this difference can be detrimental to the brand, as strategists within the brand will believe they are doing better

or worse than they actually are. A brand that is not aware of its consumers perceptions will not succeed. In the end, it should be the brand's goal to make sure the two coincide with each other.

2.5 AAKER'S BRAND IDENTITY

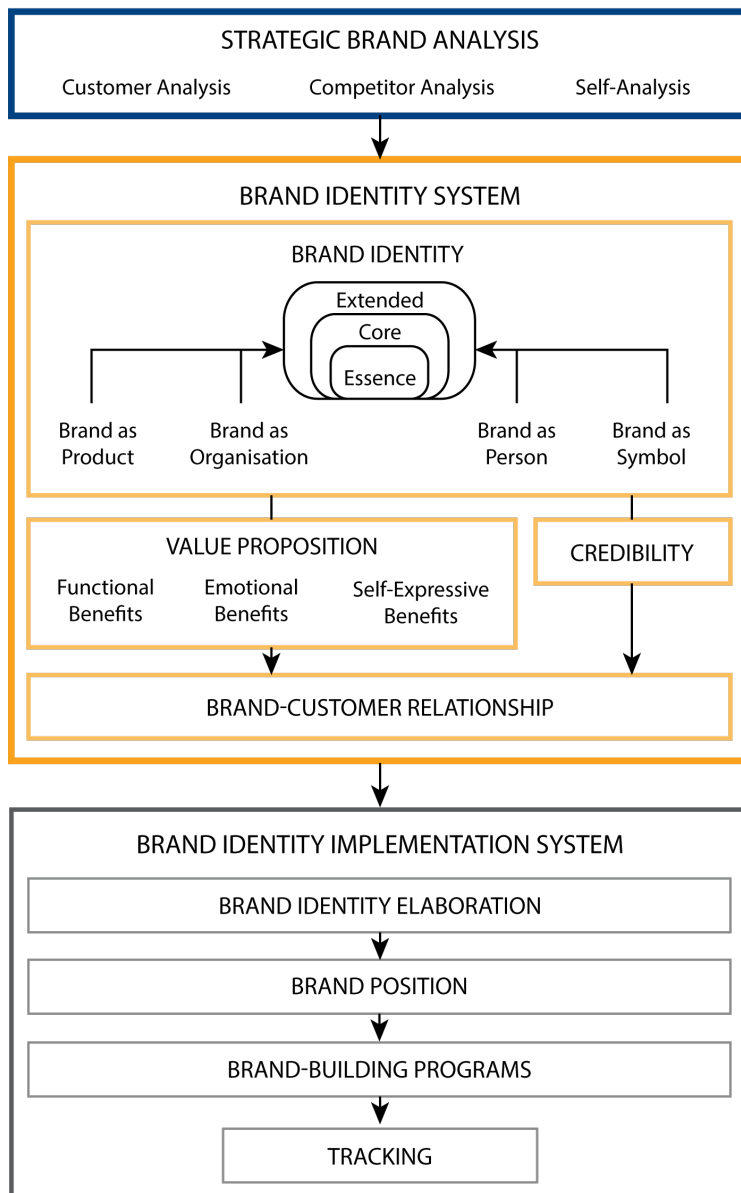


Figure 2.1: Aaker's brand identity model

As discussed in the previous section, a brand Identity is made up of a core essence and the brand associations that the brand aspires to be linked with. Seen in the above figure 2.1, is Aaker's brand identity model, which lays out the elements of a brand identity and its constructs. The sections that are focused on in the research study are the customer analysis, self-analysis, and the core brand essence. Although the extended brand essence is important, it is not necessary for the purpose of this research.

The core identity is generally composed of four elements which are: brand as a product, brand as an organisation, brand as a person, and brand as a symbol. It is imperative to focus on the singular brand essence, which can be described as a single thought that captures the soul of the brand. The purpose of examining the brand's core identity is to compare what the brand is showing consumers, as opposed to the brand image consumers perceive.

2.6 KELLER'S BRAND EQUITY MODEL

Keller's (2013) Brand Equity Model as shown below in figure 2.2, acts as a guide for brands to understand what their consumers feel towards the brand. Using this model will assist in understanding the perceptions people have of brands that have exhibited controversial behaviour.

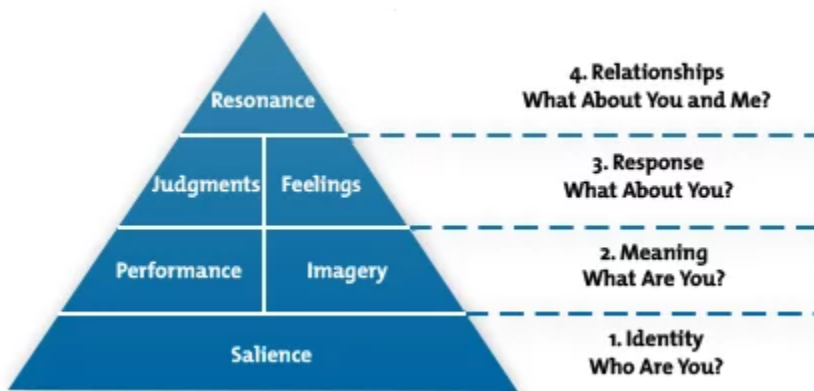


Figure 2.2: Keller's Customer-Based Brand Equity Model

Source: Strategic Brand Management: Building, Measuring, and Managing Brand Equity" by Kevin Lane Keller. © Pearson Education Limited 2013.

1. Brand Identity - who are you?

The aim of the first step is to create brand salience, this is expanded more in the section pertaining to Aaker's brand identity system.

2. Measuring - What are you?

Here the aim is for the brand to identify and communicate what the brand means.

3. Response - What about you?

Your customers' responses to your brand fall into two categories: "judgments" and "feelings." These have more to do with what the brand has to offer.

4. Relationships - What about you and me?

Keller breaks this segment into four categories. Behavioural loyalty, attitudinal attachment, sense of community and active engagement.

The model is generally used to to build strong brand equity, however for the purpose of the study it will be adapted to measure if brand equity exists and if not, what the brand is doing wrong.

2.7 CONTROVERSIAL BEHAVIOUR VS UNETHICAL BEHAVIOUR

In the beginning of the research study, the title described the behaviour of companies as unethical. When discussing the topic with others, it became clear that the word unethical, based on moral standings, refers to very specific situations and scenarios, and did not convey the subjective nature of the behaviour as intended. However, it was found that the word 'controversial' emitted a clearer understanding of the description intended. Using the term controversial enabled people to understand that the topic is subjective to the individual's perception. The word controversial can be defined in the following way; 'a controversial subject, opinion, or decision is one that people disagree

about or do not approve of' (Macmillandictionary.com, 2017). For this reason the word 'controversial' is used in the title and primary research.

'In recent years, consumers are paying increasing attention to ethical criteria when making purchase decisions' Katja (2015). Although there is truth in this statement, people often perceive something as unethical when it is in fact controversial. In a journal by Katja (2015), research had been built on recent literature of consumer perceived ethicality. The study explored how consumers, when faced with inconsistent or false information, form their moral impressions of the brand. Findings from this specific study suggested that the process of forming the impression differed depending on whether it was requested that they looked at the brand ethics or not.

When researching business ethics, it is apparent that marketing practitioners and scholars approach ethics from different perspectives. A study done by Parliti, Kulter, Demirgunes and Ozsacmaci (2014), claimed that it was ethical features such as responsibility, honesty, citizenship and values, that would guide complex marketing decisions within an organisation. Another perspective is that an organisation's values, codes and training is what ethical decisions should be approached by. It is important to note that the consumer's perspective of ethics is that it is the moral, individual and personal values of the brand which are the key elements to the ethical decisions made.

'Organizations develop their ethical identity by how they respond to a given situation that is negative in nature' (Choy, 2012). For example, Ford Southern Africa had to recall the Ford Kuga 1.6 SUV as part of a safety recall. When a family lost a relative after his Ford Kuga burst into flames it took two months for the company to respond and they only responded when they were on a open platform (The Citizen, 2017). It left consumers with a negative image of a brand that could have just had a production issue but was now left with an ethical problem. This case study can be contrasted with East Coast Radio's (ECR) recent scandal in which one of their presenters, Phat Joe, made a controversial comment about Down's syndrome. The quick response by ECR allowed them to regain the trust of consumers. They immediately apologized on social media

and suspended the presenter. This reaction while regaining the trust of some listeners, left others with the belief that it was not good enough and that he should have been fired (The Citizen, 2017). Here is an example that how matters are approached can still be subjective, there will be no case where everyone is satisfied with a brand. When comparing these two case studies it becomes clear that the above quote is correct, ethical identity is dependent on how a brand responds to a situation.

2.8 CONSUMER PERCEPTIONS

As mentioned by Thomas and Fowler (2016, pg 378), consumer perceptions can be formed by the associations they make with the brand. The impact of a brand's transgression on consumer perceptions are often reliant on the consumer's current perceptions of the brand's image and reputation. This further proves that the brand identity can have a significant impact on the brand image. A brand that has an image of being sexist will always be judged harder by consumers during a controversy as opposed to a brand that is known to be tongue-in-cheek.

A good consumer perception is vital in keeping a competitive advantage as it will convince consumers to believe in the brand and to give it preference over other brands during the buying process (Diallo, & Lambey-Checchin, 2017). A recent example of negative consumer perception would be the recent incident with United Airlines, who forcibly removed a seated passenger off the plane to make room for flight crew. This incident resulted in consumers taking to social media in protest of the removal and the way it was conducted. According to Kottasova (2017) the company's shares immediately dropped and lost \$250 million of its market value. 'Attitudes are one of the basic factors affecting the final decision of consumers and if consumers have a positive attitude towards an object, it will get easier to direct them as desired' (Kayabası & Mucan, cited in 2011 in Aleksejeva, 2016).

2.9 CONSUMER BEHAVIOUR

A large part of this research study is focused on consumer behaviour., as brand image is the consumer's perception of the brand. The study pays attention to consumer

behaviour focusing on their opinions of and reactions to controversial brand behaviour. For this reason it is important to understand what consumer behaviour is, and how the modern day consumer's attitude varies.

According to Lewis and Bridger (2003) consumers can be split into two groups, New and Old. Old consumers bought things they needed and New consumers buy things they want. New consumers will support companies, products and services they believe to be authentic. They are invariably busy, viewing time spent shopping as time wasted. New consumers are attracted to authenticity not just for the perception of superior quality that comes with it, but because it aids in bridging the gap between their real and ideal selves (Lewis and Bridger, 2003). Due to the fact that they are time starved, new consumers are elective when it comes to supporting brands. If they are fed a false brand identity, they are not quick to forgive and will almost immediately move on to the next brand (Lewis and Bridger, 2003). This is why brand image is an element of brand equity (Keller, 2013). If the brand is not trustworthy, people will lose interest immediately. Having authenticity is a huge competitive advantage for a brand. The market has become saturated with products and services that are similar or exact copies of each other. This means that brand's now need to use how consumers behave towards them as a form of competitive advantage.

According to Fishbein and Ajzen (1980) consumer behaviour with regards to an object will be determined by his attitude towards the object. Here Fishbein and Ajzen discuss the relationship between attitudes and behaviour. It is pointed out that the word attitude can be defined as a learned predisposition to respond to an object in a manner that is either in a consistently positive or negative manner. This Theory of Attitude, although very useful cannot be used in the study due to its quantitative model, which through this specific study's limited resources cannot be completed successfully, it is however mentioned here as a recommendation for future use when extending the study.

Their theory can be further substantiated by the Theory of Reasoned Action. The theory analysed by Weddle and Bettman (1974) focuses on how pre-existing attitudes play an

important role in the decision-making process. This theory was then expanded on by Ashman, Solomon and Wolny (2005) study on the Engel, Kollet, Blackwell (EKB) Model. This model unpacks consumer behavior and through their study can be applied to modern day buying behavior patterns.

2.10 CASE STUDIES

The next phase of the research study will use various brands, discussed in the form of case studies, as examples to investigate the Durban, South African consumer perspective of unethical business conduct and how it affects the brands image. The case studies chosen to be investigated showcase three different scenarios. The first being Axe, who went from controversial, sexist advertising - to a more positive brand identity. Secondly Nando's, using controversial political situations with a spin of humour to create a tongue-in-cheek brand identity. The third scenario involves Dove, who had experienced consumers taking an advert out of context and adding a controversial spin to it.

2.10.1 AXE

In the past Axe became known for its controversial and overly sexualised method of advertising. In their adverts they have treated women as objects to be used, as an incentive to sell a product (Aleman, 2013). In a talk by Ryan Fauconier (2017), Brand Manager of Axe at Unilever South Africa on Axe's 'Find your magic' campaign, it was mentioned that pressure from the public resulted in Axe re-evaluating their narrative; hence the change away from their infamous 'Axe effect' narrative. He did not elaborate the reason for the change but mentioned that due to an evolving society, it was necessary to for the change to be made.

In comparison to previous campaigns the Axe (2016) campaign 'Find you magic' is distinctly different in that it depicts a more self/body positive message. This is done both through imagery and language. The change is clear but is still on brand. The new brand

identity adopted by Axe shows how pressure from society can force a brand to change their identity accordingly. However, there are some brands that don't receive the same repercussions despite including controversial content in their advertising, such as the Nando's franchise.

2.10.2 Nando's

Nando's has never been afraid of touching on politically controversial issues in their advertising, and successfully put their views forth in a humorous manner. The restaurant franchise speaks out on issues that align with the interest of the people, as a result they have been able to touch on important yet extremely sensitive issues, while maintaining both a positive brand identity and brand image. Occasionally, an advert does not make it to the public eye as media outlets deem it too controversial to release. In 2012 Nando's found themselves in this situation when they tried airing an advertisement that was anti-xenophobia, promoting diversity. The highly controversial advert commented on South Africa's diverse history (Church, 2017). The ad never made it to air with the SABC refusing to release it. Although SABC (a government run network) is not a credible source due to its impartiality towards government matters, this is still a good example of Nando's controversial but likable image.

2.10.3 Dove

Dove typically uses their advertising to promote body-image positivity. Recently the company has received backlash from the public due to a seemingly racist advert that was released. The video showed three women in succession. A black woman removes her shirt to reveal a white woman, who then removes her shirt revealing a brown woman. The brand's intention was to convey that Dove body wash is for every woman and is a celebration of diversity (Wootson, 2017). However, only two stills of the adverts circulated on social media. The advert shared across the internet showed only two women featuring in the advert, a black woman in the first frame and a white woman in the second frame. The black woman lifts her shirt to reveal a smiling white woman. The incident spurred articles with headings such as 'Apparently dark skin symbolises dirt, and Dove can 'fix' that for you' (Ebrahim, 2017). Women across social media expressed

their anger for what the brand seemed to have released. A few days after the incident occurred, the black model who featured in the advert released a statement saying how disappointed she is that the advert has been taken out of context and turned into controversial situation (Vomiero, 2017). This is an example of a brand attempting to create a positive brand identity but resulting in a negative brand image due to consumer perceptions.

2.11 GAPS IN CURRENT LITERATURE

Gaps found in current literature will allow for a unique angle in this study. For example a study in Finland on the links between socio-demographic factors and the acceptance of unethical behaviour showed that consumer ethics studies in Finland are scarce. A gap found is that studies similar to the Finland study have not been done in a South African context. Literature on ethical behaviour and its impact on a brand's image exists, but not in a South African context.

A gap found in current literature, through the limited resources available, is that there hasn't been any research conducted on the impact that brand image has on pressuring brands to change their brand identity in the context of Durban, South Africa.

2.12 CONCLUSION

The literature reviewed through this paper has laid the foundation for the next step, which will be to create a research design that will guide the research process. The information gathered from secondary research suggests that controversial behaviour is completely subjective and that a brand's image is highly reliant on the attitude of the target audience. The models used and case studies explored in the literature review have aided the researcher in understanding the content, gaps in the research, and the information required for the research design phase. Through research on key concepts, controversial and unethical business practices, consumer perceptions, consumer behaviour, and relevant case studies, the foundation has been laid to conduct further research. This study should apply to all brands as brand equity and a positive brand image is what makes or breaks a brand.

CHAPTER 3: Research Design

3.1 INTRODUCTION TO RESEARCH DESIGN

Before advancing and conducting the research, a plan of action needed to be developed, this chapter focuses on the research design and methodology that was used to conduct research. According to Maree (2015) the research design can be described as a plan or strategy that shifts the research from being assumption based to specifying the participants and data-collection methods. The research design provides a framework for the collection of and analysis of data (Bryman & Bell, 2011, p.100). The purpose of the research design is to guide the researcher and keep them focused, it also serves as a way to rationalise the research conducted in chapter 4. In this section, the adopted research approach will be described and substantiated. The methodology, data collection, population, sampling, design of the interview schedule, ethical considerations, and limitations will be discussed so that the researcher knows what to expect when conducting the research.

A phenomenological study on how people react to and feel about brands that exhibit controversial behaviour has been conducted. The study focused on young adults who are immersed in social media culture and was conducted in the Durban area. The above specifications are according to the delimitations set out in chapter one.

3.2 RESEARCH METHODOLOGY

Methodology is 'The process used to collect information and data for the purpose of making business decisions.' (BusinessDictionary.com, 2017). There is no set way for a researcher to approach the research process, the various different approaches available must be considered when conducting research. The three most popular methodologies are the mixed method, quantitative and qualitative methodologies. Each methodology has its own set of strengths and weaknesses but it is best to adopt the one that will be of most benefit to the study.

Before selecting the most suitable research methodology, it is important to have an understanding of the three methodologies. The first is Quantitative research, which 'focuses on gathering numerical data and generalizing it across groups of people or to explain a particular phenomenon.' (Libguides, 2017) Secondly, 'Qualitative Research is primarily exploratory research. It is used to gain an understanding of underlying reasons, opinions, and motivations. It provides insights into the problem or helps to develop ideas or hypotheses for potential quantitative research' (Wyse, 2011). As explained further in this paper, this is the methodology that has been used in this research. Thirdly, mixed method is a combination of both qualitative and quantitative methods. This methodology is used when people are using triangulation to validate their research.

3.3. PARADIGM

A paradigm is 'a cluster of beliefs and dictates which for scientists in a particular discipline influence what should be studied, how research should be done, [and] how results should be interpreted' (Bryman, 1988:4). Put simply a paradigm can be described as a worldview, and is made up of a combination of three ways of thinking, which are ontology, epistemology and methodology.

There are different types of paradigms, the most suitable paradigm for this research study is called an interpretive paradigm. Interpretivism 'assumes that any research approach needs to respect the differences between people and the objects of the natural sciences' (Bryman & Bell, 2011). The approach puts emphasis on looking at every social action.

Epistemology can be brought down to a single question of what something is or should be (Bryman & Bell, 2011). In an interpretive context it is how one comes to understand an individual's unique worldview.

Ontology is concerned with the nature of social phenomena, it can split into two types, objectivism and constructionism. The type that most compliments interpretivism is the constructionist approach (Bryman & Bell, 2011). In the context of an interpretive paradigm, knowledge is created by a social and contextual understanding.

Constructionism is the belief that social phenomena and meanings are produced continually by social factors through social interaction (Bryman & Bell, 2011). Due to the subjectivity of the matter at hand, this approach will be most appropriate.

3.4 ADOPTED RESEARCH APPROACH

Due to the humanistic nature of the study, the most appropriate methodology is the qualitative methodology. Qualitative methods including narrative, interviews, observations, ethnography and case studies have been used. This is the method that looks at behavioural research and would be the most appropriate for an interpretive and constructionist paradigm. The limitations of this is the short period in which it has been conducted. The research has been limited to the geographical region of Durban, South Africa.

When focusing on qualitative research, the adopted research approach is dictated by the researcher's ontological and epistemological perspective, research skills and research practices, and influences the way in which data is collected. Traditionally, the research design is implemented in a linear fashion (Maree, 2016) but Maxwell (2009) takes a different approach. This one is more holistic and doesn't look at the design as just a plan to be implemented. It is important that the researcher understands that the research is fluid and non-linear. When taking on a qualitative research design approach, the process will change and adjust as the research unfolds.

There are five approaches to qualitative research design; Narrative, Phenomenology, Grounded theory, Ethnography and Case study (Maree, 2016). The qualitative research design approach is known as phenomenology. Phenomenological research focuses on human experiences and how these experiences affect them, thus making this qualitative approach the ideal one for the objectives of this study. When undertaking a phenomenological approach, the researcher needs to set aside their own bias. The researcher collects the data from participants who would be involved in or experienced the phenomenon and develop an overarching description of the experiences collected.

From this there are two approaches to phenomenology, hermeneutic phenomenology (Van Manen, 1997) and empirical phenomenology (Moustakas, 1994). The former does not have any rules and involves experiencing the phenomenon. The second, empirical phenomenology, is more relevant to this study as just as the study, it requires the researcher to gather results from multiple participants and then group, and create themes (Maree, 2016, p.78). This systemic approach is ideal for a successful research study and has been adopted into the research design process.

3.5 DATA COLLECTION

According to Maree (2015) data collection, from a qualitative perspective, does not treat data collection and data analysis as two separate entities but rather as an ongoing non-linear process. The reasoning behind this is that qualitative data is usually analysed until no new insights or ideas are brought to the researcher's attention. Types of data collection that were selected for the research and will be unpacked further are; interviews, surveys, focus groups and observational research.

There are different ways to collect data depending on the methodology chosen (Du Plooy-Cilliers, Davis and Bezuidenhout, 2014). Taking into consideration that a phenomenological approach to qualitative research design has been adopted, the data collection method is unique to this approach. According to Maree (2016) when using this approach, the data collection method should involve in depth, with long interviews with up to ten people.

3.5.1 RESEARCH INSTRUMENTS

The following tools have been used for this research study in order to gain all the information needed:

- Laptop
- Voice recorder
- Notebook and pen
- Interview schedule

- Consent forms
- Printer

3.5.2 Interviews

An interview according to Maree (2015) is a conversation between two people that investigates the participant through a series of questions with the goal of uncovering the ideas, beliefs, views, opinions and behaviours of the participant. As the aim of qualitative research is to see the world through the eyes of a consumer, interviews should focus on the person and their own opinions and thoughts on the subject at hand.

There are three types of interviews that can be conducted. Firstly, there are open-ended or unstructured interviews that often take the form of a conversation. These interviews would spread over some time and result in the answers would be put together. Secondly, there are semistructured interviews which consist of a few open-ended questions, which are probed further to gain clarification. It is easy to get side tracked when conducting these interviews as the interviewer may occasionally probe questions that don't actually need further clarification. Thirdly, there are structured interviews which specific questions that are similar to a survey as they are designed in advance and have a specific outcome that the interviewer expects. With these, every person being interviewed gets answered the exact same list of questions and no further questions are asked.

The chosen type of interview for this research is semi-structured. The interview had a structure that allows the conversation to keep in the correct direction. This left room for people to give their own opinions, and allow their behaviours to be noted, ultimately leading to more questions. This type of interviewing is best as we want to remain on topic but also gain consumer insight on how people feel about brands as brand image is a very subjective topic.

There are key points that should be noted for a successful interview that will keep it trustworthy and credible, both are expanded in their own sections. In relation to

interviews, the questions should be reproducible, systematic and unbiased. The questions should also be credible and transparent, both concepts are expanded on further in the study.

3.5.3 FOCUS GROUPS

Focus groups are an interview strategy involving a group discussion made up of 6-10 people, and is moderated by a researcher (Bryman & Bell, 2011). The group will discuss a specific topic and will be guided by the researcher through a series of open-ended questions that will keep the discussion on track (DeVault, 2017).

The participants of the focus group are of a specific target audience and should have something in common or relate to the topic in some way. A positive aspect of focus groups is that the moderator relinquishes some control to participants, because of this they are able to put emphasis on certain aspects they feel bother them (Bryman & Bell, 2011). This assists in providing new information or insight that the researcher may have otherwise missed.

There are a few limitations specific to focus groups mentioned by Bryman & Bell (2011) that must be mentioned. Firstly, they can be difficult to organise due to the amount of people that have to be in the same room, at the same time, each having different personal schedules. For this reason focus groups must be planned in advance to avoid potential clashes. Secondly, there tends to be an imbalance in the input given forth by the participants, it is the moderator's responsibility to guide a balanced session.

Another limitation is that because the focus group is done with a small number of people, it would not be representative of the majority of the population (Maree, 2016). The original plan for this research was to use the focus group to substantiate the results of the interviews. However, it was found after the 12 interviews were done, that the findings were beginning to get repetitive and confirmed that the information being received was correct.

3.6 POPULATION

A population as defined by Wiid and Diggines (2013, p.186) is 'the total group of people or entities [social artifacts] from whom information is required'. Due to geographical constraints, the population has been restricted to the Durban area of South Africa. The population that has been interviewed are 18-30 year old consumers in Durban, South Africa. The reason for this delimitation is that this generation of consumers is conscious of brand integrity and use social media to easily track the behaviour of brands. These consumers are avid shoppers and follow their favourite brands on social media.

There is a difference between the target population and the accessible population (Du Plooy-Cilliers, Davis and Bezuidenhout, 2014). The target population is everyone that fits the above-mentioned description. The accessible population is everyone that is in the geographical location stated above regardless of specifics, such as age. The difference between the two should be noted because the researcher can not always get their ideal population due to accessibility restraints (Du Plooy-Cilliers, Davis and Bezuidenhout, 2014).

3.7 SAMPLING AND SAMPLE SIZE

Sampling is a tool used to make the research process achievable by selecting a sample of people that relate to the target audience (Bryman & Bell, 2011). The sample size will be dependent on the research design and amount of time the researcher has to complete the research phase.

3.7.1 SAMPLING

According to Du Plooy-Cilliers, Davis and Bezuidenhout (2014), there are two types of sampling; probability sampling and Non-probability sampling. Probability sampling is when every single person in the population has an opportunity to participate and non-probability is when this is impossible. When adopting a qualitative research design a general sampling method, within non-probable sampling, is purposive sampling (Maree, 2015). True to its name, members of this sample group are chosen with a specific purpose, be it location, gender or incident. Members of the sampling group chosen for

this research are discussed further under population. In (Maree, 2016; p.85) a criteria used as a basis for sampling is mentioned, here Curtis, Gesler, Smith and Washburn (2000) identified six criteria (based on the work of Miles & Huberman, 1994):

1. The sampling strategy should be relevant to the conceptual framework and the research questions addressed by the research.
2. The sample should be likely to generate rich information on the type of phenomena which need to be studied.
3. The sample should enhance the transferability of the findings.
4. The sample should produce credible descriptions/explanations (in the sense of being true to real life).
5. The sample should take ethical preconditions (such as vulnerability, informed consent, etc.) into consideration.
6. The sampling should be feasible in terms of money and time, and practical issues of accessibility have to be considered.

Patton (2002) cited in (Maree, 2015) outlines 16 types of purposive sampling, all of which have a common element in that its participants are selected according to predetermined criteria. The advantage of using purposive sampling is that every element of the sample selected will assist the research (Du Plooy-Cilliers, Davis and Bezuidenhout, 2014).

The type selected for this research was convenience sampling as the researcher is working in a certain area with a limited variety of tools at their disposal.

3.7.2 SAMPLE SIZE

Although the phenomenological approach only suggests 10 people for interviews, the aim for this research was to conduct 12-15 in-depth interviews. The reason for conducting more than the recommended number of interviews is to achieve a more accurate result. In addition to this, decision was also made because a focus group had not been done.

3.8 RELIABILITY AND VALIDITY

Reliability and validity are easier to measure when conducting quantitative research because the research is generally based on cause and effect measurements. If you used repetition by using a different measurement tool, the results would be the same. Qualitative research however is different in that each individual's response will be unique and will always differ (Du Plooy-Cilliers, Davis and Bezuidenhout; 2014). As mentioned further in the paper under the section 'Trustworthiness', reliability and validity according to Lincoln & Guba (1985), are changed to credibility, transferability, and conformability. However they will be discussed briefly in context of qualitative research. It will be clear further in the study that they will overlap with trustworthiness.

3.8.1 RELIABILITY

When referring to reliability in this section, we are referring to the instrument used. The instrument should be used on multiple people and bring the same or similar results. According to Maree (2016, p.238), there are a number of different types of reliability. These are:

- Test-retest reliability;
- Equivalent form reliability;
- Split-half or split-halves reliability; and
- Internal reliability.

3.8.2 VALIDITY

There are various elements that will be a threat to validity and these are according to Maree (2016):

- The reliability of the instruments being used by the researcher. Unreliable instruments will lead to results that are not valid.
- During the research process some respondents may lose interest and start responding 'yes' to all the questions. This can be avoided by capturing the

interviewee's interest by designing an interview sheet that consists of a combination of positive and negative items.

- Some respondents will answer in a way that they believe they should answer and not what they actually believe.
- Often external factors will start to affect the way people are answering questions. An example of this would be cultural and gender bias.

3.8 TRUSTWORTHINESS

Quantitative data uses numbers as evidence, allowing these results to be statistically correct. The data can be seen as either right or wrong, whereas qualitative data is more abstract. Qualitative data doesn't have this luxury, credibility and trustworthiness are measured in different ways (Du Plooy-Cilliers, Davis and Bezuidenhout; 2014). There has been a change in terminology in qualitative research. Reliability and validity, although discussed above is now also being called trustworthiness. From this, trustworthiness is being split into three elements; credibility, transferability, and conformability (Lincoln & Guba, 1985).

3.9 CREDIBILITY

Credibility is ensured through a number of strategies that include adopting well established research approaches such as phenomenology, a research design that fits the research question as this study's does, and a theoretical foundation that is well aligned to the research questions and methods (Maree, 2016). Credibility has also been ensured through the strong research design created before conducting the research.

To make sure the results are credible, it was important that the research was backed up by more than one method. There are two ways to accomplish this. The first being triangulation, this method is critical in establishing data that is trustworthy (McMillan & Schumacher, 2001; cited in Maree, 2015) and ensuring that the interpretation of the findings are valid (Terre Blanche & Durrheim, 2004; cited in Maree, 2016). Joubert (2015) used triangulation as a combination of quantitative and qualitative data to

support the findings. Although this is how he approached validation, triangulation can be used for quantitative, qualitative or mixed-method research (Maree, 2015).

The next method of confirming credibility is using crystallisation, a method specific to qualitative research (Maree, 2016). This method used to validate the findings, is done by comparing different voices and interpretations of a situation. Crystallisation according to Richardson (quoted in Janesick, 2000: p.392), “is a better lens through which to view the components in qualitative research”. For this reason crystallisation will be used to validate the results.

Credibility has been achieved by comparing multiple interviews as well as cross referencing the results to the findings in literature. These can be found in Chapter 5.

3.10 TRANSFERABILITY

Transferability is when the reader is able to relate to the research by making connections between the study and their own lives (Maree, 2016). This is important in this research study as it allows brands to make a connection with the research and results from their own brand exposure, as the point of this research is to educate business owners on the importance of brand image. The researcher needs to take two things into consideration in order for transferability to be successful. Firstly, that the study is relevant to the participants. Secondly, the context to which the findings apply. To ensure transferability the researcher needs to use thick description, this means the researcher needs to explain the research and research design to a point where the reader could conduct their own study (Maree, 2016).

3.11 CONFORMABILITY

The extent to which the findings are shaped by participants, according to Lincoln and Guba (1985), is conformability. The findings should not in any way be affected by the researcher's bias, motivation or interest. Any predispositions of the subject on the researcher's side need to be rejected before conducting the research (Maree, 2016). To avoid this from happening, the researcher shouldn't interview or invite to the focus

group, anyone that is in close relation to them. This will avoid bias on that front. The researcher should also remember to remain indifferent throughout the research process and to not let their views affect the views of participants.

3.12 DEPENDABILITY

Dependability is used in qualitative research instead of reliability. There are strong ties between dependability and the above discussed credibility as stressed by Lincoln and Guba (1985) that one cannot be without the other. Dependability of this study will be demonstrated through the research design and its implementation (Maree, 2016). A strong well known research design will ensure a dependable result. This has been used and will ensure a reliable end resolution. This will result in concluding recommendations that can be trusted by the intended audience.

3.13 DESIGN OF INTERVIEW SCHEDULE

Firstly, the interviews were held to acquire an understanding of people's perspectives. As mentioned previously, the interviews are semi-structured and leave room for additional insight and conversation. Below is a rough outline of some of the questions that will be asked.

Interview questions

1. How would you define controversial behaviour?
2. Are you aware of the change in Axe's brand identity?
3. How do you feel about this new identity?
4. Would you trust the company now that they've changed?
5. Are you forgiving of companies that do this?
6. What is your favourite brand? Eg Apple, Nike, etc.
7. Would you stop supporting them if they did something you found controversial?
8. Do you shop because of a brand's value, price, quality or convenience?

An intended focus group created from the results of the interviews was to be held. Below is a schedule of the intended focus group structure.

Focus group agenda

Introduction

Introduce them to the topic and give them some background

Discussion topics

Derived from interview results

Summing up

Thank you for participating

Lunch

Sandwiches and drinks

3.14 PILOT STUDY

A pilot study is conducting a mock-research before conducting the actual study. The aim is to ensure that respondents fully understand the questions and to avoid mishaps during the research process. The pilot study doesn't only ensure that people can understand the questions but also that the research instrument as a whole is functioning properly. They are usually needed in questionnaires when people don't have an interviewer to ask questions or guidance (Bryman & Bell, 2011). It will however be conducted for the interview design so that any confusion can be cleared up before the interview process begins. This assisted to avoid wasting the participants time, a point that will be noted under 'ethical considerations'.

A pilot study of the interview questions has been done on 3 people of the target audience. Only once they understood the questions would the questions be used to start conducting the interviews.

3.15 ANTICIPATED CONTRIBUTION

The aim of every dissertation is to find a problem, research it and make a recommendation to solve or avoid it. The anticipated contribution of this research is to assist small to medium sized businesses in understanding the importance of brand image and keeping business practices clean.

The proposed journal that this study could potentially be published in is called *The African Journal of Business Management*. This African journal would be appropriate because one of the gaps found in the literature review is that there isn't a study like this unique to South Africa. This would give its predominantly African readers a relatable study to read. They will be able to understand the importance of a company's brand image as well as the repercussions of controversial behaviour. This journal provides academically trusted reviews and case studies to the people. The journal's audience of businessmen will be the right one to benefit from the study.

3.16 ETHICAL CONSIDERATIONS

The following ethical considerations stated in an article by Blackstad (2008) should be taken into consideration when conducting research:

- To not use deception on people participating.
- To obtain informed consent from all involved in the study.
- To preserve privacy and confidentiality whenever possible.
- To not plagiarize the work of others.
- To not commit science fraud, falsify research or otherwise conduct scientific misconduct.

Du Plooy-Cilliers, Davis and Bezuidenhout (2014) noted that participants should be informed that they are taking part in a research study. They should also be informed of how their information will be used and who will have access to it. Especially if any sensitive information comes up during the interviews or focus group. Another point to consider when collecting data is to avoid putting the participant in an embarrassing situation and to avoid wasting their time.

Due to the nature of the study and the human interaction involved, these ethical considerations cover situations that have arisen during the research process. These considerations are necessary for the result of the dissertation to be considered legitimate.

3.17 DATA ANALYSIS

There are different ways to analyze data depending on the methodology chosen (Du Plooy-Cilliers, Davis and Bezuidenhout, 2014). For this research as mentioned previously, a phenomenological approach has been adopted, due to this the data analyses is unique to this approach. One of the most predominant ways to analyse qualitative data is to search for themes, therefore this research study will use a 'thematic analysis' (Bryman & Bell, 2011). The thematic analysis is not related to any philosophical orientation. The aim of the thematic analysis according to Bryman & Bell (2011, p.350) is to 'identify, analyse and describe patterns, or themes, across the data set'. Braun and Clarke (2006, p.87) suggests a six phase process to using the thematic analysis as shown below:

1. Familiarise yourself with the data.
2. Generate initial codes.
3. Search for themes.
4. Review themes.
5. Define and name themes.
6. Produce a report.

3.18 LIMITATIONS TO STUDY

Limitations need to be taken into consideration by the researcher in order for them to have a thorough understanding of what they need to work around while conducting the study.

Some limitations were brought up in previous sections, additional limitations will be mentioned below:

- The short time period in which the research was conducted.
- As mentioned under 'Data collection', the qualitative process proposes that data is collected and analysed in a non-linear fashion until there are no more ideas or insights to gain. This however could not be done as the research needed to be done within a specific amount of time.
- The size of the sample group was limited to the geographical delimitation.

3.19 CONCLUSION

In conclusion, the research design has been thoroughly created to obtain the most credible results that would drive the research in chapters 4 and 5. Using a qualitative research methodology while taking a phenomenological research design approach, the study has been conducted. This has been done through the use of thorough interview research instruments. While conducting the interview schedule that has been developed, the researcher has kept in mind the importance of trustworthiness. This has aided the research in proving its credibility, conformability and transferability. Most of all, the use of triangulation aids in proving the validity of the research. The researcher has been very vigilant in keeping in mind the ethical considerations pointed out in the chapter, while also working around the limitations in order to find the most accurate results.

Chapter 4: Results and Findings

4.1 INTRODUCTION

This chapter contains the data collected from the primary research conducted. The data found in this chapter is only a presentation of the results collected, no observations or recommendations will be made until Chapter 5. The results will be organised in a way that is understandable and easy to follow. These are presented thematically with relevant word clouds to illustrate important keywords. As mentioned in previous chapters, this is a small-scale study, a fact which should be taken into consideration as the study cannot be taken as a generalisation of the population.

4.2 THE OBJECTIVE QUESTIONS MATRIX

Objective 1	To determine how controversial behaviour can affect a brand's image.
Questions	How would you define controversial behaviour?
Objective 2	To investigate how a brand's identity can sway public opinion.
Questions	Are you aware of the change in Axe's brand identity? Would you trust the company now that they've changed?
Objective 3	To determine how much power the public has over a brand's image.
Questions	What is your favourite brand? Eg Apple, Nike, etc. Would you stop supporting them if they did something you found controversial? Do you shop because of a brand's value, price, quality or convenience?

Table 4.1: The objective questions matrix

4.3 PRESENTATION OF FINDINGS

Due to the open nature of the interviews, the research has been grouped according to themes that stood out among the responses received. Questions were used to introduce the respondents to the topic at hand, as well as to lead respondents towards the next tier of questions.

4.4 FINDINGS

How respondents defined controversial behaviour

As mentioned previously in the study, the word controversial is a subjective one. Respondents were asked what their understanding of 'controversial' is. A general theme found throughout the responses was that respondents view controversy in a negative light and as behaviour that goes against a company's values.

Quotes from in-depth interviews:

- "Unconstitutional"
- "If they say they're an ethical brand but they use child slaves or animal testing."
- "There's a basic standard when it comes to controversial behaviour and then there's a subjective view as well."
- "When you (a brand) go to the extreme."
- "I think an example of controversial behaviour would be the Kendall Jenner Pepsi advert."
- "To certain people it will be offensive and to other people it wouldn't be"
- "When a brand does something that goes against certain groups of peoples values and goes against their beliefs."
- "Anything to do with ethics and moral."
- "A brand going against their promises."

- “Something that is not necessarily pleasing to the public eye and goes against a lot of people's views and beliefs”



Figure 4.1 Word Cloud depicting what respondents understand 'controversial behaviour' to be.

Respondents' view on the change in Axe's brand identity

Respondents were informed that there are multiple case studies that illustrate brands displaying controversial behaviour, and that this interview would use Axe as a case example. Axe was chosen due to their clear distinction of change in narrative. A definite line between 'before' and 'after' can be drawn in their approach towards their brand identity. The question was posed to respondents, "Are you aware of the change in Axe's brand identity?". This question was used to establish whether respondents were aware of Axe's change in advertising, and would set the tone for the questions to follow. If a respondent was unaware of the change in Axe's approach to their brand identity, they were shown a before and after image as seen below in Figures 4.2 and 4.3.



Figure 4.2: Axe Before

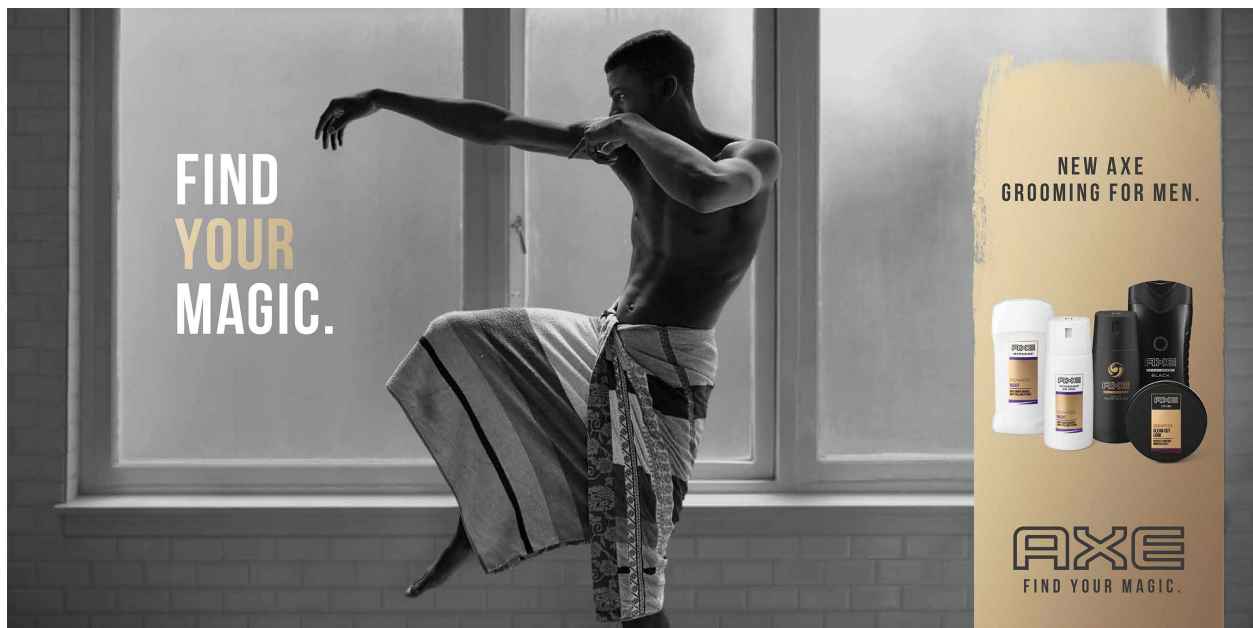


Figure 4.3: Axe After

Are you aware of the change in Axe's brand identity?

Yes	No
9	3

Table 4.2: Number of respondents aware of Axe's brand identity change

Respondents were asked to discuss their thoughts on the advert. This was used to elicit a reaction from them, enabling them to communicate their feelings on controversial advertising.

Quotes from in-depth interviews:

- "Axe change was too drastic, making the change unbelievable."
- "They're saying the same message in a new way."
- "They changed too much, I don't see what they're trying to say about themselves now."
- "I was never offended by it, Axe was funny to me."
- "I don't think it was a problem back then because that was the norm, if they used that kind of advertising today, they would feel the backlash."
- "But I don't think I would have noticed if I hadn't done an assignment on them."
- "It's great that they have changed with society."



Figure 4.4 Word cloud of what respondents think of the Axe identity.

Respondents' trust in Axe after the change

Respondents were asked if they would trust Axe after the change in brand identity. This question was asked to establish a frame of reference for the questions to follow. A note picked up from this was that respondents felt the adverts Axe put out in the past were not so shocking, however, if they were used these days it cause outrage. It was a common theme that since Axe had changed, adapted and recovered their brand image; respondents would trust them.

Quotes from in-depth interviews:

- "I would trust it, they still have a very masculine image."
- "I would use them but not necessarily trust them."
- "Yes, it rights their wrongs."
- 'The old Axe was too sexualised and they over hyped masculinity.'

Respondents are forgiving to companies that exhibit controversial behaviour

Respondents were asked if they are forgiving towards companies who exhibit controversial behaviour. A common theme found was that people are forgiving but expect an apology or change in attitude from the brand first. An interesting observation that came up during this research, was that respondents felt that people on social media over react easily and are quick to share negative stories about brands.

Quotes from in-depth interviews:

- “The change has to be ethical.”
- “They can’t change is just for the sake of changing. The brand needs to show that they are genuinely sorry.”
- “They are expected to make witty remarks about politics.”
- “I wouldn’t be able to trust the brand again.”
- “If they’re testing on animals it’s a big no from me.”
- “I think a lot of people get excited about what’s going on and enjoy getting angry in the public eye, but often take these things out of context and make situations more dire than they actually are. Then in their private life continue supporting them.”
- “An apology isn’t good enough.”
- “If they identify that they were wrong and fixed it, I would buy into their brand again. If it becomes repetitive I would not go back”



Figure 4.6 Word cloud of whether or not respondents feel that an apology is sufficient when a brand exhibits controversial behaviour.

Respondents' reaction to brands they have a personal connections with

This question was used to create a connection between the person and the content of the interview. After asking respondents questions about Axe, they are now in the mindset to provide the kind of answers needed when asked to think of brands they can relate to. They now have a frame of reference.

Respondents were asked which brand they are most loyal to and they selected a variety of brands such as Google, Woolworths, Lush, Zara, Nike, Nivea, VW, The Body Shop and Apple. With their brand in mind, the respondents were then asked if they would support the brand if they were involved in controversial behaviour that went against their moral code.

It became a common theme throughout the interviews that people would continue to support the brand.

Quotes from in-depth interviews:

- “Yes, it’s something I can’t live without. If it were a brand that I could easily replace, I may be more inclined to select a different brand.”
- ‘Is it essential to me? And is there another substitute for it?’
- ‘I feel a bit embarrassed to say but I probably would keep supporting them. I wouldn’t be happy about it, but I would.’
- “I’m very brand loyal.”
- “An apology is good, but it depends what the brand does afterwards too.”
- “I would, I’m very loyal to the brands I love.”
- “I would try to boycott if the product isn’t necessary in my life.”
- “I was very faithful towards Woolworths until they started importing Israeli products. I stopped supporting them for a few years, but recently I started shopping from them again because I love their products and quality. I try to not go there but I do.”
- “I have spent a lot of money on Apple products, so it would take a lot if I were to ever move to a different brand.”
- “I would drop the brand so fast, I am not brand loyal at all. I will change if I’m even a little inconvenienced.”
- “If they owned up to their mistakes then I would boycott until it’s fixed before using them again.”
- “It depends on how controversial it is to me personally.”
- “It’s just a bunch of people with big mouths who are trying to get attention.”

- “Convenience, quality.”
- “Price and quality.”
- “Good service means I will stay.”
- “How much I need a product.”
- “Controversy doesn’t play a role in my purchases.”
- “I buy for convenience.”
- “People are buying with convenience and price in mind.”



Figure 4.8 Word cloud of why people choose to continue buying from brands they don’t necessarily believe in.

4.3 CONCLUDING REMARKS

This chapter clearly showed the results and findings of the qualitative research conducted. The research was made easy to understand through the structure in which it was presented, discussed and interpreted. The information collected has been useful as common themes were found through the conversations held. This will allow for a credible conclusion to be reached. The next step will be to take key findings from this chapter, form conclusions and make necessary recommendations.

Chapter 5: Conclusions and Recommendations

5.1 INTRODUCTION

This chapter will look at the conclusions and recommendations of the research conducted. It is structured according to objectives, and within each objective, findings from literature, findings from primary research, conclusions and recommendations will be discussed.

5.2 OBJECTIVE ONE

To determine how controversial behaviour can affect a brand's image.

5.2.1 FINDINGS FROM LITERATURE

According to research the word controversial can be defined in the following way; 'a controversial subject, opinion, or decision is one that people disagree about or do not approve of' (Macmillandictionary.com, 2017). It was found during secondary research that people have varying opinions on what controversial means. Within a brand context, the term controversial is used to describe negative behaviour that is exhibited either intentionally or unintentionally by the brand.

Brand image is a component of brand equity, it is what consumers see, understand and feel about a brand. Research has shown that it cannot be controlled by the brand itself, as it is formed in the mind of the consumer. It lives in the consumer's mind, meaning that any mistakes made by a brand impacting a subject of importance to the consumer, will be remembered long-term by the consumer. It is vital that a brand is aware of their brand image as it imperative that the brand image and brand identity align with each other. Brand identity, according to Aaker (2009) is a set of brand associations that the brand strategist of an organisation should maintain. It is the perception the company intends for its consumers to associate with the brand.

Research showed that when faced with inconsistent information, as found in a study by Katja (2015), consumers perceive a different impression of the brand when looking at

the brand in isolation as opposed to the impression formed when asked to look at the brand along with the brand's ethics.

5.2.2 FINDINGS FROM PRIMARY RESEARCH

Through primary research it became clear that people understood that the term controversial is subjective. They were asked what they understand controversial to be and a general theme found throughout the interviews was that respondents find that controversial represents something that is negative and goes against a company's values. One respondent, mentioned in chapter 4, described controversial behaviour as "Something that is not necessarily pleasing to the public eye and goes against a lot of people's views and beliefs".

Themes in primary research prove that respondents appear to feel guilty about supporting brands that exhibited controversial behaviour, but still support the brand as they want the specific product provided. People, ultimately, focus on their own sphere of needs. Whether the brand has a positive image in the mind of the consumer or not, they will always buy appeals to them. It may be seen as a self absorbed way of living but it is a common theme that has been found in the research.

This is proven when looking at the primary research as a whole. When asked about their favourite brand, respondents went on to talk about their favourite brand and why they favor it over others, but immediately said they would be disappointed if the brand were to do anything incorrect. It became a common underlying theme that consumers are mentally separating the ethics and the relevance of the product in their life.

5.2.3 CONCLUSION

In conclusion, controversial behavior does indeed affect a brand's image. Both primary research and literature have proven that a negative connotation with the brand will leave an impression on the mind of the consumer. The study proved that findings from primary and secondary research corresponded with each other. During primary research, when asked about their favourite brand, respondents went on to talk about

their favourite brand and why they favor it over others, but immediately mentioned that they would be disappointed if the brand were to breach moral codes. This finding was supported in secondary research, in a study by Katja (2015). The study concluded that consumers perceive a different impression of the brand when looking at the brand in isolation as opposed to the impression formed when asked to look at the brand along with the brand's ethics.

5.2.4 RECOMMENDATIONS

It is important that brands are aware of what their current brand image is, as it is constantly changing and needs to align with the brand identity. It is recommended that brands ensure that if their brand identity is compromised in anyway, they apologise immediately and make any necessary changes.

A recommendation to companies would be to make sure their product or service is vital to a person's life. If the product can easily be replaced then it is necessary to keep a clean image and use identity as a point of differentiation. Of course both good product and identity would be ideal but a brand's image cannot be controlled as it lives in the mind of the consumer.

Although further study may show that when it comes to impulse buying they would select the brand that they trust and love. But this is only when there are multiple brands with the same product.

5.3 OBJECTIVE TWO

To investigate how a brand's identity can sway public opinion.

5.3.1 FINDINGS FROM LITERATURE

Brand identity, according to Aaker (2009) is a set of brand associations that the brand strategist of an organisation should maintain. It is the perception the company intends for its consumers to associate with the brand. Research has proven that brands cannot control how people see their brand. If consumers are fed false information, they are not quick to forgive and will almost immediately move on to the next brand (Lewis and Bridger, 2003).

The new brand identity adopted by Axe shows how pressure from society can force a brand to change their identity accordingly. However, there are some brands that don't receive the same repercussions despite including controversial content in their advertising, such as the Nando's franchise. This is due to the humorous twist the brand gives to their advertising, as noted in chapter 2.

As mentioned by Thomas and Fowler (2016, pg 378), consumer perceptions can be formed by the associations they make with the brand. The impact of a brand's transgression on consumer perceptions are often reliant on the consumer's current perceptions of the brand's image and reputation.

5.3.2 FINDINGS FROM PRIMARY RESEARCH

If a brand has a unique value in a person's life, they have a higher chance of not being dropped by consumers. Whereas a brand that doesn't have a unique enough product or service, may face challenges when it comes to brand loyalty.

A common theme found in primary research was that respondents just need an apology and proof that the brand won't make the same mistake. One respondent mentioned that "An apology is good, but it depends what the brand does afterwards too." Brand's don't always have to make a drastic change in order to restore brand image but they do need to make a distinct effort in moving in the right direction.

5.3.3 CONCLUSION

The findings from literature and primary research have contradicted each other. It can be concluded that although consumers are quick to change, it is completely dependent on how much they need a brand in their lives. A brand that can be replaced easily by competition will be immediately replaced. Contrary to literature findings, primary research has shown that brands who own up to errors and make a change, will be forgiven.

It can be concluded that in certain cases, such as Axe, a change in identity will have a sway in public opinion. However, secondary research shows that it is in fact the brand adapting its identity to rehabilitate its brand image that will sway public opinion.

5.3.4 RECOMMENDATIONS

It is recommended that brands understand that they cannot use their brand identity to sway consumer perceptions, but rather adjust it to meet the brand image and iron out any controversial press. Consumer perceptions are out of the brand's control so it is imperative that they do as much as they can to restore a tainted brand image.

5.4 OBJECTIVE THREE

To determine how much power the public has over a brand's image.

5.4.1 FINDINGS FROM LITERATURE

Brands can easily be destroyed through miscommunication by people on social media. As seen in the Dove advert, a single screenshot was taken out of context and changed people's perceptions of a brand that is so well known for its people positive advertising.

Recently the company has received backlash from the public due to a seemingly racist advert that was released. The brands intention was to convey that dove body wash is for every woman and is a celebration of diversity (Wootson, 2017). However, only two stills of the adverts, circulated social media. The incident spurred articles with headings such as 'Apparently dark skin symbolises dirt, and Dove can 'fix' that for you' (Ebrahim, 2017). Women across social media expressed their anger for what the brand seemed to have released. This is an example of a brand attempting to create a positive brand identity but resulting in a negative brand image due to consumer perceptions.

5.4.2 FINDINGS FROM PRIMARY RESEARCH

People who were interviewed at first found the Dove campaign to be completely disgusting. However the last few respondents felt that people blew the situation out of

proportion because they knew that the advert was taken out of context. It became clear that the advert was taken out of context but the damage was already done.

A common theme found was that people are forgiving but expect an apology or change in attitude from the brand first. An interesting observation that came up during this research, was that respondents felt that people on social media tend to easily overreact and are quick to share negative experiences about brands.

5.4.3 CONCLUSION

In conclusion, brands need to constantly keep up with what consumer perceptions are and what the brand image is in the eyes of the consumer. As seen by the Dove controversy, it is very easy for a campaign to get misunderstood by the masses when taken out of context.

A brand is made in the consumer's mind. It doesn't matter what you do, people can use social media to influence your brand. Although people care more about the products they're buying, social media has given the consumer so much power that they could create controversies that aren't even there.

Literature and primary research both show that when a piece of information goes out on social media, people grasp onto it and aren't afraid to speak their mind about it without checking the facts. This is a problem for brands - people are reading bite-sized pieces of news and allowing it to spread like wildfire. This leaves many people with a certain negative association with the brand.

5.4.4 RECOMMENDATIONS

Brands need to be aware of what their brand image is in the mind of consumers. It is recommended that brands keep up with their social media at all times and quickly respond to any comments that could cause doubt about the brand. Consumers don't wait long before they start re-posting negative content, making it important to stay vigilant.

5.5 SUGGESTIONS FOR FURTHER RESEARCH

There are two suggestions for further research. The first is that the study can be further expanded by doing primary research on how a negative brand image can affect impulse purchase. The second suggestion is that a larger scale study should be done on the matter. This will allow for more accurate findings and insights.

5.6 CONCLUDING REMARKS

This qualitative study covered how controversial behaviour can affect a brand's image. This was to determine its impact as well as investigate how a consequential change in brand identity can sway public opinion. The study also focused on researching the power the public have over a brand's image. With the goal of educating businesses and business owners on the importance of keeping a clean brand image, this study also educates businesses on how to respond to a negative brand image. This has been done by studying multiple case studies with different scenarios. These brand's included Axe, Nandos and Dove. These case studies clearly show the importance of responding to controversy promptly, as leaving it for too long will leave a lasting impression on the consumer. As found through secondary research, consumers will always keep this information at the back of their minds when making impulse purchases. Although the primary research shows that dependency on certain products won't stop some consumers, impulse purchase has not been researched in this study. This research has allowed for recommendations to be made so that brand's are fully equipped to handle an unexpected controversy and should be able to use this information to recover from a negative brand image.

APPENDIX A: ETHICAL CLEARANCE



4 October 2017

Dear Zainab Mitha

ETHICAL CLEARANCE LETTER

Your research proposal and ethical considerations were reviewed by your supervisor and moderated by the campus research panel.

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

OR

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

$$N/A$$

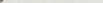
In the event of you deciding to change your research methodology in any way, kindly consult your supervisor to ensure all ethical considerations are adhered to and pose no risk to any participant or party involved. A revised ethical clearance letter will be issued.

We wish you all the best with your research!

Supervisor Name: Ciareth Grey

Supervisor Signature: _____

Campus Anchor Name: Alec Boza

Campus Anchor Signature: 

Directors: LW Maasdorp, JDR Dusch
Company Secretary: S Saunders

Johannesburg: 011 521 4600 | Durban: 031 569 1415 | Cape Town: 021 461 8089 | Pretoria: 012 343 3669

Vege is an educational brand of The Independent Institute of Education (Pty) Ltd which is registered with the Department of Higher Education and Training as a private higher education institution under the Higher Education Act, 1997 (reg. no. 2007/HE07/0027).
Company registration number: 1987/004754/07

THE INDEPENDENT INSTITUTE OF EDUCATION

APPENDIX B: INTERVIEW CONSENT

VEGA School of Brand Leadership

Honours: Creative Brand Communication - Research Dissertation

Researcher: Zainab Mitha (083 555 0051)

Supervisor: Gareth Grey (072 304 4328)

Dear Respondent,

My name is Zainab Mitha. I am an honours student at Vega School of Brand Leadership and to complete my qualification, it is essential that I conduct an in-depth research study. I invite you to participate in my research project entitled; ***How controversial behaviour can affect a brand's image***. The aim of this study as mentioned in the title is to uncover how controversial behaviour on the brand's side can affect a brand's image and to educate brands on the power of the consumer.

Confidentiality and anonymity of all records identifying you as a respondent is assured. If you have any questions or concerns about completing the interview or about participating in this study, you may contact myself or my supervisor at the numbers listed above. My supervisor will ensure that I comply with all the terms of consent and with all ethical requirements. The interview should take you about **20-30 minutes to complete**. Your participation will be greatly appreciated.

CONSENT TO PARTICIPATE IN THE INTERVIEW

I, _____ (Participants Name) have read the information presented to me in a language that I understand. I understand the implications of participating in the interview. I have been given the opportunity to ask questions and I am satisfied that they have been adequately addressed. I understand that I am under no obligation to participate and that I can withdraw from the interview at any time. I hereby volunteer to take part in this interview.

PARTICIPANT DETAILS

Name & Surname:

Signature: _____ **Date:** _____.

APPENDIX A: INTERVIEW SCHEDULE

Interview Schedule

1. How would you define controversial behaviour?
2. Are you aware of the change in Axe's brand identity?
3. How do you feel about this new identity?
4. Would you trust the company now that they've changed?
5. Are you forgiving of companies that do this?
6. What is your favourite brand? Eg Apple, Nike, etc.
7. Would you stop supporting them if they did something you found controversial?
8. Do you shop because of a brand's value, price, quality or convenience?

REFERENCES

Aaker, D. & Joachimsthaler, E. 2009. Brand leadership. 1st ed. London [etc.]: Pocket Books.

Aleksejeva, I. 2016. 'An Empirical Study of Latvian Consumers' Attitudes and Perceptions Towards Genetically Modified Organisms', European Integration Studies, 10, pp. 157-168, Business Source Ultimate, EBSCOhost, viewed 13 April 2017.

Aleman, P. 2017. *The Axe Effect*. [online] Media Literacy Project. Available at: <http://medialiteracyproject.org/deconstructions/axe-effect/> [Accessed 16 Apr. 2017].

Ashman, R; Solomon, M and Wolny, J. 2015. An old model for a new age: Consumer decision making in participatory digital culture. [Online]. Journal of Customer Behaviour 14(2):127-146 DOI: 10.1362/147539215X14373846805743 [Accessed 26 February 2017]

Axe. 2016. Axe- Find your magic. [video] Available at: <https://www.youtube.com/watch?v=WzTSE6kcLwY> [Accessed 13 Apr. 2017].

BBH. 2012. Axe Before. [Online Image]. Available at: https://adsoftheworld.com/media/print/axe_cream [Accessed 14 October]

Blackstad, O. 2008. [Online]. Ethics in research. Available: <https://explorable.com/ethics-in-research> [Accessed 27 February 2017]

Braun, V & Clarke, V. 2006. 'Using thematic analysis in psychology' *Qualitative Research in Psychology*, 3(2): p.350

Bryman & Bell. 2011. Research Methodology. Cape Town: Oxford University press Southern Africa

Bryman, A. 1988. Quantity and quality in social research. London: Routledge. Business Management Dynamics Vol.2, No.3, Sep 2012, pp.32-39

BusinessDictionary.com. 2017. Read the full definition.. [online] Available at: <http://www.businessdictionary.com/definition/research-methodology.html> [Accessed 13 Apr. 2017].

Choy, D 2012, 'How Consumers Perceive The Ethical Conduct of Businesses And Their Managers', International Management Review, 8, 1, pp. 44-48, Business Source Ultimate, EBSCOhost, viewed 13 April 2017.

Church, P. 2017. Four most controversial South African advertisements. [online] The South African. Available at: <https://www.thesouthafrican.com/four-most-controversial-south-african-advertisements/> [Accessed 13 Apr. 2017].

Diallo, M, & Lambey-Checchin, C 2017, 'Consumers' Perceptions of Retail Business Ethics and Loyalty to the Retailer: The Moderating Role of Social Discount Practices', Journal Of Business Ethics, 141, 3, pp. 435-449, Business Source Ultimate, EBSCOhost, viewed 13 April 2017.

DeVault, G. (2017). Tame Your Focus Groups and Get Useful Insights. [online] The Balance. Available at: <https://www.thebalance.com/what-is-a-market-research-focus-group-2296907> [Accessed 4 Jul. 2017].

Du Plooy-Cilliers, F., Davis, C. and Bezuidenhout, R. (2014). Research matters. Cape Town: Juta & Company Ltd.

Ebrahim, Z. (2017). Black = dirty, white = clean?! Dove lands in hot water over another offensive ad.. [online] W24.co.za. Available at: <http://www.w24.co.za/Beauty/Skin/black->

dirty-white-clean-dove-lands-in-hot-water-over-another-offensive-ad-20171009
[Accessed 15 Oct. 2017].

Fauconier, R. 2017. Axe's new brand narrative – Find your Magic. *Digital Swarm*. 8 March 2017. Durban: Digitlab.

Fishbein, M. and Ajzen, I. 1980. Belief, attitude, intention, and behavior. 1st ed. Reading, Mass. [u.a.]: Addison-Wesley.

Katja H. Brunk and Cara DeBoer. 2015. "Ethical Brand Perception Formation When Information Is Inconsistent - an Impression Formation Perspective", in NA - Advances in Consumer Research Volume 43, eds. Kristin Diehl and Carolyn Yoon, Duluth, MN : Association for Consumer Research, Pages: 319-323.

Kayabasi, A. & Mucan, B. 2011. An Empirical Study of Consumer Attitudes and Perceptions Toward Genetically Modified Foods (GMF). *European Journal of Social Sciences*, 25(1), 52–65.

Keller, K. L. 1993. Conceptualizing, measuring, and managing customer-based brand equity. *the Journal of Marketing*, 1-22. Cited in Mulder, P. (2017). *Brand Equity Model by Kevin Lane Keller | ToolsHero*. [online] ToolsHero. Available at: <https://www.toolshero.com/marketing/brand-equity/> [Accessed 17 Apr. 2017].

Keller, K. 2013. Customer Based Brand Equity and Brand Positioning. *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*. England: Pearson Education Limited.

Klopper, H. & North, E. (2011). *Brand management*. Cape Town: Pearson Education.

Kottasova, I. 2017. United Airlines shares drop after man dragged off flight. [online] CNNMoney. Available at: <http://money.cnn.com/2017/04/11/investing/united-airlines-stock-passenger-flight-video/> [Accessed 16 Apr. 2017].

Lewis, D and Bridger, D. 2003. The soul of the new consumer. London: Nicholas Brealy Publishing

Libguides. 2017. Available online: <http://libguides.usc.edu/writingguide/quantitative> [Accessed: 13 February 2017]

Lincoln, Y.S. & Guba, E.G. 1985. Naturalistic inquiry. Newbury Park, CA: Sage

Lindblom, A, & Lindblom, T 2016, 'Investigating the Links between Sociodemographic Factors and the Acceptance of Unethical Behavior: A Survey in Finland', Nordic Journal Of Business, 65, 3/4, pp. 4-17, Business Source Premier, EBSCOhost, viewed 10 April 2017.

Macleod, D. (2017). Axe After. [Online Image]. Available at: <http://theinspirationroom.com/> [Accessed: 14 October 2017]

Managementstudyguide.com. 2017. Brand Image - Meaning and Concept of Brand Image. [online] Available at: <http://www.managementstudyguide.com/brand-image.htm> [Accessed 9 Apr. 2017].

Maree, K. (2016). First steps in research. 2nd ed. Pretoria: Van Schaik Publishers.

McMillian, J.H. & Shumacher, S. 2001. *Research in education: a conceptual introduction*, 5th ed. New York: Addison-Wesley Longman.

Miles, M & Huberman, A.M. 1994. *Qualitative data-analysis: a sourcebook of new methods*. Thousand Oaks, CA: Sage.

Moustakas, C. 1994. Phenomenological research methods. Thousand Oaks, CA: Sage.

Parilti, N, Külter Demirgüneş, B, & Özsaçmacı, B 2014, 'Ethical Issues In Marketing: An Application For Understanding Ethical Decision Making', *Marmara University Journal Of Economic & Administrative Sciences*, 36, 2, pp. 275-298, Business Source Ultimate, EBSCOhost, viewed 13 April 2017.

Patton, M.Q. 2002. *Qualitative evaluation and research methods*, 3rd ed. Thousand Oaks, CA: Sage.

Reporter, C. 2017. Phat Joe suspended for offensive comment. [online] The Citizen. Available at: <http://citizen.co.za/news/1436843/phat-joe-suspended-unacceptable-comment/> [Accessed 13 Apr. 2017].

SlideShare. 2013. [Online]. Research paradigms: Ontology's, Epistemology's and methods. Available: <https://www.slideshare.net/eLearnCenter/research-methods-uoc-2013> [Accessed 26 February 2017]

Sierra, J., Heiser, R., Williams, J. and Taute, H. (2010). Consumer racial profiling in retail environments: A longitudinal analysis of the impact on brand image. *Journal of Brand Management*, 18(1), pp.79-96.

Steinman, R.B. and Wolfrom, B.T. 2012. The Effect of Brands' Unethical Actions on Consumers' Attitudes in the Fast Moving Consumer Goods Domain. *Business Management Dynamics*.

Terre Blanche, M. & Durrheim, K. 2004. *Research in practice*. Cape Town: University of Cape Town Press.

The Citizen. 2017. Victim's family slams 'insensitive' Ford over Kuga scandal. [online] Available at: <http://citizen.co.za/news/news-national/1398293/victims-family-slams-insensitive-ford-over-kuga-scandal/> [Accessed 13 Apr. 2017].

Thomas, V, & Fowler, K 2016, 'Examining the Impact of Brand Transgressions on Consumers' Perceptions of Celebrity Endorsers', *Journal Of Advertising*, 45, 4, pp. 377-390, Business Source Premier, EBSCOhost, viewed 13 April 2017.

Van Manen, M. 1997. *Researching lived experience: human science for an action sensitive pedagogy*. London: Althouse Press.

Vomiero, J. (2017). Woman from Dove advertisement speaks out, says intent of commercial was not racist. [online] Global News. Available at: <https://globalnews.ca/news/3800381/woman-from-dove-advertisement-speaks-out-says-intent-of-commercial-was-not-racist/> [Accessed 15 Oct. 2017].

Weddle, D.E and Bettman, J.R. 1974."Marketing Underground: an Investigation of Fishbein's Behavioral Intention Model", in NA - Advances in Consumer Research Volume 01, eds. Scott Ward and Peter Wright, Ann Arbor, MI : Association for Consumer Research, Pages: 310-318. <http://acrwebsite.org/volumes/5719/volumes/v01/NA-01>

Wiid, J & Diggines, C. 2013. *Marketing research*. 2nd ed. Cape Town: Juta & Company.

Wootson, C. (2017). A Dove ad showed a black woman turning herself white. The backlash is growing.. [online] Washington Post. Available at: https://www.washingtonpost.com/news/business/wp/2017/10/08/dove-ad-that-shows-a-black-woman-turning-herself-white-sparks-consumer-backlash/?utm_term=.ba984e078b78 [Accessed 15 Oct. 2017].

Wyse, S. 2011. Available online: <https://www.snapsurveys.com/blog/what-is-the-difference-between-qualitative-research-and-quantitative-research/> [Accessed 26 February 2017]