



**THE ROLE OF PUBLIC RELATIONS IN BUILDING A SOUTH AFRICAN BRAND  
IN THE UK**

**by**

**HELETTE GELDERBLOM (Student no: 205151124)**

**Thesis submitted in fulfilment of the requirements for the degree**

**Master of Technology: Public Relations Management**

**in the Faculty of** Information Technology

**at the Cape Peninsula University of Technology**

**Supervisor:** Professor Nirvana Bechen

**Cape Town:** 21 November 2019

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**Signed**

A handwritten signature in black ink, appearing to read 'Helette Gelderblom', written over a light blue rectangular background.

**Date** 15 November 2019

## **ABSTRACT**

The study highlights that there are currently many opportunities for South African brands in the United Kingdom (UK), with Brexit and the rise of the UK middle class. However, expansion can be a significant financial gamble and not all South African brands have been successful in the competitive UK market. The purpose of the study is to support South African brands in minimising their risk of failure in the UK. Research has shown that Public Relations (PR) has an important role to play in building a South African brand in the UK.

This study aimed to determine which PR strategies will build a brand in the UK, with a focus on the PR success that Nando's UK\* has achieved. The study asked Nando's London consumers, building on existing literature: How is your perception of Nando's shaped? What were the key influencing factors?

In-person London consumer interviews were scheduled, followed by an online survey to reach more London consumers. The study revealed that for a South African brand to succeed, it needs to invest in a long-term PR strategy. The strategy should focus on delivering good first impressions, building a strong, unique brand and a brand that is trusted to do the right. To succeed in the UK, South African brands should define their personality, confidently and consistently express their brand essence and showcase the quality of their product or service, as Nando's has.

*\*Nando's did not partake in this study in any way. This study is 100% based on the researchers own research or what was found on public domains. Clearly stated sources are available to review in the References section.*

## **ACKNOWLEDGEMENTS**

### **I wish to thank:**

- My family and friends for keeping me motivated to complete my master's with passion and enthusiasm



## **DEDICATION**

This Master's thesis is dedicated to proudly South African businesses that believe in spreading our vibrant culture and energy onto a global platform.

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# CHAPTER ONE:

## **An introduction to the role of Public Relations in building a South African brand in the UK**

### 1.1 Introduction to the study

The South African (2018), a UK publication visited by four million unique users monthly, described the United Kingdom (UK) as “Perfect for business”, in their 2018 article ‘Why SA entrepreneurs should choose the UK for business’. The publication lists the skilled workforce, very low corporation tax rates and the potential high return on investment as reasons for South African entrepreneurs to conduct business in the UK.

Examples of South African business success in the UK include Douw Steyn from the BGL Group (which includes UK brands like Comparethemarket.com and Dial Direct) and Nando’s. According to a 2018 The Times article by Donnellan (2018), Steyn, with his insurance concept that expanded to the UK, received dividends of £135m roughly R2470.5m. Nando’s continue to see similar growth in the UK. Bourke (2018) from The Standard, reported Nando’s UK revenue raised from £646.8 million in 2017 to £722.3 million in February 2018. Chapman (2018) in The Independent, reported how impressive this was during a time when a third of top UK restaurant chains are struggling and not making money.

Even though these examples paint a positive picture for South African businesses in the UK, that is not always the case. Several South African businesses have tried to take on the UK market and expand to this lucrative territory, but only a few have succeeded such as Nando’s.

Therefore, the research identifies the role that PR plays in building a South African brand in the UK by focusing on Nando's. It takes a deep-dive into some of their most celebrated PR moments, like their cult-hit 'Cheeky Nando's' movement, 'Finger Selfie' campaign and the infamous 'Nando's Black Card' legend. To understand the role that PR plays in brand London consumers were interviewed to understand how their perception of Nando's has been shaped and influenced.

By clearly understanding the PR strategies that make a South African brand succeed in the UK, more businesses can benefit from expanding to this market.

## 1.2 Objectives of the research

The study aims to understand how a South African brand with effective PR could see more success in the UK.

South African brands considering launching in the UK, should be realistic and understand that all businesses might not be as successful as Nando's. They should clearly understand why this brand is so popular in with the consumer base, and the important role PR had in building their strong brand. Therefore, the objectives of this research were to:

- 1. Identify what PR is and show the important role it has in building a brand.**
- 2. Give meaningful London consumer insight, with a focus on Nando's and how they used PR to build their brand in the UK.**
- 3. Give clear recommendations on which PR strategies a South African brand should apply when building their brand in the UK.**

To achieve these objectives, the researched conducted:

1. A thorough literature review on PR, Brand, PR Strategies, Brand Strategies and Nando's to identify gaps in the literature.
2. Qualitative research in the form of in-person interviews and an online survey to understand Nando's London consumer.

As we will see later in the study, Nando's have embedded several PR initiatives, filled with personality and humour that has made them a cult brand in the UK. This study will, therefore, aim to understand the role that PR played in the growth of Nando's UK. It was deemed necessary to hear direct from the London consumer to understand their perception of the brand and learn from them what works and what doesn't, to understand the Nando's brand success in the UK.

The research applied an interpretivism approach. Interpretivism aims to provide the meaning, motives, reasons and subjective experiences relevant to the topic. This approach is the best option to truly understand the London consumer and their perception of Nando's. It met the aims and objectives of this social science study as it helped to understand, direct from the source (Dudovskiy, 2018), how they've experienced the Nando's brand.

As explained by Dudovskiy (2018) from Research Methodology, the Interpretivism approach makes it the researcher's responsibility to extract as much information as possible on a topic, by working with human subjects. The researcher needed to follow an interactive approach that was cooperative to extract as much information from the participants. Observations and interviews with the subjects were usually conducted to define what is specific and unique about their understanding of a topic.

## 1.3 Background information

The study will support SA businesses looking to launch in the UK as background information about the opportunities for SA businesses in the UK, successful SA businesses in the UK and challenges SA businesses face in the UK indicate that more research is required to support these brands.

We see the importance of more research when reviewing the imbalance between SA brands that has been successful in the UK and those that hasn't such as Spur, Steers, Cape Town Fish Market that has closed their UK branches. The opportunity is right, even though the challenges can be large. Brands can better understand which PR Strategies to apply to build their brand in the UK with the support of the research.

### 1.3.1 Opportunities in the UK for South African businesses

Jinks (2017) from The South African Chamber of Commerce says that the potential opportunities of Brexit, coupled with South African businesses and their desire to tap into a stronger, more stable economy, has led to many South African businesses looking to expand to the UK. Journalist, Hands (2018), from BusinessDay, reported that the UK's Department of International Trade, created after the Brexit referendum, saw South Africa become a key business partner of the UK.

Sabbagh (2018) from The Guardian reported in 2018 that then British Prime Minister, Theresa May embarked on her first Sub-Saharan Africa visit. The first visit by a UK leader in five years. During this visit May enthusiastically expressed the UK's desire to work with African countries, as published by Merten (2018) in The Daily Maverick: "By 2022, I want the UK to be the G7's number one investor in Africa, with Britain's private sector companies taking the lead in investing billions that will see African economies growing by trillions." The BBC (Theresa May pledges Africa investment boost after Brexit. 2018) reported that she pledged £4bn to African countries, expected to be matched by the private sector, to support the creation of jobs for young people.

Further to the potential that Brexit has Head (2017) from The South African wrote that the UK, as an English-speaking country, with tastes like South Africa (from food, fashion, and even financing), a barely noticeable time difference and roughly 221 000 South Africans living in the UK, make it a lucrative territory to target.

CEO, Neville Koopowitz also pointed out cultural similarities during an interview on Biznews with Vitality (UK subsidiary of South Africa's Discovery Limited brand). He said to business writer Hogg (2016): "I think that in terms of culture, the markets are probably more similar. The geography does make a difference. It's easier to have your second home market in the same time zones. It's easy to get to the UK, and everything makes sense from a logistics point of view."

Another benefit for South African businesses is the growth of the UK middle class. How we made it in Africa editor, Maritz (2014), reported on this growth and their wealth of disposable income, during his interview with DHL Express MD, Hennie Heymans. Heymans told Maritz in 2014: "The timing is absolutely perfect...We are seeing an enormous growth in the up and



coming middle class, which means that from a consumer spend perspective, they are now ready to spend their money somewhere. I think that opens up an entirely new market for SMEs out of the UK”.

### 1.3.2 An introduction to successful South African brands in the UK

Not all South African brands succeed in the UK, as we see in Section 1.3.3, but some have seen great success in this market in a relatively short period.

Nando's UK has cemented itself as a cult brand. It has become one of the most popular brands in the UK since 1992, with a multi-million Pound turnover and more than 340 restaurants as reported on TV documentary 'Inside Nando's: A peri-peri success story' (Inside: 2018). With not a single branch to shut down since 1992 (Inside. 2018, 01:00) and ongoing celebrity endorsements from David Beckham, Ed Sheeran, Adele and even Prince Harry as reported by Burshtein (2017) for Vogue online, the future is looking bright for the brand.

The brand has a collective following of over six million users on Facebook, Twitter and Instagram (as of 13 January 2019) and several self-proclaimed Superfans. Corner (2019) explains that Superfans travel the world to try a Nando's burger at every single Nando's then review it for other Nandoers.

Nando's firmly holds its place in the UK when compared to other global brands in the industry, such as KFC and Burger King. According to Wikipedia (KFC, 2019), KFC launched their first UK restaurant in 1965 and have an annual revenue of £791 million, and Clark (2014) reports Burger King launched their first UK restaurant in 1977 and has a revenue of £594 million. Nando's reported their 2017 revenue as £772 million showing their impressive growth, as Bracken (2018) points out, as they only launched their first UK restaurant in 1992, 27 years after KFC. No small feat, in a very competitive market, as Statistica (2019) reported over 80 000 businesses operating as restaurants in the UK.

Public-voted website, Ranker (2019), rated Nando's top of the list of 'The Best Restaurant Chains of the UK' while data and analytics company, GlobalData (Bracken, 2018) compared major restaurant brands ranked Nando's number seven on their - 'Top 10 UK restaurant

operators by revenue' list, closely behind brand giants like KFC, Starbucks and outperforming Burger King.

Nando's is equally popular as an employer as it is to its consumers. Nando's ranked no. 19 on the well-respected, '2019 Best Places to Work - Employee's Choice' UK Glassdoor (2019) annual report. Caring about personal growth and having a range of career progression opportunities placed Nando's on the list. Nando's outranks global brands the BBC and Apple on this list as an employer.

Nando's ensure they remain top of mind for UK consumers through strong PR activities that confirm their positive word of mouth engagement, strategic partnerships and their people-centric ethos. They constantly play on their unique roots, personality and humour to grow brand loyalty. Recorded for Youtube in 2017 Co-founder, Robert Bronzin presented a talk at Invested UK (2017, 00:35). He explained that Nando's focus on doing incredible things that surprise and delight like, "A message that pops out of your takeaway box from Africa. If you surprise and delight, customers will slowly start to remember you for that".

Nando's is not the only successful South African business in the UK. Matthew Donaldson from BGL Group said something similar to Bronzin when they expanded to the UK. They knew they needed to create a distinct brand, with a strong brand essence like Compare the Meerkat. Donaldson said to Cameron (2016) in a BizNews article on launching in the UK "We knew we needed to do something different. We set ourselves a task really of getting name recognition and entertaining our customers because nobody was doing it in the market. We gave ourselves a brand essence, which I think is very South African in its own right, which was 'dare to be different'...Frankly, we were getting a little bit desperate...a big part of our group is having fun, so we went with it. Our market share went from about, just under 5% to under 20% in about 12 weeks, and we've really never looked back."



Image 1.3.2.1 Meerkat mascot, Aleksandr Orlov, from Comparethemarket.com campaign (The Independent, 2010)

South Africa's Discovery is another successful business example, known in the UK as Vitality. Dwayne (2018) reports that Vitality has more than one million policyholders in the UK and 10 million in total in 19 countries. Vitality, then PruHealth, entered the UK in 2004 and Britain is now one of its biggest markets. They have developed a brand that is easily recognised, and their advertising is very consistent across a variety of channels. The brand also builds consistency by visually looking the same in all its markets. Dwayne (2018) further reports on how Vitality lives and breathes their purpose of making people healthier and protecting and enhancing their lives.

The brand invests in meaningful partnerships to attract new customers. Fallon (2018) reported on the 54-year old South African founder and Chief-Executive, Adrian Gore unveiling the launch of a study, partnering with Apple to measure the impact of incentives on a healthy lifestyle.



Image 1.3.2.2 Vitality and Apple watch partnership to attract new clients (Vitality, 2019)

After relaunching as Vitality in 2014 from PruHealth, in the UK, the brand has become well-known through its brand strategy, using a much-loved Dachshund and brightly coloured advertising. The strategy was developed to be striking, and distinctive as explained on Marketing Society (2016). The company and its brand agency confidently report on Marketing Society (2016) that they have built a distinct brand in a very competitive and challenging market. The reaction to their brand advertising has been incredibly positive, and the audience said that the brand feels different from others in the market. Vitality managed to get brand awareness in the UK in only two months, while PruHealth took ten years to establish brand awareness.

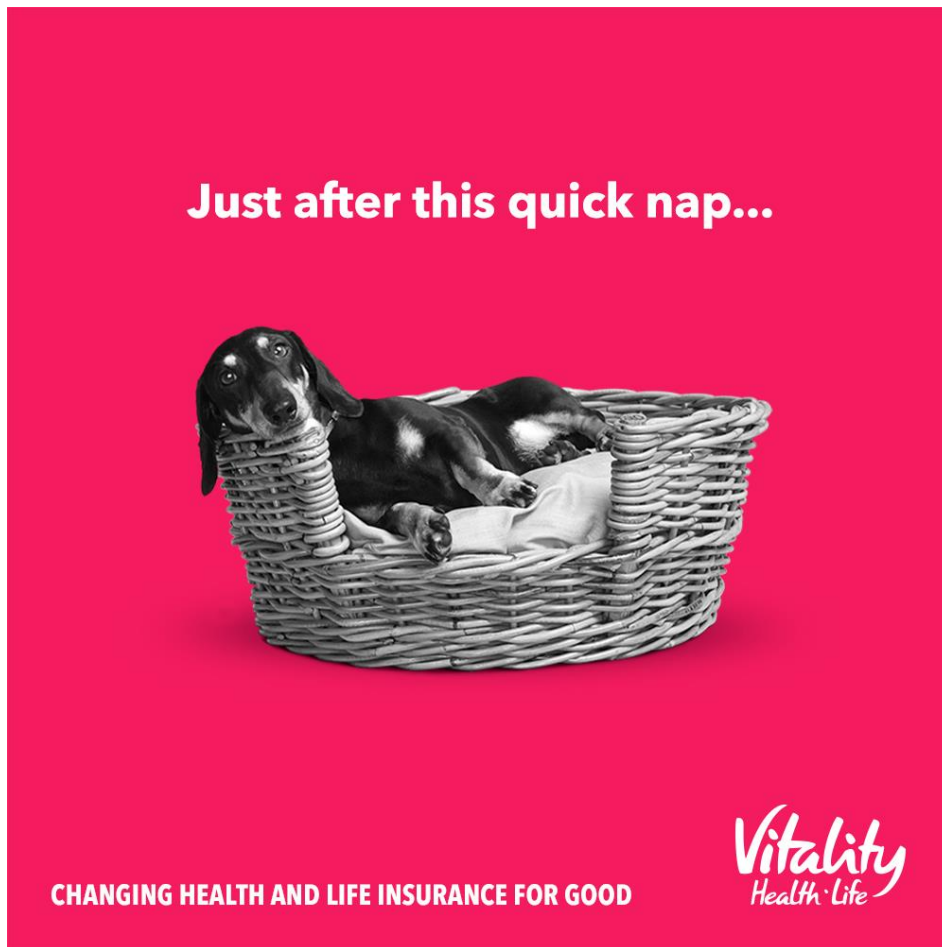


Image 1.3.2.3 Stanley, the Vitality dachshund (Vitality, 2015)

### 1.3.3 An overview of the challenges South African brands face when launching in the UK

Expansion to the UK can come with significant financial risk. The reality is that many South African companies have limited resources, UK market knowledge and a weaker Rand to Pound Sterling currency to launch in the UK.

Steers, Spur and Cape Town Fish Market, have failed in the UK. In 2017 Steers halted plans and closed all branches but one in Wembley, as reported on their Twitter feed (Steers\_UK, 2017), Seymour (2016) from The Food Service Equipment Journal reported Spur closed all their UK branches in 2016, and as stated on Tripadvisor (2014), Cape Town Fish Market pulled out of London in 2014. These businesses didn't succeed in the UK even though they offered the same benefits as Nando's; a family-friendly environment, affordable food and quick

service. It seems unusual to the researcher that these businesses couldn't conquer the UK market like Nando's did, with these similarities in mind. One has to ask what made Nando's different?

## 1.4 Problem statement

South African businesses can expand their business to the UK. They can build their brand internationally to increase revenue and job opportunities. However, not all businesses succeed when they launch in the UK, as is evident by the background information. A number of South African businesses have closed in the UK. It's very costly to a company to expand to a new territory, and a risk that many other South African businesses can't take. The study aims to understand how a South African brand with effective PR could see more success in the UK.

## 1.5 Research question

### **How is your perception of Nando's shaped?**

Due to Nando's success in the UK the researcher focused on understanding how consumers, specifically in the London region, views Nando's. The research question answer will indicate to the researcher whether PR has influenced the consumer perception of the Nando's brand. It allows the researcher to discover when, how, where the participants have engaged with Nando's and how it has led to loyal consumers for the brand.

The core question is shaped around, truly understanding how the Nando's brand is perceived. Therefore, the research focus was understanding to what extent the London consumer understands, resonates, engages and trusts Nando's. It aimed to understand what moments, actions, information and influence shaped the reality of the brand. The researcher could then start to analyse Nando's PR that have been successful in the UK.

The researcher focused on the London consumer as the majority of Nando's branches in the UK are based in the London region. Gander (2017) from The Independent reported in 2017 that a third of the world's Nando's branches are based in the UK. According to the Nando's

website (<https://www.nandos.co.uk/restaurants/all>) 100 of these branches are based in the London region, more than in any of the other regions in the UK.

To answer the research, question the researcher followed a constructivist theory, which is best to understand and interpret human interests like this one. According to Dudovskiy (<https://research-methodology.net/research-philosophy/epistemology/constructivism/>), Constructivism believes human minds construct objective realities based on personal accounts. It is the role of the researcher to collaborate with the participants to conduct the research.

Kearsley and Culatta (<https://www.instructionaldesign.org/theories/constructivist/>) from Instructionaldesign.org explains that psychologist Bruner developed the theory in 1966. Bruner focused on the process of education and how students retain and understand new information. He found new ideas form for people based on their previous experiences, as learning is an active process. Learners then proceed to the decision-making process, and how we transform information relying on a rational structure, the way we organise and recall information.

To understand the data, how the responses were structured, and how best to disseminate it, an Interpretivist approach was applied. The philosophy of Interpretivism was best placed to understand meaning, motives, reasons and experiences from the research participants.

On Study.com (<https://study.com/academy/lesson/interpretivism-in-sociology-definition-and-lesson.html>), we see that the approach was mostly developed from theories by the Chicago School. They insisted another style of research was needed to understand how we as humans construct our realities. Interpretivism, as a form of qualitative data, relies on both the researcher and the subject to measure the results and will involve both observations and interviews.

According to the writer, O'Leary (2017, p. 149), 'Phenomenology' is the study of understanding the awareness and experiences of individuals. It was the most suited for the research objective of looking for detailed descriptions and lived experiences from Nando's London consumers. According to Biemal and Spiegelberg (2017), the philosophy, developed in the 20th century, believes in the careful study of concrete examples supplied by experience.

Collecting the data through interviews is one of the most effective ways to understand experiences. The interviews took place in the form of conversations, casually discussing the questions.

In addition to the literature review and interviews an online survey was sent out to gather the experiences of London UK consumers further. The online survey included open-ended questions that aligned with the in-person interviews to produce qualitative data. Kroener (2014) says that online surveys allow the researcher to obtain more data from a larger more diverse group quickly.

To analyse the data, the researcher used Atlas.ti. The software helped analyse the data from sorting by demographics, producing word clouds, deeper meanings and themes.

## 1.6 Delineation of the research

1. This is not an Advertising study, but a study to show the role PR play in building a brand in the UK.
2. The consumer research will only focus on Nando's London consumers and its PR and Brand Strategies.
3. The research will not focus on Nando's South Africa.
4. The research will investigate Nando's strategies and tactics since launching in the UK in 1992.

## 1.7 The significance of the study

There is an opportunity for South African businesses in the UK. With the current spotlight on South Africa by the UK government and the private sector, the strength of the pound and growing middle class, the time is right. The study shows how businesses looking to expand to this competitive territory should use PR to build their brand in the UK and minimise their risk for failure.

South African businesses can gain valuable insight when planning on expanding to the UK by investigating what makes successful PR. In turn, it could lead to long-term support for the South African economy. The study shows South African businesses what PR is and the



important role it plays in building a brand in the UK, by focusing on the success that Nando's has achieved.

Chapter two, the literature review, focuses on PR and Branding topics. The chapter includes definitions of Public Relations in general, Brand, Brand strategies and Nando's literature with a focus on their PR efforts.

# CHAPTER TWO: Literature review

## 2.1 Introduction

Respected PR and Brand experts such as Doctoroff (2014), Fisk (2017), Lerman (2018) and Olins (2014), businesses, schools and publishers have been writing and building on topics related to this research for years. The literature review aimed to understand how a South African business can achieve success in the UK using PR.

To define the role and impact that PR has in shaping a brand, the researcher evaluated relevant topics to understand core knowledge, emerging knowledge and trends. It was crucial to review PR topics such as defining PR, PR Strategies and examples of PR activities followed by understanding what a brand is to see how PR can influence brand awareness, loyalty and trust.

The pre-search phase of the literature review involved searching in various publications and databases. The search included reviewing the National Research Foundation - South African Data Archive and online academic search engines. Further searches were conducted on Google.com to find articles, white papers, case studies, videos, social media highlights, documentaries and the Nando's company website.

The keywords used for the searches include Public Relations, Brand, Public Relations strategies, brand strategies, Nando's, Nando's UK, Nando's brand, Nando's Public Relations, Nando's success UK. The searches were further filtered to exclude results before 2005 as the industry evolves quickly, and it is important only to consider relevant literature representative of the time.

Objective analysis and evaluation of these sources supported the researcher during the in-person interviews and writing the online survey. The review considered only current and reputable sources.

## 2.2 Overview of Public Relations

### 2.2.1 A definition of Public Relations

At its core, PR is about reputation. As explained by the Chartered Institute of Public Relations (CIPR) (<https://www.cipr.co.uk/content/policy/careers-advice/what-pr>) in the UK, it is about how an organisation maintain goodwill, and its reputation between all stakeholders, based on what it does, says and what others say about it.

### 2.2.2 The evolution of Public Relations

Robinson (2015) from Global Media Monitoring agency, Meltwater, states that Public Relations has been around for years to capture the public's attention and spur them into action.

Traditionally the role of a PR practitioner was writing and distributing a press release up until the digital and social age that we are in now. PR Expert, Cranston (2018) from global PR agency, Red Lorry Yellow Lorry, wrote that this shift in our day to day lives has allowed practitioners to go directly to the public to raise brand awareness, connect with their consumers and create conversations with them. It's not just about pitching a story to the press anymore, but about understanding how a brand can share that story on several platforms and creative ways.

Public Relations and Communications Association (PRCA), the world's largest PR professional body representing over 30 000 practitioners, consultant and writer Rolf Merchant (<https://www.prca.org.uk/EvolutionNotRevolution>) tells us that he believes there will be three fundamental changes to the industry; adopting a more scientific approach to targeting, more competition in the PR industry from other Business Services and the industry becoming more professional. However, as discussed by Merchant, there is one piece of the puzzle that is more important than ever. That is the art of storytelling.

Forbes contributor, John Hall (2017) supports this statement by saying in the past PR stories were often unengaging, simple promotional pitches from the brand to the publisher. Not making the pitch appealing to the publisher and the relationship they had with their reader. Brands wanted to control the stories about them, making it only beneficial to the brand. However, in recent years, with the rise of technology and personalisation, there has been a shift where brands realise the stories need to be mutually beneficial. To create mutually beneficial stories for both brand and publisher, the brand needs to create engaging, personal and authentic ideas. The focus is on getting the right message to the right person. This led to the end of mass pitches through press releases and the start of PR practitioners building real relationships with the publisher or even public. The result for a brand is the coverage they receive is much better quality, engages with the audience and helps to boost its brand authentically and sincerely.

Humour and quick responses is another evolution of the industry. Robinsin (2015) wrote it's more important than ever to bring humour and a quick response to real-time events to create a stand out PR campaign. We can see in Robinsin's article about the history of PR, how 2010 shifted the industry with Oreo's real-time response to the Superbowl energy black-out. The Drum (2016), a popular industry online publisher, also shared how successful the tweet was and how The Huffington Post called it: "one of the most buzz-worthy ads of the Super Bowl on Sunday wasn't even a commercial – it was a mere tweet from Oreo during the blackout."



Image 2.2.2.1 Oreo's famous Superbowl black-out tweet (The Drum, 2017)

### 2.2.3 The importance of creating interest for the reader

Prominent PR trainer and consultant, Singleton (2014, p. xi), explores PR and its effects in his book, *PR Masterclass*. As an ex-journalist, Singleton reminds us of the importance of a story that will interest readers. He understands the crucial role that traditional media still plays and how coverage can influence the consumers if the story is interesting. He shows us how low-cost PR campaigns can offer a high return if the story focuses on human interests.

In Haig's (2011, p.18) '*Brand Success: How the World's Top 100 Brands Thrive and Survive*' he lists Xerox as a good example of a brand that creates PR stories that are of interest to readers. Xerox has focused on sharing stories that communicate that they are leading innovators, with many first releases, in their category. US media was very interested in the technological breakthrough and covered it as a news angle.

### 2.2.4 Examples of Nando's PR creating interest for the reader

Nando's receive daily UK media coverage that is of interest to consumers. One of Nando's popular media coverage pieces in the UK in 2018 has been around the pressure that the restaurant industry faces. As reported by industry journalist, Warrington (2019) on *City AM*, the casual dining industry in the UK have suffered losses of £82 million in the previous year, across the Top 100 restaurants in the industry. Several popular restaurants chains have closed dozens of their branches including Prezzo and Carluccio's and the once-popular Jamie Oliver restaurant chain fell into administration. Nando's is one of a hand-full of casual dining restaurants, like Wagamama, that has in contradiction to the trend, seen an increase in sales.

In the documentary on Channel 5 (*Inside*, 2018), we see how well-respected and covered the Nando's rise to success has been in the UK. The Channel 5, 65 min documentary that solely focuses on Nando's success stories was created independently by Channel 5. It tells the story of their brand success and how they have grown to be a cult-brand in the UK. On the programme (*Inside*, 2018) they interview Nando's superfans, celebrities, brand experts and a behavioural psychologist. The documentary proved how attention-grabbing and loved Nando's is. Nando's did not have any input in the documentary, which means this is independent national TV media coverage which is very difficult to come by.

Respected publication, The Independent UK, takes a deep-dive into the Nando's UK growth in their article; "Nando's: the surprising story of the rise and rise of peri-peri chicken". Gander (2017) highlights the success of the 'Cheeky Nando's' PR campaign and celebrity endorsements and the mysterious 'Black Card'. They also discuss the history of Nando's and how Nando's still celebrate its legacy through colourful décor and art. Gander (2017) appreciates how Nando's manage to deliver an authentic personality to an audience that is highly distrusting of brands trying to do this.

The upward trend in sales for Nando's mean that several new restaurants are opening across the UK, and they have started improving their offerings by adding home delivery. The local media outlets often pick up on these stories, and it appears to be popular news to report on due to the reputation of the restaurant chain. Publisher, Devon Online, reports on the launch of home delivery for Nando's restaurant in Exeter. Bray (2019), Regional TV and Celebrity journalist wrote: "Our prayers have been answered because Nando's in Exeter is about to start offering a home delivery service - and it's the stuff that dreams are made of." She also reported on the opening of the second Exeter Nando's branch that opened in February in Marsh Barton.

New branches like the Exeter Marsh Barton, Reigate in Surrey, Bishops Stortford in Hertfordshire and Greenford in Ealing are reported on by regional media. On the Bishops Stortford Nando's opening the location's square manager, Michael Jackson said to Corr (2019): "It's certainly great to hear that our town is being recognised by such a brand as this will only continue to improve the offer we have available for the people of Bishop's Stortford."

About the Reigate opening journalist, Steed (2019), wrote positively: "Nando's has finally announced its opening date for the Reigate branch, ending five months of stomach-rumbling waiting for fans of the chicken chain" and shares the fact that the opening created 40 jobs.

In Ealing, the regional media, Ealtingtimes (2019) also reported on the opening of the Greenford branch and, the 40 jobs that the opening created.

Listicle articles, like '15 child-friendly takeaways in Surrey ideal for fussy eaters' by journalist Nightingale (2019) from SurreyLive, are popular articles in the UK. Nightingale includes Nando's as a child-friendly restaurant at number five on her list of 15 restaurants in Surrey.

Here Nightingale lists Nando's, as they mention the newly offered Nando's home delivery service as an option, to stay in rather than venture out.

The Sun, and The Scottish Sun, both reported on opening times for Nando's over bank holidays like Easter weekend. The articles generally had a very positive tone, and the reporter from The Sun (<https://www.thesun.co.uk/money/8674374/nandos-easter-opening-times-today-bank-holiday/>) even says: "NOTHING beats a cheeky Nando's. Fact. So are you thinking about stopping off for a bit of peri-peri chicken this Easter Bank Holiday Monday?". The article also links out to the Nando's website's restaurant finder section.

Several articles during the period tracked on Google Alerts listed ways to save money when going to Nando's like The Sun's article called, '*PERI GOOD 8 ways to save money at Nando's including a free bottle of Peri-Peri sauce*'. In this article, the Digital Deputy Consumer Editor, Knapman (2019), shares smart tips on how to save money. She writes about the fact that Nando's celebrated St Patrick's Day in Wales by giving away a free bottle of per-peri sauce to customers called 'Patrick'. The article used a Nando's promotion as a hook to create seven other ways to save money.

The Independent published an article by journalist Barr (2019), '*St Patrick's Day 2019; Best food and drink deals, From Nando's to Slug and Lettuce*'. In her article, she mentioned the same promotion that runs in Ireland, not just Wales. Nando's got mentioned in the title of her article out of the seven brands that she listed.

Recent coverage also included Nando's advertising campaigns across the UK. To promote their loyalty card, Nando's ran an experiential Out of Home advertising campaign in key UK cities like London, Manchester, Cardiff, Glasgow and Bristol. The promotion included extra-large, four x three-meter gift cards posted across the cities. If customers saw one of these loyalty cards, they were encouraged to tear off the loyalty card, head to their local Nando's and in return received free Nando's for one month. This promotion was picked up by several British publications like The Independent, (Petter, 2010), Gentside (Jones, 2019), CampaignLive (CampaignLive, 2019), Manchester Evening News (Jackson, 2019), The Sun (Evans, 2019) and The Daily Star (Nisbet, 2019) in articles mostly labelled '*Nando's Is Giving Away Unlimited Free Meals Next Month - Here's How To Get Yours*'.



Image 2.2.4.1 Coming soon teaser poster for the campaign (Petter, 2019)



Image 2.2.4.2 Example of the giant gift card promotion (CampaignLive, 2019)



## 2.2.5 The importance of Digital and Social Media PR

In the 2018 Office for National Statistics survey (<https://www.ons.gov.uk/peoplepopulationandcommunity/householdcharacteristics/homeinternetandsocialmediausage/bulletins/internetaccesshouseholdsandindividuals/2018>), 'Internet access – households and individuals, Great Britain' we can see that 89% of adults in Great Britain now have access to the internet at least weekly, up from 51% in 2006. We see that 9 out of 10 households have internet access and 78% of these adults use their smartphones to access the internet while the same amount admits to buying goods or services online in the past 12 months. 65% of adults use the internet to access social media while 77% of adults in Great Britain say they use the internet to find out about specific goods or services.

To stand out from competition Lerman (2014, p. 1-5) encourages brands to adapt to various moving elements, like changing markets, and demographics by creating a successful brand strategy that is actionable, compelling and true. She explores some of the best tactics as applied by real brands, as critical partnerships, creating memorable experiences and having a clearly defined audience.

The Chartered Institute of Public Relations (CIPR) published an article about PR and important recent trends, like the rise of social media, for PR practitioners (<https://www.cipr.co.uk/content/policy/careers-advice/what-pr>). Social Media has developed as a new source of news for many PR practitioners. Traditionally PR practitioners would have turned only to the news to build their strategies whereas now they should also listen closely to social media channels that are popular with their consumers, such as bloggers to individual accounts that stand out. By tapping into Google Trends and Google Alerts, PR practitioners can further learn about the likes and dislikes of their audiences and where they can reach them online. To write content based on what consumers are looking for, and not what brands think they are looking for, brands should also use tools like Google's Keyword Tool.

The Chartered Institute of Public Relations (CIPR) has released several publications about the important role that social media engagement has in a Public Relations campaign, but in their most recent version, 'Share this too: More Social Media Solutions for PR professionals' (CIPR, 2013), they stress that now we need to put 'public' back in Public Relations and 'social' in Social Media. People play a fundamental role in Public Relations, and by correctly embracing Social Media as opposed to forcing a message upon an audience, this can have

huge benefits for an organisation. It does more than conveying the value of the brand, but it builds relationships with real people. It is not about reaching scale, but about positively influencing your brand perception on these channels.

CIPR state that a central part of a successful social media element to a PR programme is to approach the channel in three steps: first listen to your audience, then engage with them and lastly seek to influence to persuade them. It should be natural and meaningful conversations similar to how you would have in a real-life situation. This style of social media conversation will be more beneficial in brands seeing conversion as a benefit. It's all about clearly understanding the context of the conversation to dictate your brand tone of voice so that it's relevant to your audience (CIPR, 2013).

Leigh (2018) from Rich Media, a leading Search and Social Media Digital agency in the UK, listed the top PR campaigns for 2018 of which four out of six campaigns utilise emotion and humour for their campaigns. A simple UK takeaway shop, Greggs, went gourmet for Valentine's Day, a Mayfair bar called Smith & Whistle created a dog-friendly cocktail menu in celebration of National Pet Month, while Deliveroo played on the iconic 'meat-truffle' from a Friends episode, incorporating pop-culture and humour into their brand. These campaigns all received consumer coverage and social media engagement in the UK and were of great interest to readers.



Image 2.2.5.1 Journalist from The Sun tries Greggs Valentine's dinner (Obank, 2018)



Image 2.2.5.2 PR images from Smith & Whistle to announce their dog menu for National Pet Month (Hoole, 2018)



Image 2.2.5.3 Deliveroo's meat truffle, inspired by popular Friends episode (Allen, 2018)

They make the important point that every graduate now entering the workplace was born in a world after the internet. Social Media and Digital Media aren't just for specialists anymore. It should be a natural part of every PR programme. The opportunity for PR practitioners, as trained conversationalists, to gain value from using these channels is endless. The one skill that more PR practitioners need to embrace is understanding the analytics that comes with having these conversations and debates with your consumers.

In his book, *Twitter is not a Strategy - Rediscovering the Art of Brand Marketing*, Doctoroff (2014, p. 39 - 45) writes that a brand needs to ensure that they are offering their consumers a value exchange, by creating something useful and relevant to them that they are willing to exchange their time to look at your brand content.

The marketing platform Hubspot and Rebrandly's (2018) e-book further supports the importance of a digital brand strategy. Hubspot and Rebrandly (2018, p.5) see a strategy as a long-term plan defining how you will make your brand stand out, appear trustworthy while appealing to the right audience. Hubspot and Rebrandly (2018, p.14) say the strategy should include finding your brand differentiator. Key to this is applying consistency across all your owned and paid channels like the brand website and social media channels.

According to Goldstone & Taylor's (2016) case study on CampaignLive brand strategies need to be rebooted to adapt to the digital age, not reinvent. They argue that fundamentals are more critical than ever and see one of these fundamentals as having a strong brand proposition in place. A brand can achieve this by clearly defining its purpose, getting more insights into their consumers' lives and making the positioning simpler and more visual.



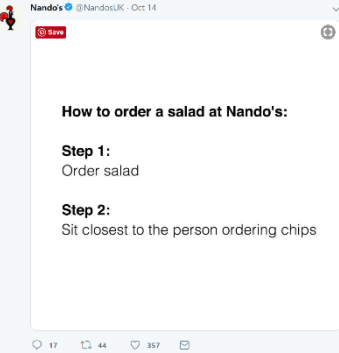
Looking at the Superbrands (2016) report on Top 20 'Cool brands' in Britain, it's no surprise then that these include on-trend brands like Apply, Netflix, Instagram, Spotify, Youtube and Google. These brands all have a very strong digital presence and work towards making life simpler.

With over six million collective followers on Instagram, Facebook and Twitter in the UK, Nando's has a lot of social media engagement. Gilliland (2017) from Econsultancy wrote that the marketing industry contributes its success in the UK to Nando's running very engaging integrated social media campaigns. Gilliland (2017) specifically highlights the Nando's 'Finger




'selfie' campaign where their customers could share a finger selfie on their napkin to stand a chance to win a £20 Nando's voucher, as an example of an engaging social media campaign.

Gilliant (2017) states that Nando's clearly understand the social media landscape and do a fantastic job of interacting with their followers using a casual tone of voice. Their tone of voice on social media reflects their culture of origin.

Table 2.2.5.4: Recent Nando's Social Media examples posted by Nando's on their owned UK social media channels

<p>'Love Island' is one of the most-watched shows in the UK. The show brings couples together, and upon announcing the 2018 winners, Jack and Dani, Nando's tweeted the following post (NandosUK, 2018):</p>	<p>While during the extremely well-covered wedding of Prince Harry and actress Megan Markle, Nando's tweeted the following (NandosUK, 2018):</p>	<p>Tweets about finding humour in every-day Nando's situations fill their Nando's Twitter feed (NandosUK, 2018):</p>
 <p><b>Image 2.2.5.5.1: Nando's Love Island</b></p>	 <p><b>Image 2.2.5.6: Nando's Royal Wedding</b></p>	 <p><b>Image 2.2.5.7: Nando's text meme</b></p>
<p>On Halloween, now a popular celebration in the UK the</p>	<p>To show their understanding of social media, the brand</p>	<p>They have a subtle way of promoting their products as</p>



<p>brand knew just how to scare their customers with this clever copy (NandosUK, 2018)</p>	<p>joked about still waiting for the Nando's emoji, on World Emoji Day (NandosUK, 2018)</p>	<p>the below play on words to explain the craving for gravy (NandosUK, 2018)</p>
<p>Horror stories you hear at Nando's:</p> <p><b>"Let's just share"</b></p>  <p><b>Image 2.2.5.8: Nando's Halloween</b></p>	 <p><b>Image 2.2.5.9: Nando's World Emoji Day</b></p>	<p><b>Gravings</b></p> <p>[Gray-ving-s] Plural-Noun</p> <p>When you can't stop thinking about your craving for gravy</p> <p>See also: 1/4 Chicken, PERI-Chips, Macho Peas</p>  <p><b>Image 2.2.5.10: Nando's Gravings</b></p>

What we gather from the Nando's social media channels is their unmistakable brand consistency, user engagement, and how they use influencers and partnerships to build their brand.

## 2.2.6 The importance of influencer PR

One of the most significant digital trends is the use of digital influencers in a PR Strategy to engage with your consumers. In 2017 Influencer Intelligence published a report (<https://influencerintelligence.econsultancy.com/resource-article/fB/The-Age-of-Social-Influence/>), 'The age of Social Influence'. In this report, we learn how digital influencers impact brand endorsements as effective PR techniques. Niche and emerging talent are leading this trend. We see that the younger generation are most likely to respond to celebrities who are like them. This technique is allowing brands to find a new way to engage with their audience and add credibility to their brand.

Tayla (2019) from PMYB, UK Influencer agency, wrote an article about the best influencer campaigns for travel brands and included Oxfordshire's, Artists Residence boutique hotel on the list. The boutique hotel brand partnered with bloggers and Instagram influencers that perfectly align with their luxury brand. The hotel treated the influencers to shopping before booking into the hotel, showing what Oxfordshire has to offer, which meant there was greater

public interest from their followers. The exercise was not just about the hotel and the story they wanted to tell about the brand. The hotel brand knows exactly how and who to target and which influencers will bring them closest to their desired audience.

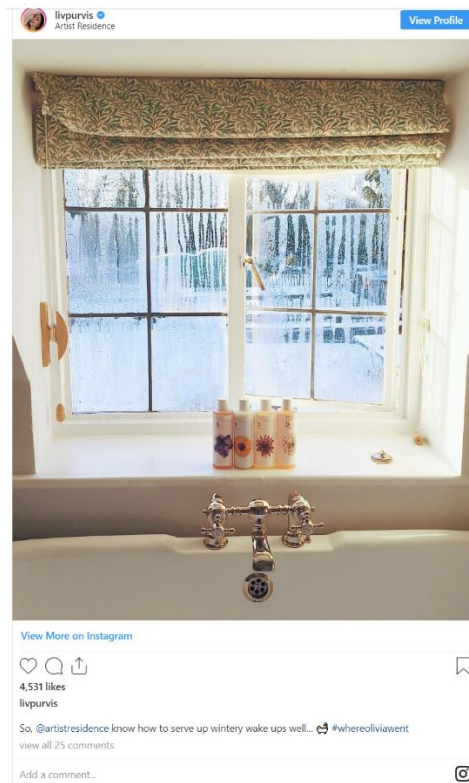


Image 2.2.6.1 Liv Purvis, Instagram influencer, post about The Artist Residence in Oxfordshire (Tayla, 2019)

Influencers and their online platforms are a great way to engage with an audience which might otherwise be harder to engage with for certain brands. As Harrington (2016) reported on PR Week, Big telecommunications brand, Vodafone, made headlines in 2016 by forming the 'Vodafone Vlog Squad'. The group of nine influencers has a combined reach of over eight million people. The squad was sent to popular UK music festival, the Summertime Ball, where the group created 52 pieces of branded content for their followers. The content allowed the brand to directly engage with a youth audience, through relevant content, in an opportunity they would not have had without the group of influencers.



Image 2.2.6.2 LucyandLydia from the Vodafone vlog squad promoting Vodafone at the Summertime Ball (Harrington, 2016)

In the academic article, 'Local and International celebrity endorsers' credibility and consumer purchase intentions' (Nyamakanga, Ford, and Viljoen, 2019, p.1) evidence shows that celebrity endorsement can lead to profit making, brand recognition and consumer loyalty. The study (Nyamakanga, Ford, and Viljoen, 2019, p.7) suggests that brands should use a mix of local and international celebrities to appeal to generation Y & Z consumers. While the study is focused on South African consumers in the beauty industry the benefit for brands using celebrities in the UK to endorse their brands is that these celebrities are often both locally and internationally recognised, like Ed Sheeran.

In the UK, celebrities often talk about their passion for Nando's or memorable experiences at Nando's. During the period in which online articles were tracked reality TV celebrities like



Katie Price, Love Island's Dani Dyer, rapper Post Malone and politicians like Sajid Javid were picked up.

The Telegraph's Chief Political Correspondent, Hope (2019), reported on the UK Home Secretary's interests in Nando's after asking him what he would choose between Nando's or upmarket restaurant chain, Leon. The Home Secretary responded, "Nando's, definitely". Here Nando's are again mentioned in the title of the article, which indicates an attraction to the brand name for the publisher's readers, 'Sajid Javid: I like a cigarette, I punched bullies first and I love a cheeky Nando's'.

Popular UK youth publication, Ladbible, reported on rapper Post Malone order of 500 chicken wings at Nando's for himself and his crew after one of his London shows. In the article, 'Post Malone 'Ordered 500 Chicken Wings' For Him and His Crew' entertainment journalist Shepherd (2019) jokes about the rapper's not-so-standard chicken order and that it reportedly nearly shut down the Nando's branch. His love on Nando's, she says, makes him 'someone we can get on board with'.

The Mirror, Overnight Showbiz reporter, Bringford (2019), reported on the determination of reality star Katie Price for a healthy kickstart regime but only 'after a cheeky Nando's'. While The Sun's Celebrity showbiz journalist, Soteriou (2019) wrote about reality TV star Dani Dyer in an article listed 'Dani Dyer admits she's desperate for Nando's as she celebrates climbing Mount Kilimanjaro with a glass of fizz'. Both article headlines included the Nando's brand name.

### 2.2.7 The future of PR and its role in branding

Comcowich (2018) from Business 2 Community, an online community for business professionals and thought leaders, writes that a critical focus in recent years for PR professionals is the measurement of their efforts. In his article, he says that there is a clear understanding that it's not simply about measuring how many consumers have seen your efforts, but it's about how they have converted to purchasing your product or service. New trends dictate that PR professionals should have accountability. For instance, being very clear how effective social media influencer campaigns are by having clear Key Performance Indicators (KPI's) in place for their campaign, being consistent in your messaging so that it

stands out, building video into your campaign, understanding its Return on Investment (ROI) and partnering with more micro-influencers than traditional celebrities as they can drive stronger social media engagement.

Hoffmann (2018) from PR News Online, express this same sentiment sharing the outcomes of their December 4, 2018, #PRChat event. PR professionals can't rely on impressions and views but need to work much harder to justify their role to business leaders. Practitioners are asked to show the diversity of their audiences, measure cross-channel results and proof how their efforts directly influenced the revenue of the business. It's being able to successfully analyse mountains of data so that it drives your brand to make better decisions going forward. With the pressure of fake news, they think that 2019 will be a turning point for measuring the success of PR and the industry taking accountability.

## 2.3 Overview of PR and brand strategies in brand development

Altamirano (2018) from Forbes list 'Five Things Great PR Can Help Your Brand Achieve' in his 2018 article. As founder of a PR agency she argues that PR can be specifically helpful for new brands. She argues that PR is not only an effective way to build a brand but also to communicate with your desired audience and attract new business and investors. In her article she states that PR can help build brand identity, build customer interest, grow consumer trust, drive greater valuation through positive press and all this could lead to increased investor interest.

The role that PR plays in branding is further supporting in the academic article by Mikáčová and Gavlaková (2013). In their paper, 'The Role of Public Relations in Branding', the two researchers argue the important role that PR has in the power and value of a brand. They believe that PR should be a central part to a strategy for any brand to succeed (Mikáčová and Gavlaková, 2013, p.1). The article states there are two ways in which PR plays a role in brand management. The first is "As creator of narrative" and the second is "As the purveyor of the medium to facilitate the conversation". (Mikáčová and Gavlaková, 2013, p.5)

The view of Mikáčová and Gavlaková is that a brand's attributes and its promise should be conveyed through PR. They also highlight the importance for consumers to see what a brand is about rather than just what it produces. This is due to the increase growth of social consciousness for consumers (Mikáčová and Gavlaková, 2018, p.8).

They recommend that a brand developed an annual PR plan which is measurable and built on the brand promise. The objectives of the plan should be to influence the consumer perception of its leadership, the connections the brand has with them, innovation and the brand's corporate social responsibility efforts (Mikáčová and Gavlaková, 2018, p.8).

### 2.3.1 Developing consistent, long-term consumer-focused strategies

Dr Ruck (2018) from the CIPR shared Sarah Hall, CIPR president's, views in their 2018 plans that "Public Relations should be a strategic function of business". It is there to help create a better understanding of a brand's current state, formulate what the relationship objectives are, measure the efforts and analyse them to build on the business strategy. The crucial benefit to building a strong PR strategy is that it will help a brand understand how communication drives understanding, attitudes and behaviours towards them.

Few industries need to be so quick to adapt to cultural changes than PR, and as described in 'The New Rules of Marketing & PR' by David Meerman Scott (2017, p.15 – 27), we see that strategies should without a doubt include social media, video, mobile-friendly content and blogger and influencer outreach to reach their target audience as directly as possible. He argues that people are after authenticity, participation and a way to connect with others in an always-on, digital world.

Tom Doctoroff (2014, p.2), global brand strategist writes in his publication that consistency is gold, no matter what product or service your business offers. He says that an effective brand strategy should have a long-term idea behind it, that should stand the test of time. It is not just a quaint and memorable idea that is relevant for a few weeks. A brand should build its strategy on consumer wants, needs and even fears to stand the test of time. The consumer wants to see a brand proposition that is clear and relevant to them.

Doctoroff (2014, p.3) stresses that if the brand proposition is not in place before deploying the latest trend, then your consumer might end up confused and lose interest in your brand.

Doctoroff (2014, p.3) believes that a brand idea and strategy based on a long-term relationship between the consumer and the brand should remain steady, but evolve, to maintain a loyal consumer in this fast-evolving digital world. Doctoroff (2014, p.7) says that a strong brand idea will enable your brand to stay consistent not only over time but also across various media channels.

Doctoroff (2014, p.5) further believes that when brands engage with their consumers that it needs to be authentic and constructed. Doctoroff (2014, p.9-10) states 'people-power' is the best way to build authenticity. A good strategy should be able to find a balance between long-term brand equity and short-term tactical messaging, and between emotional relevance for their consumer and results derived from the best data-driven technology. Doctoroff (2014, p.53-55) says in a time when consumers are quickly looking to satisfy their needs, insights play a crucial role in building a long-term brand strategy. Insights should help a business answer the question "Why?" to clearly understand the behaviour and preference of your consumers.

Nando's are consistently communicating their brand promise of 'creating memorable experiences' across their platforms along with their proposition, 'Afro Portuguese flame-grilled PERi-PERi Chicken'. Inside their restaurants, they have created a unique and consistent identity with African inspired decor, merchandise and printed collateral.

T-shirts, aprons, menus and cutlery all follow a distinctly Nando's easily recognisable style. The distinct look is designed to offer more than a strict set of brand identity guidelines, but it is designed to remind the customer of the brand origin. As explained by Nando's brand agency, Sunshinegun (<http://www.sunshinegun.co.za/projects/nandos/>): "The result is a feast of colour, shape and texture. Now, when you eat your favourite Nando's meal, anywhere in the world, you're instantly transported to the home of Nando's PERi-PERi in Maputo".

Nando's has done an exceptional job at delivering their brand in a consistent way. The series of images below show how numerous elements of the brand work together in a consistent way that engages with consumers:



Image 2.3.1.1 Employee outfit illustrated with the popular Nando's chilli symbol  
(Mascot Creative, UK)

**Nandinos** Meals for children under 10

Choose your main: Chicken Burger, Chicken Breast, Sweet Potato & Battered Fish

Pick your flavour: Peri-Peri, Mild, Hot

Pick 2 Dine Sides: Sweet Potato Wedges, Curly Fries, Little Tomatoes, Sweet Potato Mash, Garlic Bread, Chips

Choose a dessert or drink: Don't Deserts, Chilly Billy Lolly, Baked Cheesecake, Scone of Vanilla Custard, OR, Dine Drinks, Softie Dessert

**5.95**

**Drinks**

**Soft drinks**

Quenchers: RUBIO (120ml), Mineral Water (500ml)

Juices: Pressed Apple Juice, Mango Daquer, Orange Juice, Cloudy Lemonade

**Wine**

White: Care Wine (Portugal), Super Choco Wine (South Africa), Super Sauvignon Blanc (South Africa), Care Wine (Portugal), Super Merlot (South Africa), Super Cabernet Sauvignon (South Africa), Care Wine Medium Dry (Portugal), Care Wine Summer Fruit (Portugal)

Bubbles: Perle Sparkling White Wine

**Beer**

Hot! Hot! Hot! IPA, Pils, Pale Ale, IPA, IPA

**Cider**

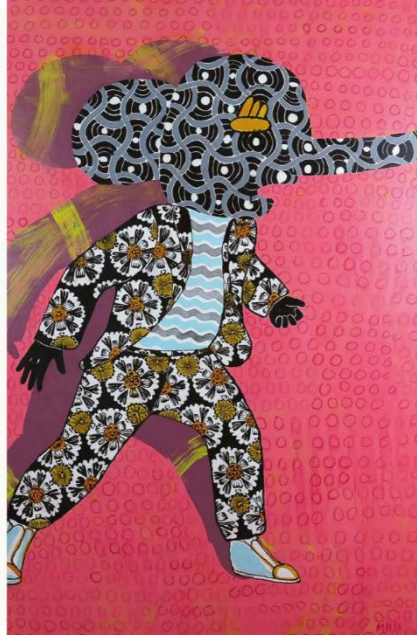
Reserve Apple Cider, Reserve Raspberry and Lime Cider

**Our cover artist**

Marna Hattingh

Let your inner child to play with Marna's whimsical food and drink when opportunities arise and she's available to do the work. To read about our Art Party visit www.nandos.co.uk/art

goodfoodfestival



**Fire-starters**

Wing Route, All Together Now, On its own, Halloo! Sides & Dip, 3 Chicken Wings, Spicy Mixed Wings, Housemade with Peri-Peri Drizzle, Red Pepper Dip, Peri-Peri Nuts

**PERI-PERI Chicken**

On the bone: 1/2 Chicken, 1/3 Chicken, Whole Chicken, 5 Chicken Wings, 10 Chicken Wings

Off the bone: 4 Chicken Thighs, Chicken Butterfly

**Burgers, Pittas & Wraps**

Something Special, Butterfly Burger, Sweet Burger, Fish Pie, The Classics, Burger with lettuce, Pizza with lettuce, Wrap with lettuce, Choose your favourite filling, Grilled Chicken, Double Chicken, Sweet Potato & Battered Fish, Supergreen, Peri-Peri Mashed Potatoes & Mash, Peri-Peri Mashed Potatoes & Mash

**Sides**

Chips, Peri-Peri Chips, Colcannon, Spicy Rice, Creamy Mash, Garlic Bread, Supergreen, Macho Peas, Parsnips, Mixed Leaf Salad, Sweet Potato Mash, Sweet Potato Wedges, Chargrilled Veg, Add...

**Salads**

Supergreen Salad, Bacon Salad, Mediterranean Salad, Caesar Salad, Mixed Leaf Salad

**Special guests**

Veggie Options, Chicken Livers & Portuguese Roll, Fillet Steak Prep Roll, Fillet Steak & Chargrilled Veg, Cheddar Cheese / Pineapple, Arancini / Chilli Jam, Grilled Halloumi Cheese / Portabella Mushroom

Image 2.3.1.2 Nando's menu (Nando's website)





Image 2.3.1.3 Nando's sauces product line (Nando's website)



Image 2.3.1.4 Nando's event branding (Nando's website)



Image 2.3.1.5 Nando's cutlery designed by Sunshinegun (Sunshinegun website)

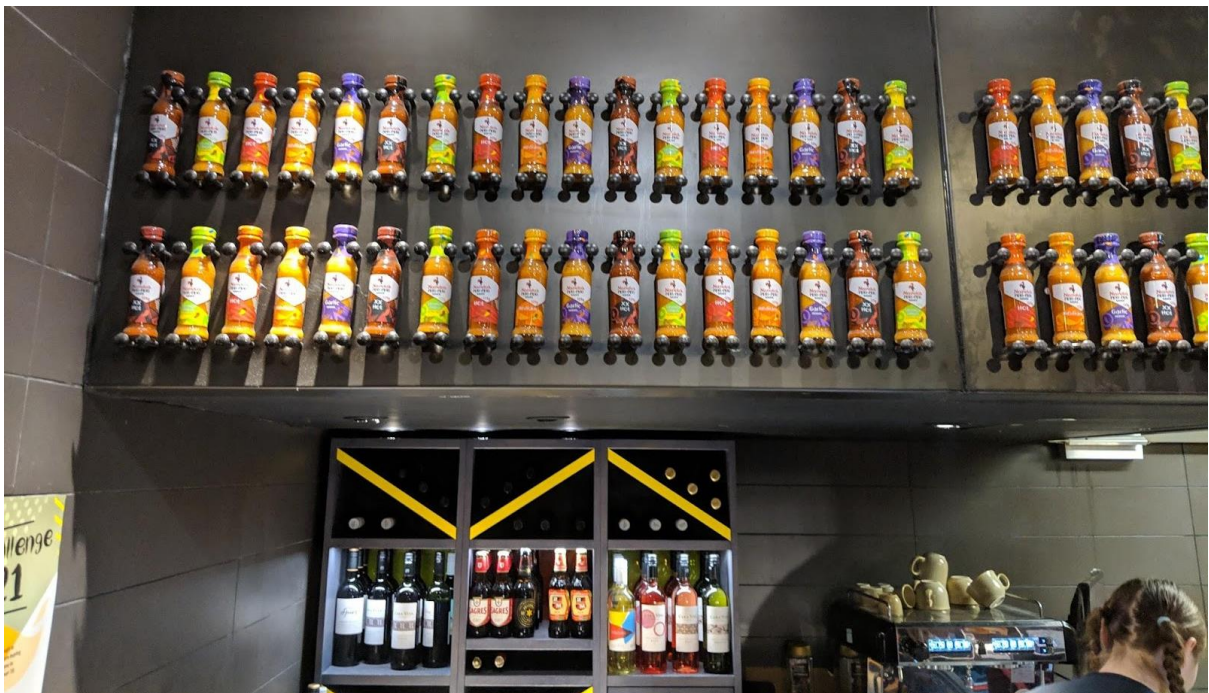


Image 2.3.1.6 Nando's Waterloo product display (Gelderblom. 2019)





Image 2.3.1.7 Menu at Nando's Waterloo designed by South African artist in typical Nando's style (Gelderblom. 2019)



Image 2.3.1.8 Decor Nando's Shoreditch with Nando's font (Gelderblom. 2019)



Image 2.3.1.9 Nando's loyalty card in typical Nando's tone of voice and brand identity (Gelderblom. 2019)





Image 2.3.1.10 Inside of Nando's loyalty card brochure (Gelderblom. 2019)



Image 2.3.1.11 Back of Nando's loyalty card brochure (Gelderblom. 2019)

Doctoroff (2014, p. 55) argues that establishing a human truth linked to your brand is a fundamental starting point as they start to consider their brand strategies. A brand needs to understand what the human truth is that unifies us all when planning the brand strategy. The human truth could be a physical need for something such as food or emotional like a desire

for love or admiration. Doctoroff (2014, p.55-58) suggests that brands use 'Maslow's hierarchy of needs', developed in 1943, to understand the consumer.

Doctoroff (2014, p.57) highlights brands like Procter & Gamble (P&G) in China that used 'Maslow's hierarchy of needs' to develop their brand proposition for their germ-killing product, Safeguard, understanding the importance of safety as a basic need.

Further in the hierarchy is belongingness and love and even though this might be different in certain countries and cultures, this is still a universal need, says Doctoroff (2014, p.57). From there, humans strive to find respect followed, only for a very small percentage, by Self-Actualisation where the limitations of society no longer influence them.



Figure 2.3.1.12 Maslow's Hierarchy (Christian, 2017)

To further build a strategy on consumer insight, Doctoroff (2014, p.61) suggests the importance of brands understanding cultural truths about their markets. He suggests using Dr Geert Hofstede's theory developed in 1970. The theory says there are five dimensions to understanding how cultural elements affect our lives. Understanding these dimensions when planning to launch a brand in a new territory can be very beneficial for a brand strategy.

The five dimensions of Hofstede's theory, according to Doctoroff (2014, p.62-63), include the:

1. *Power distance index* – how less powerful individuals accept and expect to be treated by others.
2. *Individualism* - do people in this society see their self-image as 'I' or 'we'?
3. *Masculinity* - how competitive is this society against a more feminine society which focuses on caring for others?
4. *Uncertainty avoidance index* - a society that scores high on the index does not accept uncertainty or beliefs that fall outside the norm.
5. *Long term orientation* – the way a particular society view the future in terms of long term or short-term results.

Brand practitioners should further engage with qualitative and quantitative data to break down their consumer and their human and cultural truths. Doctoroff (2014, p.61-52) says it should remain a top priority to explore as much as they can about their audience. A brand strategy based on fundamental motivations for consumer behaviour and what their preferences are will lead to greater success. Doctoroff (2014, p.87) believes a brand strategy should aim to resolve a conflict at the heart for their consumer to show the consumer that they should play a large part in their life.

Doctoroff (2014, p.201) also discussed the importance of consistency in a brand strategy during the six phases of engagement a consumer has with a brand. These consumer considerations are:

1. Triggering (awareness)
2. Consideration (reviewing options)
3. Comparing (reviewing the information within a category)
4. Preference (choosing your brand based on what makes it distinct)
5. Purchasing (paying)
6. Experience (where the consumer determines whether they will purchase your product or service again based on how satisfied they were).

### 2.3.2 Developing a creative idea as an expression the strategy

Doctoroff (2014, p.124-125) stresses the important role of a brand's creative idea to express the brand strategy. A brand strategy should enable your creative executions to reinforce the relationship that the brand has with its consumer and not confuse them in any way. A brand strategy should consider all the touchpoints and the opportunities to strengthen that relationship even more. Doctoroff believes that a strong brand idea should influence more than just the creative campaign but inspire innovation and product development in your business.

## 2.4 Overview of Brand

### 2.4.1 The evolution of brands

PR impact many areas of a brand such as brand awareness, loyalty and trust. To understand how PR, impact a brand the researcher needed to understand what a brand is and its aspects such as brand awareness, loyalty and trust. In his book, *Twitter is not a strategy - Rediscovering the Art of Brand Marketing*, Doctoroff writes that traditionally brands had a reasonably top-down, disconnected relationship with their consumers (2014, p.4). We see that consumers had limited ways to interact with brands or publicly express their feelings towards a brand. Fast forward to the current digital and social age, and we are in a new world of brands and what makes them successful. Doctoroff (2014, p.56) explains the strongest brands are those who simplify live by being in your life.

As we can see, brands have evolved substantially in recent decades. We have also come a long way since believing a brand strategy is merely a company's logo, strapline and colours. Brands used to develop their brand strategy and message, then feed it to consumers through mass media, following a funnel approach. Doctoroff (2014, p. 31) says that is no longer the case as we now know that consumers need to actively engage with the message for it to resonate and be memorable. Doctoroff (2014, p.47) writes that an effective strategy manages to retain a brand's existing consumers who in turn can end up recommending the brand to others, showing that a strong brand strategy can directly impact a company's bottom line.

Martinez (2018) from leading industry website, Marketingland, states that a strong brand strategy is about the brand's essence, what they are promising to their consumer, and what their brand personality is. He writes that "Your brand's strategy is its story, its vision, its heart and soul." It is essential to ensuring that you have long-term success.

Martinez (2018) further writes in his article that a successful brand strategy will allow a business to define what their brand objective is, who their customers are and how the brand defines long-term success. It will establish what the brand stands for, what promises the brand can make to its consumers and what personality they want to convey through their advertising. Using data for their strategy is crucial, but a brand strategy is also heavily dependent on the intuition. Martinez (2018) says that a brand can view their strategy as a story that they are telling. To motivate their consumers, a brand should understand the story that they are telling and ensure that it evokes emotion and action. This, Martinez says, will help inspire loyalty and recall.

To shape a strategy, Martinez (2018) recommends the strategy should answer the following questions:

1. How is your brand solving a problem?
2. Who is the ideal customer?
3. Who is your brand's competition?
4. What feeling does the brand's consumer feel?
5. Why does the consumer trust this brand?
6. Why was the brand created, and what is the story about it?
7. What is my brand personality?

Martinez (2018) further states in his article that brands that fail in their strategy lack long-term vision, do not have a solid brand identity, are inconsistent in their creative, don't understand their consumers or their product is simply outdated and not relevant to the market.

#### 2.4.2 The importance of human experiences and connections for a brand

Brand expert and senior consultant, Fisk (2017), address how great brands achieve success in the current economy in his most recent book, 'GameChangers'. Fisk (2017, p.82) consistently speaks about brands being about people, not products, delivering purpose,

facilitating relationships between people and most of all, a great brand delivers excellent ideas through rich human experiences. By doing this, customers will share their experiences and, in a world where customers have loyalty towards each other and not to brands, this is key to business success.

Fisk (2017, p.82-85) argues that by creating innovative strategies for business and brands' show that more than ever, brands with followers who love them will see commercial success and loyal customers. By focusing on human experiences, businesses can build brand love.

In Fisk's (2017, p. 309) book, we see that "70% of buying experiences are based on how people feel, loyal customers are typically 10 times worth their first purchase". He discusses that brands can build loyalty by thinking *bigger* - redefining the markets they are in, thinking *smarter* - focusing on the best consumers and aligning with the best partners and thinking *faster* - resonating with their consumers' priorities and aspirations to achieve more together.

Brand consultant Doctoroff (2014, p.39) also says, strong brands give more than just functional benefits. They can create a connection with the consumer that is emotional and where the consumer feels that this brand is adding value to their life because it understands their needs and desires.

Venter de Villiers, Chinomona and Chuchu discuss how increasingly the consumer decision making process is inspired by emotional rather than rational factors (2018, p.1). In their academic paper, 'The influence of store environment on brand attitude, brand experience and purchase intention', they proof how the store environment on brand attitudes, purchase intention and brand experience. The article has a focus on the fashion retail industry but is relevant to multi-sensory, experiential branding. They argue that brand attitude is evoked from brand experience which is sensations, feelings and cognitions from a positive in-store experience (Venter de Villiers, Chinomona, et.al., 2018, p.7). In the conclusion of the paper they encourage brands to apply innovate and creative strategies to drive sales and stand out from competition.

In Haig's (2011, p.14) 'Brand Success - How the World's Top 100 Brands Thrive and Survive' book we can see in the Sony success story that one of their secrets to success is their belief in people. They know the importance of the human element and never neglects it in their advertising. They focus on making sure that their technology is easy to access and has a



friendly feel to it. They don't just value the power of people when it comes to their consumers, but they extend this to their employees. Sony founder Akio Morita believed that it's more important to sacrifice a profit than to lay off colleagues during a recession.

### 2.4.3 The importance of brand love, brand loyalty and brand trust

Neumeier (2008, p.4-7), a popular Brand author and consultant, echo the above in his latest book by discussing the power that consumers now hold and states "your brand isn't what you say it is but what they say it is." Marty also describes how consumers are moving towards joining brands and not just buying them. Brands should engage, delight and empower customers.

Neumeier isn't alone in talking about the importance of brand trust. Haig (2011, p.3) spent years following the most successful brands and states in his book, 'Brand Success - How the World's Top 100 Brands Thrive and Survive' that trust is one of the rarest commodities now. The most successful brands that he follows inspire trust. Trust is a more rational emotion than love or hope. He says that in times where there is so much uncertainty, humans value the trust and will remain loyal to those brands that haven't let them down.

Brand expert, Roberts of 'Beloved Brands' argue in his published white paper (<https://beloved-brands.com/white-papers/>) when a consumer is thinking about a brand there is a 'brand love curve' that exists — ranging from indifferent, liking, loving. He also stresses the importance of having the consumer at the centre of your activities to gain brand love. He believes it is naturally much easier for a beloved brand to steer consumers and drives sales. During the 'love it' phase consumers will crave your brand, and when reaching the 'my beloved brand for life' phase consumers will express this publicly. He also saw that the more you love your brand, the more consumers will.

Doctoroff (2014, p.53) from 'Twitter is not a strategy - Rediscovering the Art of Brand Marketing' also writes that once a brand has built strong brand love and loyalty from their consumers they can look at charging a premium price, in their category. If a brand managed to create enough desire in their product or service category, then consumers will be prepared to pay a premium for it. Even if this premium is just a few cents, it can lead to a big difference in the company's profitability. Sometimes consumers feel reassured by a slightly higher price point; however, there needs to be a lot of trust in your brand for this to happen successfully.

In South African academic research study, 'The influence of service brand equity on the strength of brand relationships in the fast food industry', the researchers found that brand awareness, brand association and brand trust can significantly impact the relationship that consumers have with their favourite fast food brand (Mackay, Spies, et.al., 2013, p. 67). The study suggests that fast food brands need to remind their consumers of its value and quality and respond effectively to negative feedback to build their brand (Mackay, Spies, et. Al., 2013, p. 90)

In 'How good is your brand purpose' published by The Team (2017, p.22) the brand agency writes brands with a clear purpose that combine business objectives and social impact has gone mainstream. They state that the focus should be on how your business can improve society. The Team (2017, p.47) believes that a purpose-driven brand can win people's hearts and minds generating loyalty, trust, love and respect. In doing so a brand can build advocates and activists both internally and externally. Businesses should stand for something and talk about how they minimise their impact and how they make a positive difference in the world. People are expecting this from brands. In their research The Team (2017, p.55) found that there are further benefits for a brand with positive social impact can include motivating staff, sustaining the communities they operate in and lead to getting new customers.

Nando's also receive regular consumer and trade media coverage. Gander (2017) from The Independent reports on their range of PR activities like; youth culture appeal, their 20% staff discount for the Emergency Services, the National Health Services (NHS) and military in the UK and their 'Malaria be Gone' project.

#### 2.4.4 The importance of building a distinct, authentic brand that is charismatic

In 'How brands grow - what marketers don't know' Sharp (2010, p.112-117) writes about the importance of brand differentiation. In a very cluttered brand environment differentiation reduces the need for the consumer to think and search and ultimately adds to making life easier for them. In other words, if a consumer can't find your brand, you will lose out on business. These distinctive assets will give a brand a competitive edge in a saturated market and can further legally protect them. All the assets should work to help the consumer easily identify a brand.

However, Sharp (2010, p.131) writes that a brand needs to understand that these assets won't just be accepted but needs to be remembered by the consumer, so the strategy should consider how to make the assets memorable. The assets should be consistently communicated across various channels to increase their likelihood of memorability.

From here, a brand can create a brand idea that resonates. Sharp (2014, p.130) states that for a brand to be more than just a superficial consideration, there are two branding criteria standards that it needs to meet; Uniqueness and Prevalence.

Nando's invest in creating an authentic, memorable experience of their brand. As stated on the Nando's UK website (<https://www.nandos.co.uk/our-brand-story/>), Nando's vision is "to create memorable experiences for anyone who has a lot (or a bit) of Nando's in their life." Nando's aim to deliver on this promise by consistently living and breathing their five core values; pride, passion, courage, integrity and family.

Nando's communications agency, Sunshinegun echo this sentiment. In an online article journalist, Feeley (2019) interview the agency co-founder, Rautenbach who said: "We needed to authentically deliver the real Southern African story of Nando's in the UK. It's about being a conduit, offering a cultural truth, not culturally appropriating work, but bringing it from the source – the real McCoy from Southern Africa. It's very important for a brand like Nando's to be real and honest and authentic."

Brand expert, Doctoroff (2014, p.100-105) writes to establish a distinctive brand that a business should combine consumer insights with its unique brand truth (UBT) and product truth. He highlights Cadbury's as such a brand with their line it's "A glass and a half of milk", Dove with it's "1/4 moisturising cream", and Philadelphia cream cheese is "half the calories of butter". The brand truth can highlight unique associations with the brand. He shows how it can be packaging, colours, symbols and logos like Nike's swoosh or taglines like KIT KATs "Have a break, have a KIT KAT".



Image 2.4.4.1 Iconic KitKat strapline: 'Have a break, have a KitKat' (Harrington, 2016)

Brand expert, Wally Olins (2014, p.17), find that this uniqueness can help your brand be known as an authentic business that has a lot more influence, in his book 'Brand new, the shape of brands'. He finds that often smaller brands that focus on innovation link authenticity to charm, so they bring out their unique personality in the language they use.

In the research study, 'Impact of brand personality on satisfaction and loyalty of consumers (case study: luxury brands of watches in the city Isfahan)', it was found that a brand personality is built on honesty, qualification, being exciting, perfection and strength (Adinehfar and Gayem, 2016, p.476). In this quantitative study the researchers found that these attributes can have a positive and direct effect on both consumer loyalty and satisfaction. The researchers recommend that when building a brand these personality indexes are considered (Adinehfar and Gayem, 2016, p.476).

Charismatic brands are brands that become a constant topic in cultural conversations. Marty Neumeier (2008, p.18-19) lists brands like Virgin, Apple and Ikea as brands that stand for things that people want like joy, comfort and imagination. He argues that they have reached a

point where they have an almost “magnetic influence over their audiences”. Their followers believe that there is no substitute for that brand. Generally, these kinds of brands can easily achieve a 50% market share or higher in their categories. To add to the above, he Neumeier (2008, p.19) says that the hallmarks of a charismatic brand are one with a clear competitive stance, a sense of integrity and a dedication to aesthetics. Aesthetics is important as it’s the language of feeling. Feelings are becoming more important for retaining information. For a brand to become truly charismatic, it needs to have enough courage and imagination; however, Neumeier argues (2018, p.19), it needs first to master the five disciplines of branding.

#### 2.4.5 Five disciplines of branding according to Neumeier

According to Neumeier (2008, p.149-156), for a brand to become successful, it should Differentiate, Collaborate, Innovate, Validate and Cultivate.

From a consumer point of view that means that a brand should be able to answer, ‘Who they are?’, ‘What they do?’, and ‘Why does it matter?’ in a way that is simple for a consumer to understand. Neumeier (2008, p.150) suggests that when answering these questions that brands keep it genuine to *differentiate*.

The next discipline Neumeier (2008, p.151-153) says brands don’t develop in isolation but *collaboration*. To be successful, a brand should build a community of in-house brand experts, consultants, design firms, research companies, PR firms, etc. A brand needs to build a collaboration model that works for them, be it managing everything in-house, outsourcing certain elements, or all elements of your brand work, writes Neumeier.

The third discipline, *Innovation*, will take the brand further by showing its ability to combine a good strategy with good execution. In this case, execution refers to creativity. Neumeier (2008, p.153-154) stresses that innovation requires creativity and that it lies at the heart of not only better design but a better brand and business altogether. Ultimately, he believes that innovation gives brand traction in the marketplace as good innovation create a positive experience for consumers.

Next Neumeier (2008, p.154-155) lists *Validate* as a discipline. He writes that brands should recognise the importance of dialogue with their consumers. The brand as the sender should

care about how the receiver responds to its message. Feedback doesn't just have to be done by conversation, but by also observing their consumers.

Lastly, Neumeier (2009, p.155-157) says brands should *cultivate*, and they should be able to grow and adapt while never abandoning their defining attributes. If the brand's behaviour matches the brand's image, it's stakeholders should believe in the brand. It also means that by creating a brand it should be lived throughout the entire company, not just the marketing department. Every part of the business should consider how their actions will affect the brand. Neumeier (2008, p.11) stresses the importance of consistency to build trust and says: "Trust is the ultimate shortcut to a buying decision and the bedrock of modern branding."

## 2.5 Gap in literature

In summary, we know that PR and building a brand are linked with each other as they focus on reputation and perception.

The literature reviewed showed us the importance of PR in building a brand by identifying key tactics to apply for brand success. Effective PR should:

- Create interest for the consumer.
- Build human experiences and connections that will lead to brand love and trust.
- Build brand trust as it's more important than ever.
- Develop a charismatic, authentic brand personality that is memorable.
- Have a strong brand identity that is about more than a logo but a strong visual cue that is unique to the brand.
- Develop unique aspects and brand stories to differentiate from their competitors.
- Enable a brand to deliver a consistent experience based on people & consumer insights.
- Have a strong creative idea as an expression of the brand.

Precisely how South African businesses can build their brands in the UK using PR remain unclear in current literature. We don't have a clear view of how the London consumer brand perception of Nando's has developed and how Nando's PR have influenced these perceptions.

This study will, therefore, add knowledge to existing theory that addresses the research question. The information gathered from the literature review, and the research is intended to help South African brands build their businesses in the UK to maximise on the opportunity for growth in the UK market.

Chapter three delves into the methodology approach that the researcher took to understand the London consumer better. The methodology aims to understand how reputation, personality, trust, identity and quality has been influenced as appeal brand factors. It discusses the sample for the research, questions and tools and techniques used to analyse the research. Using software Atlas.ti, the chapter shows how the data was coded to start formulating key themes.

# **CHAPTER THREE: Research methodology to get an in-depth understanding of the London Consumer**

The researcher interviewed London consumers to get an in-depth understanding of the London consumer after the literature review. The study aims to understand how a South African brand with effective PR could see more success in the UK. Key themes approached from the research, giving insight into the value of PR and how it has helped build the Nando's brand in the UK.

The researcher aimed to understand how PR has impacted the London consumer in relation to the Nando's brand, in particular with regards to reputation, personality, trust, identity and quality. These elements of how a consumer engages with a brand can lead to long term success as was evident in the literature review:

- Create interest for the consumer.
- Build human experiences and connections that will lead to brand love and trust.
- Build brand trust as it's more important than ever.
- Develop a charismatic, authentic brand personality that is memorable.
- Have a strong brand identity that is about more than a logo but a strong visual cue that is unique to the brand.
- Develop unique aspects and brand stories to differentiate from their competitors.
- Enable a brand to deliver a consistent experience based on people & consumer insights.
- Have a strong creative idea as an expression of the brand.



## 3.1 Conceptual framework

The focus was to understand and interpret human interests by engaging with a small sample as this is perception study. A constructivism approach was applied to obtain a relevant understanding of the stakeholder's perspective.

### 3.1.1 Constructivism theory

Research methodology and academic writer, Dudovskiy (<https://research-methodology.net/research-philosophy/epistemology/constructivism/>) explains that the constructivism theory is about understanding objective realities based on personal experiences. He states that it is the role of the researcher to collaborate with the participants to conduct the research. The research aims to understand the meaning, motives, reasons and other subjective experiences relevant to the topic. In this case, how London

Consumers have shaped their reality of Nando's as a brand and what has influenced their perceptions. The researcher then interprets the subject's responses based on their current knowledge of the topics.

The theory, writes Lamon (<https://education.stateuniversity.com/pages/2174/Learning-Theory-CONSTRUCTIVIST-APPROACH.html>) of Stateuniversity.com an online resource for educators, is "used to explain how people know what they know". Lamon explains that accordingly to Constructivism learners construct their realities based on past and current experiences. Human realities, constructed on everyone's experience, result in it truly meaning something.

Dr Vanson (2014) wrote that Constructivism and how ideas are formed based on past and present experiences mean that ideas can change with different interactions.

Associate Professor of the Plymouth Institute of Education, Wheeler (2017) further says that the theory supports the idea that humans learn best in social environments where meaning is constructed by interacting with others. New skills and knowledge about a topic or idea can change as humans become more independent in their thinking.

The Constructivist theory is applied to understand (direct from the source) what London consumers think of the brand. It helped to understand the current opinions and ideas of various topics, directly from the 'world' of the Nando's London consumer. It allowed the researcher to connect the study's goals with thoughts from the research participants.

### 3.1.2 Research methodology

As pointed out by McLeod (2017): "Research following a qualitative approach is exploratory and seeks to explain 'how' and 'why' a phenomenon, or behaviour, operates as it does in a particular context." In this study, the focus was to understand how and why PR helped shape and build the Nando's brand in the UK.

This qualitative research, in conjunction with the literature review, includes primary and secondary research. A variety of information is available online, while unstructured in-person interviews and an online survey helped to determine and understand the role that PR played in building the Nando's brand in the UK. The results of the interviews and surveys were qualitative data, with a fraction of quantitative data that analysed the respondent profiles (gender, location, etc.). Photographs, video and voice recordings assisted in recording the data.

## 3.2 Research techniques and tools

As explained in 'The Essential Guide to doing your research project' by O'Leary (2017, p.149) the study of understanding the awareness and experiences of individuals is known as 'Phenomenology' and is the most suited for a social science study. Phenomenology is highly important as it helps us understand the social world. The researcher looked for detailed descriptions and lived experiences from the participants. One of the most effective ways to get these descriptions is through the interview process. The interviews were conducted as conversations, talking through each question.

To obtain qualitative data, the researcher developed an online questionnaire with open-ended questions and conducted in-person interviews. Respondents were recorded either using

photos, video, voice recordings as and when relevant. To record and store the online survey data, the researcher used the software, Survey Monkey.

O'Leary (2009, p.324) states that the process of qualitative data collection allows researchers to find new understanding from sources such as group interviews, discussions and observations. In-person interviews enabled the researcher to get up close and personal with the subjects to take note of their emotional responses when answering questions. The interviews were an effective way to understand their experiences.

### 3.2.1 In-person interview method for qualitative data

Interviews enabled the researcher to get up close and personal with the subjects to take note of their responses. It was an effective way to understand their experiences with Nando's in the UK. The focus was on obtaining in-depth meanings of experiences, views and beliefs.

The researcher followed a semi-structured interview process during the face to face interviews. The researcher prepared the questions for the interviewees, while additional on-the-spot questions were asked. Research-Methodology.net (<https://research-methodology.net/research-methods/qualitative-research/interviews/>) states that the advantages of interviews are the ability to collect detailed information and descriptions from the interviewees.

The interviews took place in Nando's restaurants in Richmond, Waterloo and Shoreditch in the city of London. The interviewee interviewed the participants while the participants had a Nando's meal. The researcher wanted the participants to be relaxed and felt this contributed to a casual conversation tone. During the interviews the participants were encouraged by the researcher to talk open and honestly and not hold back any thoughts or feelings. Interviewees had the option to order a meal and drink of their choice and while eating a casual discussion took place. The questions were semi-structured as it allowed the researcher to further prompt the interviewees when an interesting topic came up. The researcher did not ask the interviewees any follow up questions after the interview was conducted.

The Qualitative Research Guidelines Project explains that for semi-structured interviews the interviewer can use an interview guide. A list of questions and topics should be discussed in an order, but the interviewer can stray from the guide when appropriate (Cohen D, Crabtree

B, 2016). They further state that this allows the researcher to collect comparative, reliable qualitative data. Cohen and Crabtree recommend that as semi-structured interviews normally have open ended questions it's best for the interviewee to record the interview and then create a transcript of the recording (Cohen D, Crabtree B, 2016). The researcher followed this approach.

Research consultants, Statistic Solutions (<https://www.statisticssolutions.com/what-are-focus-group-interviews-and-why-should-i-conduct-them/>), explain the working of in-person focus group interviews as: "...focus group interviews utilise what are known as prompts. A prompt can be a statement or question that you throw out to your focus group participants, and then just take a step back. Instead of asking a whole bunch of questions, you let natural conversations emerge based on the prompt..." They report on the benefits of conducting in-person focus group interviews as: "There are few data collection techniques that recreate real-world interactions. It can be hard to get natural behaviours from knowingly observed participants to analyse and interpret. The focus group interview, a participant's focus is stretched thin between fitting in and sharing one's thoughts about the prompt that makes him or her not focus on being observed."

### 3.2.2 Online survey method for qualitative data

In addition to in-person interviews, the researcher used online surveys to expand the amount qualitative data collected.

Keller and Conradin supports this by saying semi-structured interviews "allow informants the freedom to express their views in their own terms." (Keller and Conradin, 2019). They list further benefits of semi-structured interviews as the ability to have a two-way conversation and the chance to confirm what the researcher already suspects but the chance to learn something new too. They believe that this process is best suited to enable participants to discuss potential sensitive topics. The researcher chose this method as the objective of this Constructivist study was to find descriptive, in-depth information based on personal experiences.

Online surveys present a set of benefits of their own. Smart Survey (<https://www.smartsurvey.co.uk/articles/10-advantages-of-online-surveys>) lists some of the benefits of online surveys as being affordable, faster, more accurate and easier for the

researcher and the participants and more honest. To obtain more qualitative data the researcher used this method to ask more London consumers their opinion on Nando's using open-ended questions.

As a source of primary data O'Leary (2009, p. 235) argues that open response questions allow respondents to provide information or express opinions as they wish. He states that the data from open responses can be rich and candid but does warn it can be difficult to code. This was therefore the right route for the survey as the researcher specifically wanted rich descriptions and opinions.

In 'The Logic of Qualitative Survey Research and its Position in the Field of Social Research Methods' by Harrie Jansen (2010) he quotes the definition of a survey as "The survey is a systematic method for gathering information from (a sample of) entities for the purpose of constructing quantitative descriptors of the attributes of the larger population of which the entities are members." (Groves. 2004). Jansen (2010) further explores the meaning of a qualitative survey as the study of diversity. He states that it enables researchers to explore meanings and experiences.

### 3.2.3 Qualitative content analyses process

O'Leary (2009, p.326) further points out that to review qualitative data successfully, the researcher must manage their own expectations. To ensure the right method of data collection and analysis has been used it helps to have a well-defined research question and objectives. O'Leary (2009, p.327) says this is best done by following a very systematic approach to manage and organise the data.

The researcher followed the O'Leary's suggested stages to analyse the project data to ensure this process was thorough and rigorous:

1. Culled information
2. Read and started making overarching notes
3. Prepared to review the data
4. Entered and coded the data
5. Analysed the data

The interview style used a deductive approach that made the analysis of the qualitative data as clear as possible, even though the interview was semi-structured. The questions were also compiled based on the secondary research already conducted in the literature review. It allowed the researcher to predetermine the structure of the interview. The questions started top-down, by focusing on the broad general knowledge then filtering down to specific points.

The researcher made field notes in addition to the interview transcripts. The researchers analysed not just the verbal responses of the participants, but also the social and emotional responses.

The data was collated, organised then interpreted, looking for words, concepts and non-verbal cues, followed by the identification of a pattern which assisted in coding the data. The researcher could look for themes and after interpreting the themes, draw a set of conclusions. The researcher used Qualitative Data Analysis software, Atlas.ti. to transcribe the data, to support the sorting of the data.

As stated on Atlas.ti (<https://atlasti.com/qualitative-analysis-data/>), it is popular software used to code, sort and analyse qualitative data. This tool supported the researcher in taking a neutral position when analysing the data as the tool codes the data making the analysis systematic and transparent.

The researcher applied inductive codes, codes derived from the research, to analyse the data. The researcher defined these codes before loading the project on Atlas.ti.

The codes that the researcher used were:

1. Association: Celebrity
2. Association: Cheeky Nando's
3. Association: Good communication campaigns
4. Brand effects: Negative
5. Brand effects: Positive
6. Brand effects: Neutral
7. Brand recognition
8. Casual dining
9. Charity: Positive & Surprised

10. Charity: Negative
11. Charity: Neutral
12. Cheeky Nando's campaign
13. Consistency
14. Corporate Social Responsibility
15. First memory: Negative
16. First memory: Positive
17. First memory: Neutral
18. Friends
19. Loyalty
20. Meal: Consistent quality
21. Meal: Familiarity
22. Meal: Good atmosphere
23. Meal: Healthy option
24. Meal: Quick
25. Meal: Tasty
26. Meal: Value for money
27. Origin South Africa: Positive
28. Origin South Africa: Negative
29. Origin South Africa: Neutral
30. Personality: Cheeky
31. Personality: Fun
32. Personality: Relaxed or laid back
33. Personality: Inclusive/Diverse/Welcoming
34. Personality: Self-Assured and confident
35. PR Media Coverage
36. Social Media
37. Surprised
38. Trusted
39. Romance/date



### 3.3 An overview of the sample

#### UK Customers (Qualitative research)

- Three in-person interviews with a total of eight participants.
- The in-person interviews were conducted in London at the Richmond, Waterloo and Shoreditch branches in the evenings.
- The interviews lasted between 45 minutes and two and a half hours.
- In-person interviewees were given a Nando's meal and drink of their choice during the interview.
- 17 Participants completed the online survey on Survey Monkey, which was a 53.3% response rate.
- No compensation or rewards of any kind was given to the online survey participants.
- All interviewees and participants reside in London, as this is where Nando's has the most restaurants in the UK.
- The researcher used video and audio recordings, a personal camera, an observation checklist and took notes during the in-person interviews.
- No follow up questions were asked to the in-person interviewees or online survey participants.
- Straight after the interviews, the researcher conducted a post-interview data dump to record initial thoughts and impressions. After each interview, the researcher reflected on these thoughts and established how the questions should be refined to improve the next interview.
- The interviews and survey respondents are London consumers from various industries, not gender or age-specific, but rather a full mix of age, culture, and current financial position.
- All respondents were over 18, working professionals and a mix of male and female.

## 3.4 In-person interview questions

A logical approach was taken to understand the London consumer's perception of the Nando's brand. Starting from general views to detailed responses to specific occurrences. The questions were drafted to understand how their perception of Nando's has been shaped and to determine the role that PR played. Specific topics had to be discussed as motivated by the literature review in Chapter 2. The literature review pointed out the importance of PR like using creative, engaging tactics that are consistent and stand out. The researcher therefore drafted the questions below to understand how the interviewee's perception of Nando's has been shaped based on topics like their first memory of Nando's, whether they know of Nando's charity efforts, whether they recall the popular 'Cheeky Nando's' PR campaign, how they feel about the quality of Nando's and how familiar they are with the Nando's brand in general.

From the literature review the researcher found that creating human experiences, building a strategy on consumer insight, the importance of social media in both PR and brand and the importance of consistency lead to a successful brand. The questions were crafted to understand if there is a mutual relationship or ideas that oppose each other in the literature review and the research findings.

Around 25 questions were asked to understand the view of the London consumers' brand perception of Nando's during in-person interviews to understand the role of PR in building a SA brand in the UK:

### **Demographics:**

Please state your name, age, occupation, gender and nationality

### **Nando's UK Brand familiarity to understand the Nando's brand reputation and impact of human experiences:**

- Do you remember the first time you heard about Nando's? If so, how did you learn about Nando's?
- How many times a year do you eat Nando's?
- What do you like/dislike most about Nando's?
- When are you likely to visit Nando's? Can you name some occasions?
- What is the first thing that comes to mind when thinking about Nando's?
- Summarise Nando's in one word.

- Would you recommend Nando's to a friend? If yes, why?
- Do you know that Nando's launched in South Africa? If yes, how do you know this? If no, where did you think the brand comes from?

**Social Media behaviours to understand how this works as a form of engagement and its impact:**

- Do you use social media? If so, which channels are you actively using?
- Do you see Nando's on social media? If so, how often?
- Do you follow Nando's on social media?
- Have you ever engaged with Nando's on social media (sent them a message, liked one of their posts, retweeted, etc.)?
- Can you tell what the Nando's tone of voice is from their social media? If so, what would you say it is?

**Nando's UK campaign recognition to understand consistency and familiarity trends:**

- Did you see the Cheeky Nando's campaign?
- Do you use the phrase 'Cheeky Nando's'?
- Do your friends use the phrase 'Cheeky Nando's'?
- Do you know about the Nando's Black Card? If so, what do you know?
- Have you seen a celebrity endorse Nando's? If so, where did you see the endorsement?
- Does it mean anything to you to see a celebrity endorsing Nando's?

**An understanding of Nando's Sustainability/Corporate Social Responsibility efforts to understand how this supports brand trust and reputation:**

- Are you familiar with the Nando's Art, Music or Charity projects? If so, where did you learn about them?
- Have you ever noticed the art on the walls at Nando's? If so, do you know that they are very valuable artworks from Southern African artists?
- What do you think about Nando's Malaria be gone campaign? Do you trust their intentions?
- Do you think Nando's treat their staff well?
- Do you think Nando's pay the living wage rate?
- Do you trust that Nando's does what it says?

**General casual dining behaviour in the UK for wider context:**

- Can you describe how Nando's compare to other casual dining restaurants (like Wagamama, Honest Burger and PizzaHut)? Consider the location, price and quality of the product.
- Do you prefer going to a Nando's restaurant and eating there or do you prefer takeaway?
- If you prefer dining in at Nando's, why do you prefer that?
- Do you enjoy dining in at other casual dining restaurants (like Wagamama, Honest Burger and PizzaHut) or do you prefer takeaway?
- What would you say is your top 3 casual dining restaurants in the UK? List in order of preference.

## 3.5 Online survey questions

The questions have been condensed to focus only on core brand-related statements for the online survey:

**Nando's UK Brand familiarity to understand the Nando's brand reputation and impact of human experiences:**

- Do you remember the first time you visited a Nando's? Can you tell me more about that visit?
- How many times a year do you eat Nando's?
- What do you like/dislike most about Nando's?
- When are you likely to visit Nando's? Can you name some occasions?
- What are the first things that come to mind when thinking about Nando's?
- Summarise Nando's in one word.
- Would you recommend Nando's to a friend? If yes, why?
- Do you know that Nando's launched in South Africa? If yes, how do you know this? If no, where did you think the brand comes from?

**Nando's UK campaign recognition to understand consistency and familiarity trends:**

- Did you see the Cheeky Nando's campaign?
- Do you use the phrase 'Cheeky Nando's'?
- Do your friends use the phrase 'Cheeky Nando's'?
- Do you know about the Nando's Black Card? If so, what do you know?

- Have you seen a celebrity endorse Nando's? If so, where did you see the endorsement?
- Does it mean anything to you to see a celebrity endorsing Nando's?

**An understanding of Nando's Sustainability/Corporate Social Responsibility efforts to understand how this supports brand trust and reputation:**

- Are you familiar with the Nando's Art, Music or Charity projects? If so, where do you learn about them?
- Have you ever noticed the art on the walls at Nando's? If so, do you know that they are very valuable artworks from Southern African artists?
- What do you think about Nando's Malaria be gone campaign? Do you trust their intentions?
- Do you trust that Nando's does what it says it will and delivers a consistent?

**General casual dining behaviour in the UK for wider context:**

- Can you describe how Nando's compare to other casual dining restaurants (like Wagamama, Honest Burger and PizzaHut)? Consider the location, price and quality of the product.
- Do you prefer going to a Nando's restaurant and eating there or do you prefer takeaway?
- If you prefer dining in at Nando's, why do you prefer that?
- Do you enjoy dining in at other casual dining restaurants (like Wagamama, Honest Burger and PizzaHut) or do you prefer takeaway?
- What would you say is your top 3 casual dining restaurants in the UK? List in order of preference.

## 3.6 Stages of understanding the data

After sorting and coding the data, the researcher could identify clear themes. By searching for meaning in the data influencing factors were established. A systematic approach, of four stages, was followed to ensure the data has not been misinterpreted, with the support of Atlas.ti:

### 3.6.1 Stage one: Culling information

The first step the researcher took was to conduct an initial cull of information, including any notes or observations which initially thought to be important but proved to be unnecessary.

### 3.6.2 Stage two: Reading and overarching notes

The researcher then diligently reviewed the data and started taking overarching notes which helped her understand the best way to sort and categorise the data. The researcher reviewed the data several times to ensure that the data was clearly understood and included all relevant topics.

### 3.6.3 Stage three: Preparing to review the data

The data was manually transferred to Atlas.ti once the researcher had a clear understanding of the data. It included three audio files between 20 minutes and one hour in duration and one Survey Monkey online survey PDF, which holds the results for all 17 online survey responses. The data preparation happened over several weeks and undertakings.

The preparation included the set-up of codes which started to define the story of brand associations. Discussions focused around first memories, brand personality traits, the influence of the heritage and review of the meals based on quality, price, consistency, and how healthy the respondents felt the meals were.

The researcher had a set of assumptions and preconceived notions about Nando's after the relevant literature, which helped to develop the codes. The researcher took great care in ensuring that her own biases or prejudices did not cloud these assumptions.

This general impression and an idea enabled the researcher to identify popular feelings. These included emotions such as happiness, nostalgia, trust and surprise.

### 3.6.4 Stage four: Enter and coding data

The researcher was able to review the data closely for a second time, once the data and codes were manually uploaded. The researcher coded the data against the codes already entered for the project. To ensure the data; the audio data was captured and coded properly the process took some weeks. This process took the researcher from raw data to a meaningful understanding of the data.

The researcher focused on coding specific words that she noticed repeating itself like cheeky, fun, quality, consistency and trust. After coding these words, the researcher was able to confirm the themes and identify some unexpected themes, like the value the consumers had for consistency. The researcher could clearly define five themes across nearly all the respondents, of several possible influencing factors.

## 3.7 Ethical considerations

1. All respondents in the primary research gave consent for the researcher to use their responses in the study by completing a consent form online or in person. They are complying with GDPR.
2. Respondents will receive an information leaflet, informed consent form and questions document.
3. Confidentiality of respondents will always be respected, and they'll remain anonymous unless otherwise agreed with the respondent.
4. Participants took part in the study voluntarily.
5. Surveys were conducted using online software like Survey Monkey, to minimise any damage to the environment.
6. Respondents may access the research and findings at any time.
7. The researcher cited all secondary research throughout the paper.
8. The research is independent and impartial. The researcher is not employed by anyone to conduct this study.



## 3.8 Summary

The study provides a detailed investigation of Nando's PR and how it has influenced its brand perception amongst London consumers.

South African businesses, looking to expand to the UK, can gain valuable insight from the findings to build their PR leading to potential success.

The research findings chapter to follow gives a breakdown of how the London consumer's perception of Nando's is defined. To determine how their perceptions are shaped, Chapter four discusses each stage from culling information to coding the research on Atlas.ti. Key responses have highlighted five themes.

# CHAPTER FOUR: Research findings

The research, which consisted of in-person interviews and an online survey, asked several questions that resulted in emotional and social responses. The responses included the recollection of fond memories, expressing enthusiasm towards the brand through laughter, and agreement about the quality of the brand shown through body language like nodding of the head.

Interpretivism, as the study of emotion and human behaviour, is critical to this perception study to fully understand how London consumers have shaped their perception of Nando's in the UK. The researcher used Atlas.ti software to code these behaviours and analyse them objectively to understand these emotional and social responses and incorporate them into the research findings. The analyses included feelings and emotional expressions during the in-person interviews and words associated with emotions in the online survey responses (such as 'love', 'happy', etc.). According to Study.com (<https://study.com/academy/lesson/interpretivism-in-sociology-definition-and-lesson.html>), the researcher should closely monitor these types of responses as they are an important part of the Interpretivist approach of the study focused on perceptions and observations.

The conducting of the research included three phases during February - June 2019. The three phases were:

1. Literature review (Chapter 2)
2. In-person interviews
3. An online survey using the software, Survey Monkey

## 4.1 Defining five themes that shaped the perception of Nando's for London consumers

To identify themes that helped shape the London consumer's perception of Nando's eight in-person interview participants and 17 online survey participant responses were analysed. The

respondents, especially those interviewed in person, in a Nando's restaurant, gave enthusiastic responses enabling the researcher to draw detailed descriptions from them based on mostly emotional experiences.



Image 4.1.1 Focus group participant, Nigel, sharing how impressed he is with Nando's as a brand their consistency in identity and quality of food (Gelderblom, 2019)



Image 4.1.2 Kellie passionately discussing ‘Cheeky Nando’s’ as a phrase often used by her and her friends during and after university (Gelderblom. 2019)

## 4.2 Five influencing themes discussed in detail

The themes identified were based on topics that came up more than once during the in-person interviews and online surveys and supported by the literature review. The review indicated that for a brand to succeed several brand factors such as reputation, personality, trust, identity and quality. Key theoretical aspects from the literature review included:

- Create interest for the consumer.
- Build human experiences and connections that will lead to brand love and trust.
- Build brand trust as it’s more important than ever.
- Develop a charismatic, authentic brand personality that is memorable.

- Have a strong brand identity that is about more than a logo but a strong visual cue that is unique to the brand.
- Develop unique aspects and brand stories to differentiate from their competitors.
- Enable a brand to deliver a consistent experience based on people & consumer insights.
- Have a strong creative idea as an expression of the brand.

Atlas.ti coding made these topics clear as discussion points that come up, often with strong emotion and recall of positive memories and engagement. The software enabled the researcher to incorporate the social and emotional responses of the participants into the data analyses after loading the interview and survey results on to Atlas.ti.

The research themes as influenced by PR strategies and activities are:

1. Brand reputation: First impressions count
2. Brand personality: Having a likeable personality
3. Brand trust: Trusted to do the right thing
4. Brand identity: A strong brand identity
5. Brand quality

An overview below shows the key themes and how Nando's PR efforts have influenced each theme.

#### 4.2.1 Brand reputation: First impressions count

Daily, Young and Shea (2018) from Quirk's Media, an online portal for better marketing and research insights, explain the importance of memories for brands as; "We tend to think of memory as a kind of record-keeper of the past. However, it is a memory that informs our image of who we are in the present and has a tremendous impact on decision-making that affects our future. It is up to memory to enable the brain to make predictions about the possible consequences of future behaviours. From an evolutionary survival standpoint, memory is all about the future. And, as it turns out, it's also about the future of brands."

As seen in the Forbes article written by Altamirano (2018) in the literature review PR is specifically helpful when building a new brand. It allows new brands to communicate with their desired audience through effective story telling.

The researcher was able to get descriptive insight into the interviewee's first experiences at Nando's UK, especially during the in-person interviews. Many of the participants spoke with great passion, excitement and fondness about their first Nando's memory. Many respondents first visited Nando's thanks to word-of-mouth and recommendations from friends. The research further indicated that their positive first impression made them loyal Nando's fans.

The research highlights four interviewee's who had a 'positive' first experience and has been going to Nando's for more than five years. Several respondents recalled having their first memory during their time at university and are now in their 30s.

Focus group participant Katie was particularly engaged in this topic and eager to share her first memory with great pride and enthusiasm. Throughout the conversation, Katie talked about her support of Nando's and how she and her fiancé still go at least once a month. She shared, with great affection, her memories of her first visit to Nando's and how she noticed the art on the wall in Nando's at her University town, Manchester. During this conversation, she displayed positive body language signs and used positive phrases like 'This is gold!' As someone who only eats chicken meat, Katie was very impressed when Nando's opened in her University town. She was surprised and delighted by the way the restaurant positioned itself, and as a student, she could afford Nando's, but it was also a healthier option to other traditional student restaurants like KFC. This positive first experience for Katie made her a massive fan of the brand as illustrated by her story:



"I remember it because one opened up down the end of my road while I was at Uni. It just instantly became so popular. I did go there with my boyfriend at the time, that is where we used to go for dates. Because chicken used to be the only meat that I used to eat, so it was just like, my God, a chicken restaurant that isn't KFC! This is gold! I'm a massive fan!"

**KATIE**  
**34 YEAR-OLD**  
**FEMALE**  
**BRITISH**  
**PR MANAGER**

Image 4.2.1.1 Katie's first memory of Nando's



Image 4.2.1.2 Daniel, Katie and Rachel laughing about their University memories of visiting Nando's (Gelderblom. 2019)

For Kirwenn, the fact that he didn't get to go to Nando's for his birthday as a young boy and the disappointment of that was his first memory. He knew then, without even going, that he was a fan and that Nando's had become his favourite restaurant. As a now 30-year old male working in London, he still frequently visits Nando's, and similar to Kirwenn talked openly about his passion for Nando's. He went into detail to share his first experience and how this impacted him:

"I remember the first time I didn't go to Nando's! It was my birthday and myself and a group of family were going out in London for a meal. It feels, in my memory, like it was one of the first Nando's stores opened, I was a teenager so this was possibly about 16 or 17 years ago, or longer! Nando's wasn't really a thing back then, but my cousin promised us all that they did delicious hot chicken and chips, so as a kid I figured "how can you go wrong?". It was definitely a word of mouth situation. Anyway, we queued up to get into the restaurant as it was so busy and eventually they told us it would be a really long wait to get such a big table together, so we bailed and ended up going to a curry restaurant down the street. I was bitterly disappointed, and I remember having in my head back then that it was one of my favourite restaurants (even though I don't believe I'd even been at that point!) and that it was such a shame that we didn't get in."

---

**KIRWENN**  
**30 YEAR-OLD**  
**MALE**  
**BRITISH**  
**CUSTOMER SERVICE MANAGER**

Image 4.2.1.3 Kirwenn's first memory of Nando's



An anonymous online survey respondent doesn't remember the exact details of their first visit, but that as a family they loved it and went every second week. The respondent used emotional language like 'love' when describing their memory of their family outings to Nando's:

"Not specifically, but I remember that we must have loved it because we ended up going back as a family at least once a fortnight!"

---

**ANONYMOUS  
24 YEAR-OLD  
FEMALE  
BRITISH  
ACCOUNT MANAGER**

Image 4.2.1.4 Anonymous, 24-year-old, the first memory

Another positive first impression comes from anonymous Sustainability Manager based in London. She shared that she was pleasantly surprised and thought the food was delicious, even though for her, it was a bit out of budget as a student. Her point below illustrates her positive view:

I was a student at university;  
my friends took me - it was a bit  
out of the budget for at the  
time, but I thought the  
environment was very friendly  
and the food was delicious!

**ANONYMOUS  
29 YEAR-OLD  
MALE  
ROMANIAN, BRITISH RESIDENT  
SUSTAINABILITY MANAGER**

Image 4.2.1.4 Anonymous, 24-year-old, the first memory

The above narratives from the research participants echo the sentiment shared by Nando's CEO, as stated in Chapter 1, that Nando's like to surprise and delight. Robert Bronzin (Investec. 2017, 00:35) said "A message that pops out of your takeaway box from Africa. If you surprise and delight, customers will slowly start to remember you for that."

This is further supported in the literature review where the researcher learned that Nando's want to authentically deliver the real South African story of Nando's in the UK (Feeley, 2019).

Both Katie, Kirwenn and the Sustainability Manager went to Nando's for the first time because of word-of-mouth. As explained by social media expert, Sheares (2014) word-of-mouth publicity is a very powerful PR tool and has become a key focus for the PR industry. She refers to a Word-of-Mouth study that says word-of-mouth is five times more valuable than a paid-for advert. As a brand, Nando's engage with numerous celebrities and popular figures which supports them in gaining word-of-mouth traction. Their art project contributes to leaving a good first impression, while campaigns like the Nando's Black card and celebrities like Ed Sheeran promoting the Black Card (Burshtein, 2017) is a perfect example of using word-of-mouth as a PR initiative to build a brand.

#### 4.2.2 Brand personality: Having a likeable personality

Effective PR strategies enable brands to manage their perception and reputation of the brand personality. As seen in the literature review consumers are looking for brands with engaging, charismatic and authentic brand personalities. Doctoroff (2014, p. 39) says just as people like spending more time with friends who add value in their lives, with a nice personality and good values, so they will move towards brands with likeable personalities with who they can form connections.

The way a brand can express itself to influence its reputation shapes its personality. It is through communication channels like social media, the company website, in-store communications and decor style, staff uniforms and style and media coverage because of PR initiatives. How PR teams express this personality to their audience can have a long-term effect on brand success.

Medium.com, a well-known industry website that publishes articles from writers and thinkers from across the world, posted an article titled 'Why is brand personality important'. It tackles the various reasons why brands need a likeable personality and how to build and shape the perception of a brand. The agency expresses that a brand with a personality is better placed

to communicate with its customers. It allows a brand to build an emotional connection with its customers. This appears true in the case of Nando's as they have been able to attract customers that reflect their personality, a point that Yellow Fishes make in their article: "Customers who reflect the personality of your brand will be drawn to it and others — well, let them be drawn to what they can associate with."

From the literature review the researcher found brand expert, Roberts (<https://beloved-brands.com/white-papers/>), supporting this in his white paper 'Beloved brands'. The paper argues the importance of brand love and comparing it to loving a person with a likeable personality.

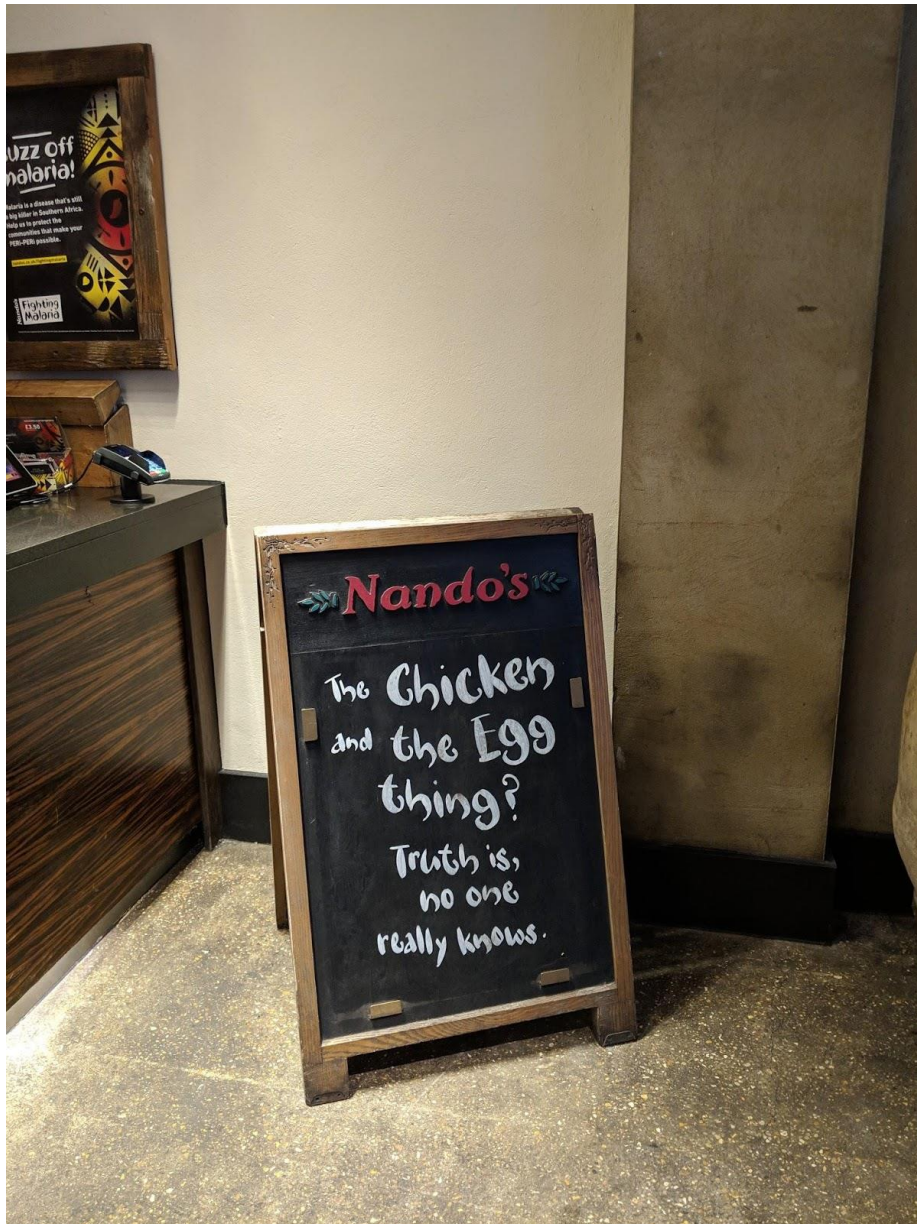


Image 4.2.2.1 Eye-catching chicken humour at Nando's Shoreditch (Gelderblom. 2019)



Image 4.2.2.2 Nando's Shoreditch vibrant decor (Gelderblom. 2019)

Several respondents agreed that Nando's has a likeable personality and expressed why they think so. Of those interviewed or who responded to the online survey, the majority referred to the Nando's personality as fun, relaxed/laid back, cheeky and self-assured/consistent. The words link directly to the PR campaigns and social media engagement that the brand has launched. Their reputation and personality have been carefully crafted publicly, from their popular 'Cheeky Nando's' campaign to humorous social media posts to appeal to their customers.





Image 4.2.2.3 Personality trait word cloud

Consistency and confidence as traits sparked a healthy conversation during two of the focus group sessions. 34-year-old, Marketing Manager, Kellie has been a Nando's customer for more than ten years and considers herself a big fan of the casual dining group. During her discussion, Kellie was very quick to share her view on their personality. It indicated that she didn't have to think about the response but was certain about their personality and what she liked about it. She talked about the brand's consistency, something she appreciates:

"It stayed pretty solid. It's never really peaked and never really died a death which is quite an interesting idea."

**KELLIE  
34 YEAR-OLD  
FEMALE  
BRITISH  
MARKETING MANAGER**

Image 4.2.2.4 Personality trait observation by Kellie

Research Manager Daniel discussed the fact that they “do their own thing” as a brand, unlike some of their competitors like Byron Burger. Daniel was positive while discussing his view with a smile on his face and seemingly realising; this is one of the things he likes the most about Nando’s. Daniel appreciated Nando’s’ ability to stick to their personality:



"It's self-assured. It knows what it is and what it isn't.

It doesn't do the Byron thing where it tries to blend in, it's pretty much it's own thing."

**DANIEL  
33 YEAR-OLD  
MALE  
BRITISH  
RESEARCH MANAGER**

Image 4.2.2.5 Personality trait observation by Daniel

Having a welcoming and inclusive personality also lead to a lively discussion. During this discussion, the interviewee's Daniel and Katie started talking about the ability to feel comfortable at Nando's and that everyone is welcome. It is an interesting observation, especially during the current political climate in the UK brought about by Brexit. They spoke about the fact that Nando's has a welcoming environment where they can be themselves. Both Katie and Daniel have been visiting Nando's regularly (once a month) for at least ten years in the UK. The following narrative illustrates the point:

"You know what is quite interesting, looking at the guy there, there are only so many restaurants where you can sit and eat with your earphones in, in a restaurants. I like that!"

Daniel

"Yeah, you can come in with kids, on your own. Everyone is welcome. You can just feel comfortable even on your own." Katie

---

**DANIEL, 32 YEAR-OLD, MALE,  
BRITISH, RESEARCH MANAGER**

**KATIE, 34 YEAR-OLD, FEMALE,  
BRITISH, PR MANAGER**

Image 4.2.2.6 Daniel and Katie discussing the inclusive nature of Nando's



Image 4.2.2.7 Customers from all backgrounds dining at Nando's Waterloo, London (Gelderblom. 2019)



Image 4.2.2.8 Focus group responded to typical Nando's humour on the Nando's serviettes in a surprise and delight moment (Gelderblom. 2019)

### 4.2.3 Brand trust: Trusted to do the right thing

Haig (2011, p.3) stated, trust as one of the rarest commodities of the moment. Humans value trust in a brand and as a result will stay loyal to a brand. One of the ways a brand and their PR department can build trust is by giving back in the form of charity support.

The literature review of Neumeier (2008, p.4-7) the researcher discovered that consumers want to join brands, not just buy them. In order to do so they need to trust a brand. The trust is developed through engaging, delighting and empowering customers.

In 'How good is your brand purpose' published by The Team (2017, p.22) it's clear that brands with a clear purpose that combines business objectives and social impact has gone mainstream. The Team (2017, p.47) further argue that a brand that is purpose-driven can win people's hearts and minds generating loyalty, trust, love and respect.

Nando's has several charitable initiatives like their support to end Malaria, discounts for the staff of several UK government bodies like the NHS and ongoing support for young artists and musicians, especially from Southern Africa. These are all PR initiatives to help shape their brand reputation and build brand trust.

The interviewee's and respondents were asked whether they knew about these PR initiatives, what their thoughts were, and how this influences their decision to support the brand. They were encouraged to talk about whether they believe this is a sincere effort from Nando's, or if they are suspicious of the brand's intentions.

Firstly, it became clear that not all participants and respondents were aware of the charitable efforts the brand is involved with, such as the 'Malaria be gone' programme. The majority also did not know Nando's gave a 20% discount to workers from services like the NHS.



Image 4.2.3.1 Malaria be gone point-of-sale merchandise, a charitable project ran by Nando's (Gelderblom. 2019)

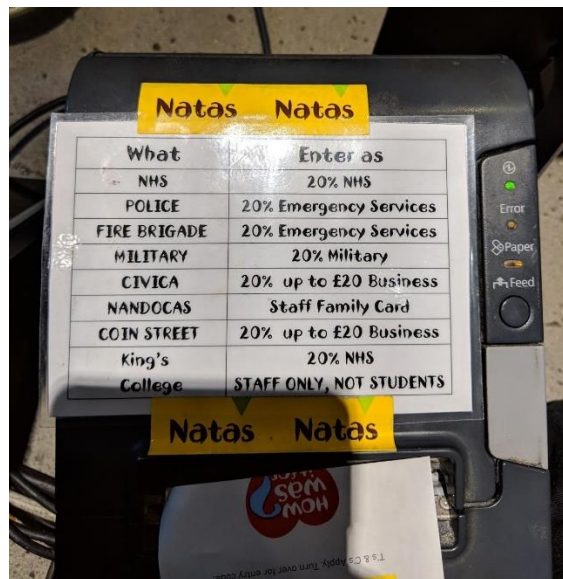


Image 4.2.3.2 Selection of discounts taken at Nando's Waterloo in support of government services (Gelderblom. 2019)





Image 4.2.3.3 More in-store point of sale efforts to support the Nando's Malaria be Gone programme (Gelderblom. 2019)

Learning about these PR initiatives lead to a 'surprise and delight' moment as revealed using Atlas.ti software after coding key phrases. All respondents felt that they trust Nando's to deliver on their promises and felt that their intentions were sincere, mostly due to the brand so subtly displaying their charitable efforts. Nigel shared in a positive light that he believes Nando's and how it made him feel to find out of the initiatives:

"Because they are a big brand name you expect them to deliver on their promise, don't you? Silvia is spot on. I feel good about it. I don't see any results, but you trust them."

**NIGEL**  
**53 YEAR-OLD**  
**MALE**  
**BRITISH**  
**SERVICE INFORMATION MANAGER**

Image 4.2.3.4 Nigel's observation of Nando's charitable efforts and his trust in them

Online survey respondents got asked whether they learned anything new about Nando's. eight out of the 17 referred to charity support as something new and that it surprised them. All these respondents appeared to have been positively influenced and inspired by these efforts.

The lack of knowledge from participants about the charities Nando's support indicates there is an opportunity for the brand to increase awareness to receive more support for the charities.

Most of the online respondents confirmed that knowing Nando's actively supports a charity has made an influence on their decision to support Nando's.

The narratives below show how the respondents positively reacted to the discovery of Nando's charitable efforts:

"It's cool that they have a charity partner, I'll keep an eye out for it next time I'm there :)"

**ANONYMOUS  
24 YEAR-OLD  
FEMALE  
BRITISH  
ACCOUNT MANAGER**

Image 4.2.3.6 Anonymous A observation of charitable efforts



"They support a charity, they should shout about it more if it's a big part of their business"

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**ANONYMOUS  
29 YEAR-OLD  
MALE  
BRITISH  
MARKETING MANAGER**

Image 4.2.3.7 Anonymous B observation of charitable efforts

"The 20% discounts, that is amazing!"

---

**ANONYMOUS  
32 YEAR-OLD  
FEMALE  
BRITISH  
FEMALE MANAGER**

Image 4.2.3.8 Anonymous C observation of charitable efforts

#### 4.2.4 Brand identity: A strong brand identity

A strong brand identity, that is easily recognisable, leads to brand preference. As Sharp (2014, p.130) stated, uniqueness and prevalence are two branding criteria standards that will lead to a consumer considering a brand above others. Neumeier (20118, p.18) argued that charismatic brands could become topics in cultural conversations. Nando's has built their unique, charismatic brand identity across several years in the UK, and the interviewee's and online survey respondents confirmed the impact the identity has on them.

Brand identity includes the visual merchandise, decor and design of the restaurants, but it also means the brand's tone of voice, even one phrase, and how they consistently deliver their personality to build a reputation that is easily linked back to the brand.



Image 4.2.4.1 Nando's Shoreditch self-help area with a selection of their Nando's branded product range (Gelderblom. 2019)



Image 4.2.4.2 Menu at Nando's Waterloo designed by South African artist in typical Nando's style (Gelderblom. 2019)

One of the interviewees discussed the impact of their strong visual identity. Rachel was impressed by the art as a stand out element of the Nando's identity. She liked that it is a way for Nando's to express their origin and authenticity:



"Particularly the art, as a restaurant, you then get that extra story. I don't know of another chain or restaurant group that does something that links back to their origin."

RACHEL  
38 YEAR-OLD  
FEMALE  
BRITISH  
FILM MANAGER

Image 4.2.4.3 Rachel's brand identity observation



Image 4.2.4.4 Example of Nando's art collection in Nando's Richmond (Gelderblom, 2019)

The discussion then moved to the consistent visual identity of their PR and advertising campaigns. Some of the respondents referred to their campaigns as being 'cool' and 'fun'. Even when forgetting the content of the actual campaign; the respondents remembered the tone of their efforts. It could indicate how embedded their personality traits are in their brand identity. The descriptions below capture the view of the participants on the powerful Nando's campaigns:

"They recently ran an out of home ad campaign to promote their loyalty card, you could pull the card off the billboard, quite cool."

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**ANONYMOUS  
29 YEAR-OLD  
MALE  
BRITISH  
MARKETING MANAGER**

Image 4.2.4.5 'Anonymous A' brand identity observation about advertising

"I know their ads are quite fun,  
and the voiceover is really  
engaging - but I can't  
remember the actual  
content..."

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**ANONYMOUS  
29 YEAR-OLD  
FEMALE  
ROMANIAN, BRITISH RESIDENT  
SUSTAINABILITY MANAGER**

Image 4.2.4.6 'Anonymous B' brand identity observation about advertising

Online survey respondents further confirmed that a specific phrase, 'Cheeky', has embedded itself into the brand identity of Nando's. The online survey respondents and in-person interviewees were all aware of the phrase. Nando's consistently use the phrase across their owned channels like their website and social media, after launching the 'Cheeky Nando's' campaign in 2012. When reviewing the data on Atlast.ti, the researcher saw the use of emotional words to describe the phrase, and it seems to have positively influenced the respondents for many years. One respondent goes as far as to describe it as 'the heart of British culture':

"Amazing, before I even saw that this question was coming I had already mentioned it in part of this survey.

On a personal level, Cheeky Nando's to me means the younger, carefree generation who enjoy indulging without going over the top. Being able to eat delicious food without being too unhealthy. Having a good time with your mates. Being conscious about budget. Cheeky Nando's is an all-round feel-good sensation that appeals to everyone, it ticks every box in a small way.

From a brand point of view, Nando's has adopted thousands of male brand ambassadors for free who are young, masculine, good looking, sporty, popular and willing to throw the phrase around on social media. They've tapped into a segment of the market that everyone has sight of, so the phrase has spread far and wide in a way that doesn't ever seem to annoy people."

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**KIRWENN  
30 YEAR-OLD  
MALE  
BRITISH  
CUSTOMER SERVICE MANAGER**

Image 4.2.4.7 Kirwenn's observation on the phrase 'Cheeky Nando's' as part of the brand identity



"The heart of British culture.  
Treating yourself and your  
mates without having to break  
the bank."

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**ANONYMOUS  
24 YEAR-OLD  
FEMALE  
BRITISH  
ACCOUNT MANAGER**

Image 4.2.4.8 Anonymous on the phrase 'Cheeky Nando's' as part of the brand identity

#### 4.2.5 Brand quality

Online publisher, Business.com (2018), focus on helping businesses grow, published an article with five reasons why product quality impacts your brand. The article discussed the impact of a quality product on building trust, driving word-of-mouth recommendations, impacting the number of customer complaints and bad reviews. They further believe that aesthetics count as quality. An aesthetically pleasing product can produce a strong return on

investment, as many studies have shown a strong correlation between quality and profitability. PR Departments play an important role in communicating the quality of their products aligned with their brand essence. As seen in the literature review it's important that brands remind consumers of its value and by talking about their quality (Mackay, Spies, et.al., 2013, p.90). Nando's do this by engaging with users on their social media channels like the 'Finger selfie' campaign, building loyalty programmes and through celebrity endorsements.

The consistent quality of Nando's became a popular conversation topic during the in-person interviews, and it was mentioned several times in the online survey results. Quality in this project refers to the quality of their food, the environment and overall brand.

Most online respondents agreed that the taste stayed consistent.

The combination of 'strongly agree' and 'agree' places the response firmly on consistently delivering on taste. It supports the discussions during the in-person interviews where respondents would point out the reliability of the food and knowing what you will get as a positive attribute for the brand.

In-person interviewees were quick to refer to their appreciation for the quality of food at Nando's as their reason for being loyal customers. Kellie and Katie articulated their views simply and concisely:

"My favourite thing is that it is decent food. I know the menu, and I know what I am going to get when I get here"

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**KELLIE  
34 YEAR-OLD  
FEMALE  
BRITISH  
MARKETING MANAGER**

Image 4.2.5.2 Kellie's view on the food at Nando's

"I know that I like Nando's. I know I am always going to like the menu. I know what I am going to order."

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**KATIE**  
**34 YEAR-OLD**  
**FEMALE**  
**BRITISH**  
**PR MANAGER**

Image 4.2.5.3 Katie's view on the food quality at Nando's

Daniel, who had a bad experience, stated that he saw that bad experience as a surprise, not the norm. His story below shows the impact a consistently good experience has and how one negative experience hasn't put him off from supporting Nando's:

"I recently had one experience where it wasn't great, which was quite surprise as it's always, consistently good food."

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**DANIEL**  
**32 YEAR-OLD**  
**MALE**  
**BRITISH**  
**RESEARCH MANAGER**

Image 4.2.5.4 Dan's view on the food quality at Nando's

Another online survey respondent put down quality and speed of the meal as her reason for visiting Nando's:

"When I fancy having something fast-food(ey), but high-quality fast-food(ey).."

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**ANONYMOUS  
29 YEAR-OLD  
FEMALE  
ROMANIAN, BRITISH RESIDENT  
SUSTAINABILITY MANAGER**

Image 4.2.5.5 Anonymous reason for visiting Nando's

## 4.3 Summary

The five themes are areas that should be considered planning their PR efforts as they impact how consumers perceive a brand. The PR efforts should impact the areas below to successfully influence a brand:

1. Brand reputation
2. Brand personality
3. Brand Trust
4. Brand identity
5. Brand quality

*Brand reputation* will influence a consumer's first impression. The PR team should closely monitor and manage their reputation and coverage. A likeable personality relates to how a brand reflects itself; on communication channels such as social media, through press coverage and even colleagues to relay its *brand personality*. Trusted to do the right thing links to the reputation and *brand trust* and that a brand must contribute to society and deliver on its promises. This reputation, especially when it comes to a business's commitment to charitable efforts, is closely controlled and monitored by an effective PR. Having a strong *brand identity* is the visual and non-visual elements of a brand and includes its tone of voice and even a catchy phrase like 'Cheeky Nando's'. Lastly, *brand quality* is, of course, very closely linked to the quality of your product or service. It is the job of the PR team to uphold the reputation of the brand quality through creative tactics like social media engagement, celebrity endorsements, and securing positive press coverage.

The research shows us that Nando' PR have influenced how their brand is maintained, communicated and celebrated to the right audience at the right time. They have embedded PR that have positively influenced their perception of their brand in the UK, from their 'Cheeky Nando's' campaign, unique brand identity and personality to their support for the fight against Malaria.

The final chapter gives an overview of how the research, followed by five recommendations from the researcher. The recommendations have been written based on the research outcomes that show the role of PR in building a brand in the UK.

# CHAPTER FIVE: Conclusion and recommendations

## 5.1 Overview

The objective of embarking on the research was to:

- 1. Identify what PR is and show the important role it has in building a brand.**
- 2. Give meaningful London consumer insight, with a focus on Nando's and how they used PR to build their brand in the UK.**
- 3. Give clear recommendations on which PR strategies a South African brand should apply when building their brand in the UK.**

The researcher set out to meet these objectives by conducting a literature review, in-person interviews and an online survey to understand how the London consumer perceive Nando's and how PR initiatives influenced their perception of the brand. South African brands interested in building their businesses in the UK can now review the literature review and themes identified from the data to increase their likelihood of succeeding in the competitive UK market.

The five themes discussed supports the literature review in proving the important role that PR play in building a South African brand in the UK. Based on the research, Nando's has successfully applied many of these tactics to build its brand and loyal consumer base.

The literature reviewed showed us the importance of PR in building a brand by identifying key tactics to apply for brand success. Effective PR should:

- Create interest for the consumer
- Build human experiences and connections that will lead to brand love and trust.
- Build brand trust as it's more important than ever.
- Develop a charismatic, authentic brand personality that is memorable.



- Have a strong brand identity that is about more than a logo but a strong visual cue that is unique to the brand.
- Develop unique aspects and brand stories to differentiate from their competitors.
- Enable a brand to deliver a consistent experience based on people & consumer insights.
- Have a strong creative idea as an expression of the brand.

Brands need to understand how PR will impact five themes. For the biggest impact on a brand the themes to be considered when building PR activities are:

- Brand reputation: Delivering memorable first impressions which made consumers loyal to the brand.
- Brand personality: Nando's has a likeable personality that builds connections and delivers unique experiences for consumers.
- Brand trust: Being trusted to do the right thing as a brand that is loved and that creates human experiences for their consumers and those they are trying to help.
- Brand identity: A strong brand identity has made Nando's unique, memorable, and able to stand out from their competitors.
- Brand quality: A consistent delivery of quality products and experiences has created loyal fans.

An Interpretivism approach enabled the researcher to define the five themes based on first-hand descriptions and memories shared by the participants. The in-person interviews and open-ended questions on the online survey provided the researcher with descriptive experiences and views, in the form of qualitative data, on the topic. Lively discussions about the brand's humorous, cheeky style, consistent quality of food and unique identity indicated the success of Nando's PR efforts. Even those participants who were not frequent Nando's consumers could express the brand essence based on reputation. The participants' emotional and social responses show how embedded the Nando's brand has become in UK culture.

It became clear to see how the research themes are interlinked with the literature review and can be used to support other South African brands when planning their brand launch in the UK. The following recommendations are based on the outcomes of the study and can support South African brands in their efforts to build their brand in the UK Market.

## 5.2 Recommendation

We have seen South African brands successfully infiltrate the UK market with huge success in competitive industries like the restaurant and insurance industry. Other brands must learn from their PR efforts to manage their brand reputation and maximise their opportunity for success in the UK market. Based on the five themes that PR should impact the recommendation is that brands invest in PR to build brand success in the UK as the role of PR in branding is clear.

### 5.2.1 Invest in long-term PR efforts as part of the brand strategy

A strong brand takes several years to build. Nando's, and other popular brands have built their brand and loyal followers on consistent delivery of their products and brand expressions. They have used successful PR initiatives that have positively affected their business growth.

The key to a long-term PR activity is understanding the value in building a brand with a consistent personality. The PR team should deliver the same personality and experience through their initiatives to maintain a positive reputation and client base. Nando's has seen great success through the execution of PR that are distinct to their brand. From their 'Cheeky Nando's' campaign to their 'Malaria be gone' project. These campaigns are long-term strategies with meaningful end results. The 'Cheeky Nando's' PR campaign launched several years ago, yet as seen in the data and in several media coverage it's still synonymous with the brand. The brand has successfully embedded this language in their communications to consumers. This PR campaign is a long-term strategy and Nando's embedded it as a brand pillar. It's seen in the way they reflect themselves to this day and shapes many of their communication efforts now, like the way they talk on social media. Similarly, the 'Malaria be gone project' is a long-term commitment and goal. They are showing their dedication to a charitable effort that aligns to their brand and have imbedded it throughout their restaurants and communications. It's clear that their desire to support this cause is not something that they take lightly and leads to more trust what they do. Results of a long-term PR strategy will increase business growth. Consumers are more likely to recommend the brand to their friends and return themselves as seen in the research data. A long-term PR strategy is key to managing a brand's reputation.

Therefore, businesses are encouraged not to apply short-term planning when entering the UK market but invest in long-term PR planning and execution. Short-term strategies will not have the reputational impact that a brand needs to survive in the UK. A long-term strategy will enable brands to come back from negative experiences, as we learned from the research. Participants described a bad experience at Nando's as a surprise, and not the norm so was not deterred from going back. Having a strong reputation ensures consumers will likely not abandon your brand after experiencing a negative incident.

### 5.2.2 Define the perfect brand personality to attract the perfect customer through PR

A unique brand personality should reflect not just your brand but consider that it will attract similar personalities in consumers who will relate to your brand personality.

The development of a phrase that articulates what is at the core of your brand can be an effective way of summarising your personality, which can be reflected through PR. 'Cheeky Nando's' as a PR campaign and phrase managed to form a key part of the Nando's brand identity and personality and those who use it, use it as they relate to it. These fans fit the Nando's brand well and in turn, attract more like-minded customers. Years after the PR campaign launched, the phrase is still synonymous with the brand personality and even used as English youth slang. The phrase summarises the personality of the brand perfectly, it's memorable and unique. It was brought up numerous times in the research data as part of the Nando's personality.

Before launching in the UK, South African brands need to understand the consumer base and spend time establishing which kind of personalities they want to attract through PR. A brand should commit to define the personality that is unique and authentic to them. The fun, spicy, confident traits that we see in the Nando's personality has led to the attraction of very loyal fans, including celebrity fans like Beyoncé and Ed Sheeran. The celebrities that Nando's attracts has the same followers that Nando's would like to attract. A PR team should invest in spending time engaging with their perfect customer in a style that will attract their perfect customer.

### 5.2.3 Confidently express the personality to build an authentic brand through PR

Knowing what a brand is about is and how to express this confidently is key. Your brand is more than its South African heritage when launching in the UK. As a South African brand, your business still needs a strong, likeable, consistent personality, executed from a long-term, consumer-first PR strategy.

The ability to confidently stick to who you are as a brand doesn't go unnoticed, as proved during the in-person interviews and online survey responses. Delivering the brand essence, through PR once it's defined, with confidence means a consistent delivery of the brand expression. UK research participants responded positively to Nando's being confident in who they are and not constantly changing for the latest trend. Participants were all familiar with the Nando's identity and some as a result of PR, like the 'Cheeky Nando's campaign, 'Malaria be gone' project and recent UK-wide Loyalty card campaign. Nando's confidently express who they are by not changing their style. Confidence and being unapologetically true to their brand has served them well in building their brand trust and stand out through PR.

It is important, especially for a brand like Nando's that has a bold, irreverent and cheeky personality to stay confident in their personality. It is the role of the PR team to build a confident expression on all owned and paid media channels like the website, social media and in-store communications.

### 5.2.4 Consistently deliver your brand expression to stand out from competitors through PR

A brand that has a clearly defined, confident personality delivered consistently will start to stand out from their competitors through PR. Brands should not change their personality or story to reflect current trends and risk alienating loyal fans.

Once the brand essence is defined, the PR team should monitor all content and brand coverage to ensure the essence of the brand is not lost simply to suit the latest trend. Consumers respond to consistency, especially during a time of social and political instability. Consistency will increase the memorability of the brand. Strong brand identities will stand the test of time if consistency forms a key part of the PR delivery.

The brand expression, as delivered by the PR team, can cover many customer touchpoints like their online presence, menu design, in-store design, merchandise, partnerships, charity initiatives, etc. The initiatives that the PR team embark on should therefore consistently align to the brand expression, to deliver an authentic brand experience. Nando's has done this exceptionally well through their design delivery, décor choices and tone of voice expression and vision to surprise and delight.

### 5.2.5 Showcase the quality of your brand through PR

Brands should never underestimate the importance of a quality product and the role this plays in their PR efforts. We know from the literature review that quality is critical in brand development, and the data confirmed this as being a key influencing factor for Nando's London consumer perception.

Not only will a quality product drive preference, but if a customer does have a negative experience with your product, they will see this as a once-off and will be more willing to return. It will also affect how they share that negative experience and most likely lead them to keep it to themselves rather than share publicly. Brands should consistently promote the quality of their product or service through PR and aim to receive PR coverage focused on the quality of their product.

In the UK market, where consumers have an excess of choice, quality will help consumers make their purchase decision. Brands should showcase the quality of the product or service. The way the PR team share the success stories that relate to quality impacts will directly impact the brand reputation. Initiatives like a loyalty programme, sharing consumer engagement with the brand on social media and distributing the business success press releases to trade media are ways to communicate the quality and success of a brand.

## 5.3 Summary

Based on the conclusions, South African brands should consider the important role that PR play in launching a brand in the UK. The above recommendations can assist South African businesses looking to expand to the UK to build powerful, memorable and unique brands that will stand out from their competitors.

Brands need to take the time to plan their long-term strategies with a strong focus on PR and its benefits. They should use PR methods to:

1. Define what they stand for and how they communicate this.
2. Understand how their brand personality (visually identity, online communications, etc.) impact who they will attract and the kind of loyalty it will bring.
3. Be consistent in how they communicate to create stand out and realise the importance of a quality product or service and how good or poor quality can impact your reputation.

Effective will influence all these aspects of a South African brand when launching in the UK. PR initiatives are ultimately there to help shape the reputation of a brand and maintain the brand trust. With a sound understanding of the important role that PR plays, the opportunity for success is there for South African brands to launch in the UK.

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## GLOSSARY

<b>Terms/Acronyms/Abbreviations</b>	<b>Definition/Explanation</b>
Brand	<b>A brand is a name, term, design, symbol, or other feature that distinguishes an organisation or product from its rivals in the eyes of the customer. Brands are used in business, marketing, and advertising” (Brand, no date).</b>
Brexit	“Brexit is the impending withdrawal of the United Kingdom from the European Union. In a the referendum on 23 June 2016, 51.9% of the participating UK electorate voted to leave the EU; the turnout was 72.2%” (Brexit, no date).
Nando’s	“Nando’s is an international casual dining restaurant chain originating in South Africa. Founded in 1987, Nando’s operates about 1,000 outlets in 30 countries” (Nando’s, no date).“Public Relations is about reputation - the result of what you do, what you say and what others say about you. Public Relations is the discipline which looks after reputation, to earn understanding and support and influence

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opinion and behaviour. It is the planned and sustained effort to establish and maintain goodwill and mutual understanding between an organisation and its publics” (CIPR, no date).

United Kingdom

“The United Kingdom of Great Britain and Northern Ireland, commonly known as the United Kingdom (UK) or Britain, is a sovereign country lying off the north-western coast of the European mainland. The United Kingdom includes the island of Great Britain, the north-eastern part of the island of Ireland and many smaller islands” (United Kingdom, no date).

## APPENDICES

**Appendix A: Online survey respondent data**  
**Appendix B: Signed consent forms**

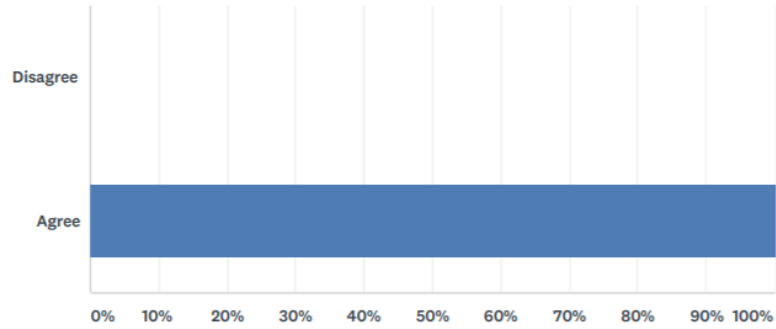
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## **APPENDIX A: Survey monkey all data**



Q1 Please select a choice below: Clicking on the "agree" button below indicates that: • you have read the above information • you voluntarily agree to participate • you are at least 18 years of age If you do not wish to participate in the research study, please decline participation by clicking on the "disagree" button.

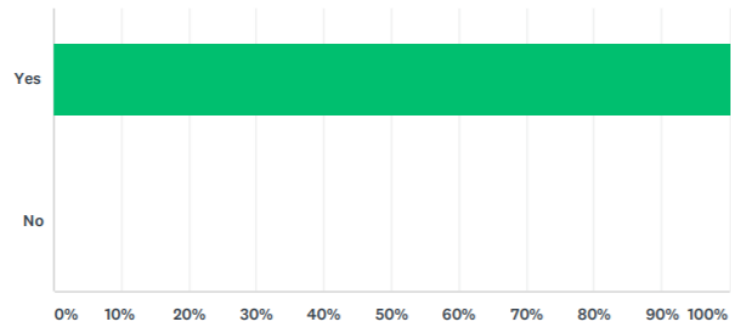
Answered: 17 Skipped: 0



ANSWER CHOICES	RESPONSES	
Disagree	0.00%	0
Agree	100.00%	17
TOTAL		17

## Q2 In order to proceed please confirm that you are a UK resident

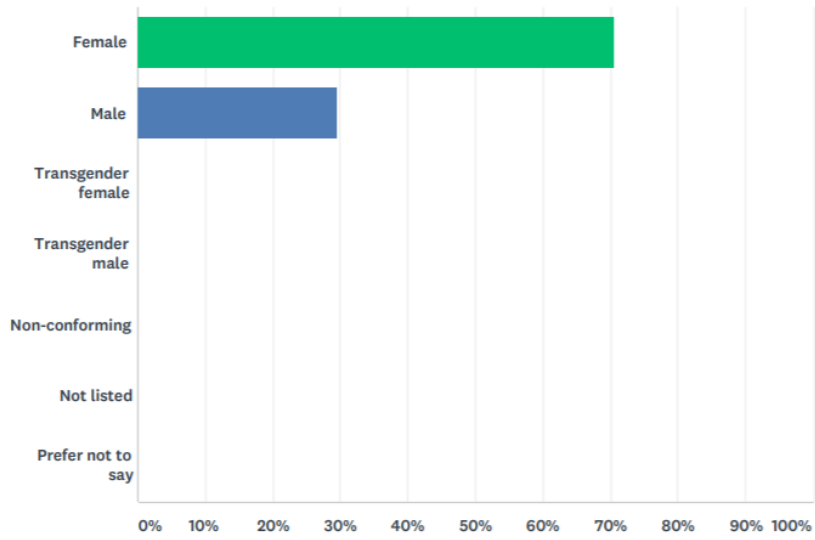
Answered: 17 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	100.00%	17
No	0.00%	0
TOTAL		17

### Q3 To which gender identity do you most identify?

Answered: 17 Skipped: 0



ANSWER CHOICES	RESPONSES	
Female	70.59%	12
Male	29.41%	5
Transgender female	0.00%	0
Transgender male	0.00%	0
Non-conforming	0.00%	0
Not listed	0.00%	0
Prefer not to say	0.00%	0
<b>TOTAL</b>		<b>17</b>

## Q4 What is your age?

Answered: 17 Skipped: 0

#	RESPONSES	DATE
1	55	6/4/2019 9:19 PM
2	29	5/28/2019 4:01 PM
3	29	5/28/2019 1:20 PM
4	30	5/28/2019 12:41 PM
5	43	5/28/2019 12:40 PM
6	30	5/28/2019 12:31 PM
7	24	5/13/2019 1:21 PM
8	34	4/23/2019 1:49 PM
9	33	4/20/2019 10:42 PM
10	39	4/16/2019 9:33 PM
11	31	4/15/2019 4:05 PM
12	30	4/15/2019 9:34 AM
13	58	4/15/2019 9:14 AM
14	30	4/15/2019 9:13 AM
15	29	4/15/2019 6:05 AM
16	28	4/14/2019 10:40 PM
17	32	4/13/2019 4:47 PM

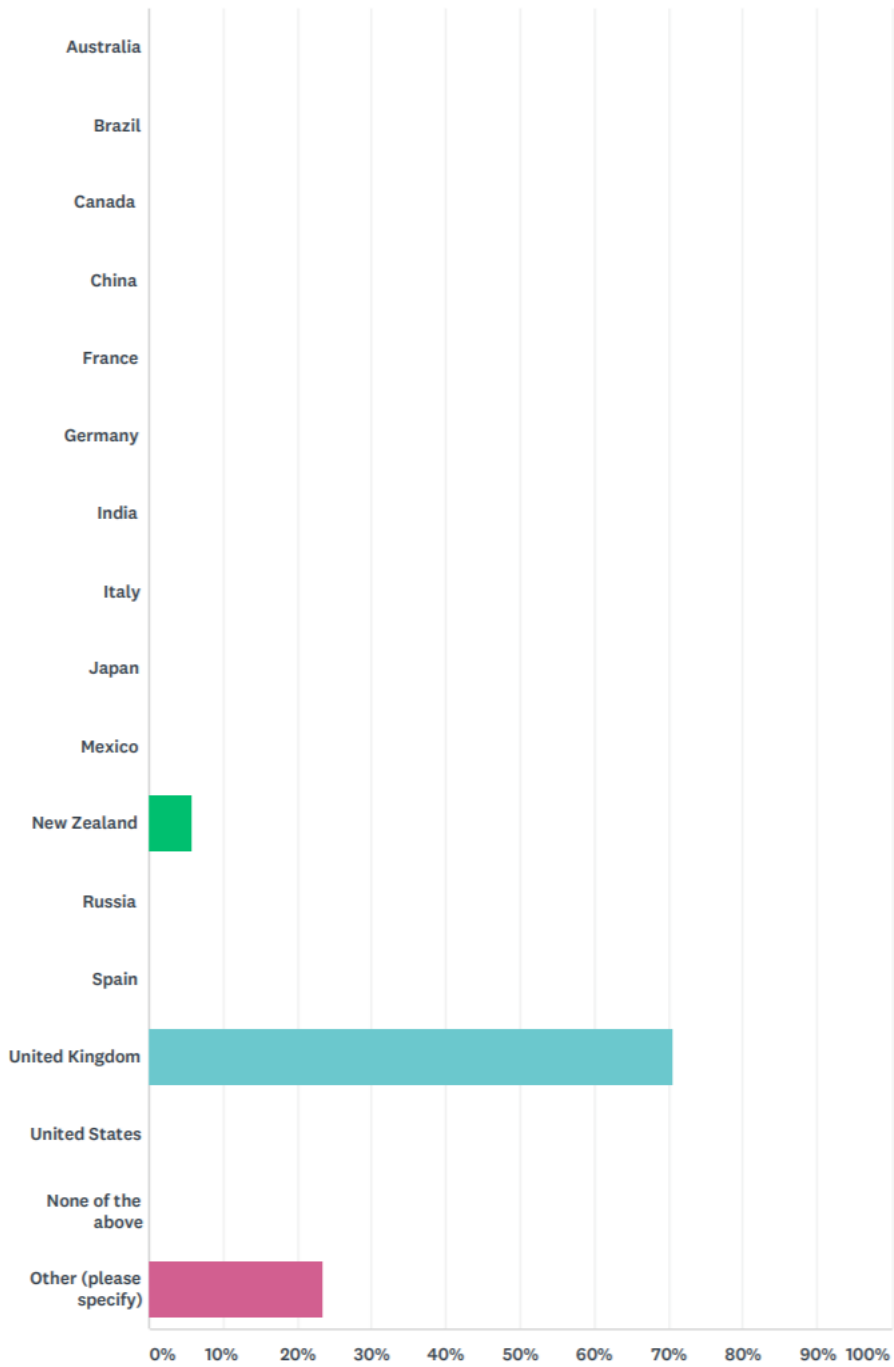
## Q5 What is your occupation?

Answered: 17 Skipped: 0

#	RESPONSES	DATE
1	Accountant	6/4/2019 9:19 PM
2	Sustainability Manager	5/28/2019 4:01 PM
3	Marketing	5/28/2019 1:20 PM
4	Manager	5/28/2019 12:41 PM
5	Director in Marketing agency	5/28/2019 12:40 PM
6	Customer Service	5/28/2019 12:31 PM
7	Account Manager	5/13/2019 1:21 PM
8	Marketing	4/23/2019 1:49 PM
9	project assistant	4/20/2019 10:42 PM
10	Pilot	4/16/2019 9:33 PM
11	PR Manager	4/15/2019 4:05 PM
12	Structural Designer	4/15/2019 9:34 AM
13	Digital Content Manager	4/15/2019 9:14 AM
14	social media executive	4/15/2019 9:13 AM
15	Marketing	4/15/2019 6:05 AM
16	Marketing comms	4/14/2019 10:40 PM
17	Finance	4/13/2019 4:47 PM

## Q6 What is your country of birth?

Answered: 17 Skipped: 0



Australia	0.00%	0
Brazil	0.00%	0
Canada	0.00%	0
China	0.00%	0
France	0.00%	0
Germany	0.00%	0
India	0.00%	0
Italy	0.00%	0
Japan	0.00%	0
Mexico	0.00%	0
New Zealand	5.88%	1
Russia	0.00%	0
Spain	0.00%	0
United Kingdom	70.59%	12
United States	0.00%	0
None of the above	0.00%	0
Other (please specify)	23.53%	4
<b>TOTAL</b>		<b>17</b>

#	OTHER (PLEASE SPECIFY)	DATE
1	Romania	5/28/2019 4:01 PM
2	Ireland	4/16/2019 9:33 PM
3	Indonesia	4/15/2019 9:13 AM
4	South Africa	4/13/2019 4:47 PM

## Q7 Do you remember the first time you went to Nando's? Can you tell me about that memory?

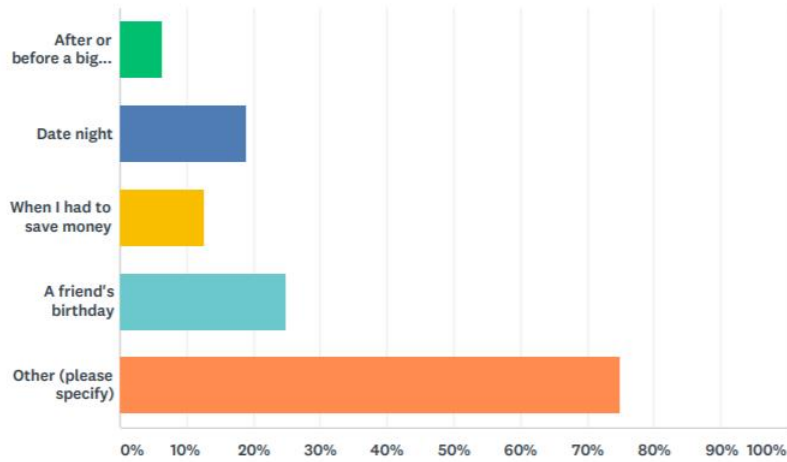
Answered: 16 Skipped: 1

#	RESPONSES	DATE
1	I was a student at university; my friends took me - it was a bit out of the budget for at the time, but I thought the environment was very friendly and the food was delicious!	5/28/2019 4:03 PM
2	Yes, I went to the Nando's in Kingston Upon Thames for a friend's birthday. I had heard OF the brand before but had no idea what to expect. I was pleasantly surprised, as I love chicken. :D	5/28/2019 1:21 PM
3	Can't remember	5/28/2019 12:42 PM
4	i had heard people in the office talking about it. if you like chicken you'd like it and it was reasonably priced. i decided to visit and was supirsed there was much more choice than just chicken	5/28/2019 12:41 PM
5	I remember the first time I didn't go to Nando's! It was my birthday and myself and a group of family were going out in London for a meal. It feels, in my memory, like it was one of the first Nando's stores opened, I was a teenager so this was possibly about 16 or 17 years ago, or longer! Nando's wasn't really a thing back then, but my cousin promised us all that they did delicious hot chicken and chips, so as a kid I figured "how can you go wrong?". It was definitely a word of mouth situation. Anyway, we queued up to get into the restaurant as it was so busy and eventually they told us it would be a really long wait to get such a big table together, so we bailed and ended up going to a curry restaurant down the street. I was bitterly disappointed, and I remember having in my head back then that it was one of my favourite restaurants (even though I don't believe I'd even been at that point!) and that it was such a shame that we didn't get in.	5/28/2019 12:34 PM
6	Not specifically, but I remember that we must have loved it because we ended up going back as a family at least once a fortnight!	5/13/2019 1:22 PM
7	With young adults as a treat - it was fine.	4/23/2019 1:50 PM
8	one time in derby, uk	4/20/2019 10:43 PM
9	Cant really remember. Had seen the branding but didnt know what to expect	4/16/2019 9:35 PM
10	At university, when it was a fresh, new, affordable restaurant to go to	4/15/2019 4:05 PM
11	Before a movie, 10-15 years ago	4/15/2019 9:35 AM
12	Yes, in 2016 when I first move to the UK. My husband took me out on a dinner.	4/15/2019 9:21 AM
13	Tasty, affordable and fun	4/15/2019 9:20 AM
14	I think it was with work in London - a colleague decided they wanted to go for their birthday lunch because it was close by, cheap (ish) and everyone seemed to like it. I wasn't overly impressed with my first visit and I think this has stayed with me as I rarely (if ever) go again	4/15/2019 6:08 AM
15	I was visiting my stepdad in London where he worked about 12 or more years ago around Baker Street. I remember it being a new and different restaurant experience for us at the time.	4/14/2019 10:44 PM
16	Yes	4/13/2019 4:50 PM



## Q8 On what occasions did you typically go to Nando's?

Answered: 16 Skipped: 1

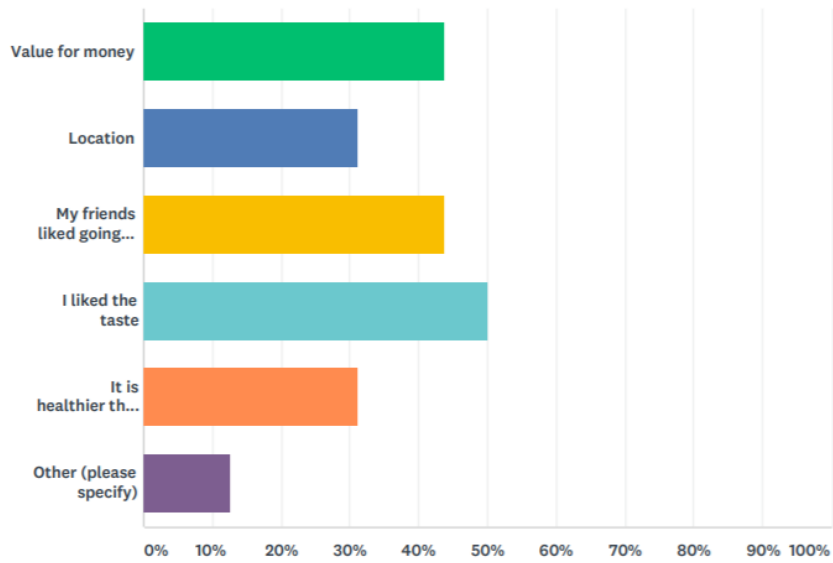


ANSWER CHOICES	RESPONSES	
After or before a big night out	6.25%	1
Date night	18.75%	3
When I had to save money	12.50%	2
A friend's birthday	25.00%	4
Other (please specify)	75.00%	12
Total Respondents: 16		

#	OTHER (PLEASE SPECIFY)	DATE
1	When I fancy having something fast-food(ey), but high-quality fast-food(ey).	5/28/2019 4:03 PM
2	Just because I like having meals out!	5/28/2019 1:21 PM
3	When easier than cooking and hungry	5/28/2019 12:42 PM
4	occasional lunch	5/28/2019 12:41 PM
5	Whenever I wanted to eat amazing chicken!	5/28/2019 12:34 PM
6	With family	5/13/2019 1:22 PM
7	Very occasionally as I'm vegetarian. I tend to go if it's someone else preference.	4/23/2019 1:50 PM
8	I have only been to Nando's once	4/20/2019 10:43 PM
9	In town or before a show	4/16/2019 9:35 PM
10	Not that often.	4/15/2019 9:21 AM
11	Quick and easy food with the family.	4/15/2019 9:20 AM
12	When I didn't want to cook, but wanted a more healthy take away meal	4/13/2019 4:50 PM

## Q9 What factors made you go to Nando's?

Answered: 16 Skipped: 1

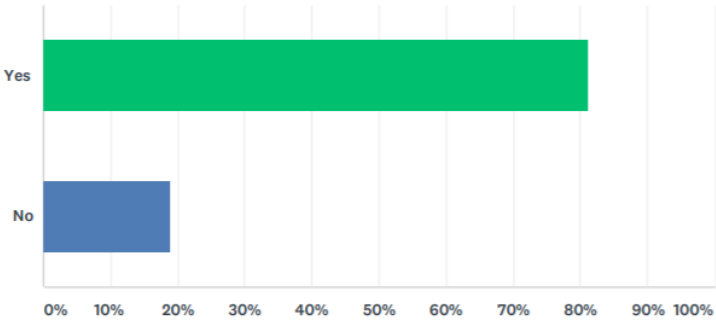


ANSWER CHOICES	RESPONSES
Value for money	43.75% 7
Location	31.25% 5
My friends liked going there	43.75% 7
I liked the taste	50.00% 8
It is healthier than it's competitors	31.25% 5
Other (please specify)	12.50% 2
Total Respondents: 16	

#	OTHER (PLEASE SPECIFY)	DATE
1	Music, fun atmosphere.	5/28/2019 4:03 PM
2	If a friend wanted to go	4/20/2019 10:43 PM

Q10 Please confirm whether you have been going to Nando's for 5+ years?

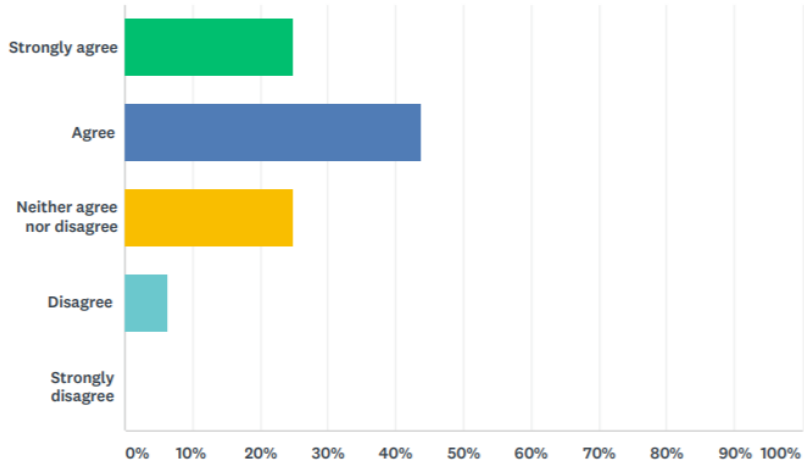
Answered: 16 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	81.25%	13
No	18.75%	3
TOTAL		16

### Q11 Do you think Nando's has stayed consistent in its taste?

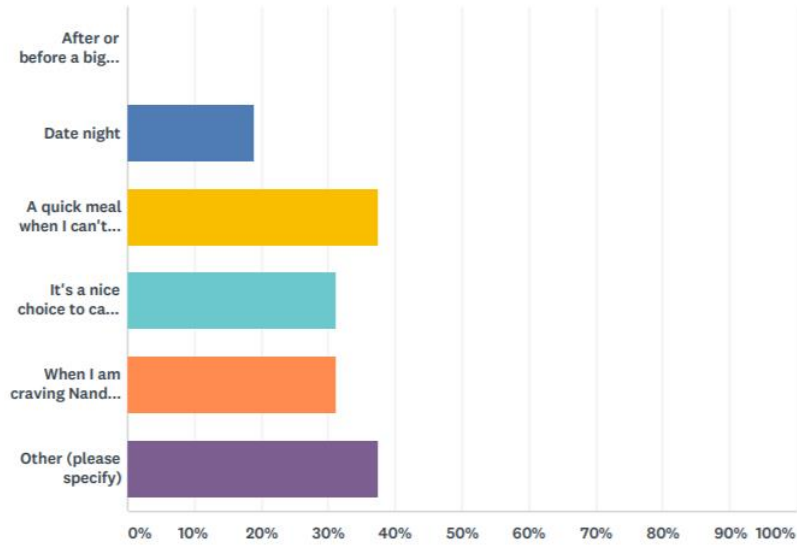
Answered: 16 Skipped: 1



ANSWER CHOICES	RESPONSES	
Strongly agree	25.00%	4
Agree	43.75%	7
Neither agree nor disagree	25.00%	4
Disagree	6.25%	1
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>16</b>

## Q12 Select why you are likely to visit Nando's today:

Answered: 16 Skipped: 1



ANSWER CHOICES	RESPONSES
After or before a big night out	0.00% 0
Date night	18.75% 3
A quick meal when I can't make food at home	37.50% 6
It's a nice choice to catch up with friends	31.25% 5
When I am craving Nando's (or chicken) in particular	31.25% 5
Other (please specify)	37.50% 6
Total Respondents: 16	

#	OTHER (PLEASE SPECIFY)	DATE
1	When I want to have slightly healthier, higher-quality fast food...	5/28/2019 4:04 PM
2	When a big group of people fancies fast food but some people have very particular diets, Nando's is always the easiest place to please everyone. There always seem to be options for every time of particular eater!	5/28/2019 12:35 PM
3	Others preference	4/23/2019 1:51 PM
4	not likely to visit	4/20/2019 10:44 PM
5	If there was a group of us and it was the only option	4/15/2019 6:09 AM
6	I wouldn't choose Nando's. I would only go if my friends really wanted to go and it was convenient.	4/14/2019 10:45 PM

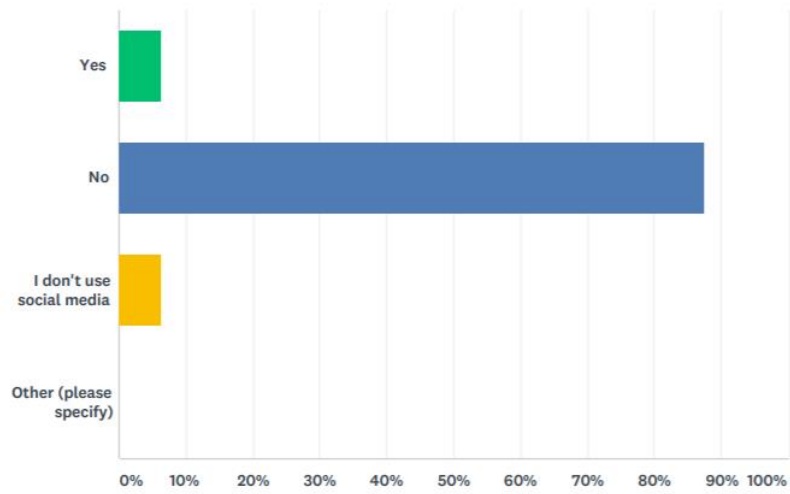
### Q13 Do you remember the last time you saw or heard anything about Nando's in the media? If yes, please describe what you saw or heard?

Answered: 16 Skipped: 1

#	RESPONSES	DATE
1	I know their ads are quite fun, and the voiceover is really engaging - but I can't remember the actual content...	5/28/2019 4:06 PM
2	No I don't feel like I've seen it in the media in a long time.	5/28/2019 1:25 PM
3	If it counts, the last time I heard about Nando's in the media would have been on social media when I used to use it years ago. The phrase "cheeky Nando's" was rife, and it was everywhere you turned on social. To be honest, I never see Nando's advertising themselves. It's all word of mouth and user generated content!	5/28/2019 12:48 PM
4	Can't recall	5/28/2019 12:45 PM
5	no	5/28/2019 12:43 PM
6	Saw a TVC on how you can now buy Nando's packs (Old el Paso style) to make your own Nando's meals at home	5/13/2019 1:25 PM
7	No - but I drive and walk past them all the time.	4/23/2019 1:53 PM
8	not really just lots of people talking about loving nando's	4/20/2019 10:46 PM
9	Never see much advertising. I think it was about a celeb and a gold card	4/16/2019 9:40 PM
10	I think it was all the news about the Nandos Black Card from Ed Sheeran and rappers... Or 'Cheeky Nandos'.	4/15/2019 4:09 PM
11	no	4/15/2019 9:40 AM
12	No	4/15/2019 9:23 AM
13	No I don't remember	4/15/2019 9:23 AM
14	They recently ran an out of home ad campaign to promote their loyalty card, you could pull the card off the billboard, quite cool	4/15/2019 6:13 AM
15	No	4/14/2019 10:49 PM
16	I saw a TV program on channel 5 about the secrets of Nando's success	4/13/2019 4:55 PM

## Q14 Do you see Nando's in your social media feed?

Answered: 16 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	6.25%	1
No	87.50%	14
I don't use social media	6.25%	1
Other (please specify)	0.00%	0
<b>TOTAL</b>		<b>16</b>

#	OTHER (PLEASE SPECIFY)	DATE
	There are no responses.	

## Q15 What does 'Cheeky Nando's' mean to you?

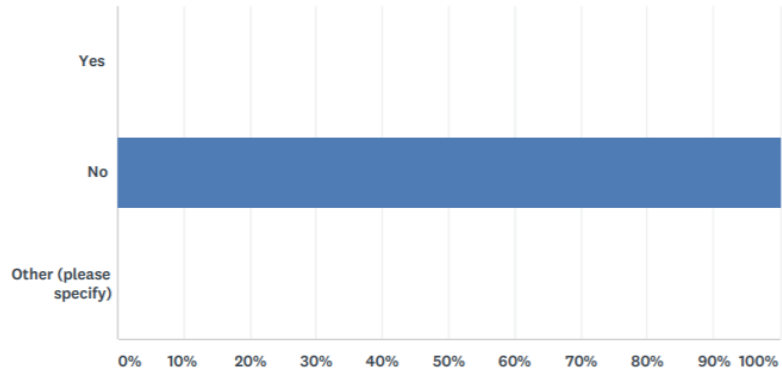
Answered: 16 Skipped: 1

#	RESPONSES	DATE
1	indulging in a treat	5/28/2019 4:06 PM
2	a fun time out	5/28/2019 1:25 PM
3	Amazing, before I even saw that this question was coming I had already mentioned it in part of this survey. On a personal level, Cheeky Nando's to me means the younger, carefree generation who enjoy indulging without going over the top. Being able to eat delicious food without being too unhealthy. Having a good time with your mates. Being conscious about budget. Cheeky Nando's is an all-round feel-good sensation that appeals to everyone, it ticks every box in a small way. From a brand point of view, Nando's has adopted thousands of male brand ambassadors for free who are young, masculine, good looking, sporty, popular and willing to throw the phrase around on social media. They've tapped into a segment of the market that everyone has sight of, so the phrase has spread far and wide in a way that doesn't ever seem to annoy people.	5/28/2019 12:48 PM
4	Fast food	5/28/2019 12:45 PM
5	i've no idea	5/28/2019 12:43 PM
6	The heart of British culture. Treating yourself and your mates without having the break the bank.	5/13/2019 1:25 PM
7	Eating a lot of calories, quickly, when you probably shouldn't.	4/23/2019 1:53 PM
8	Slang -bit outdated now	4/20/2019 10:46 PM
9	Hate the phrase. Justifies a visit	4/16/2019 9:40 PM
10	An affordable, popular and culturally relevant meal - something I know most people enjoy and a 'treat' in so much as it's a quick, tasty dinner/lunch.	4/15/2019 4:09 PM
11	quick, convenient bite	4/15/2019 9:40 AM
12	You weren't going to have one but the opportunity arose and it's quick, fun and easy.	4/15/2019 9:23 AM
13	popping in for a bite, forget about diet!	4/15/2019 9:23 AM
14	informal meet up of friends, or a date situation, a bit Netflix and Chill	4/15/2019 6:13 AM
15	Nothing	4/14/2019 10:49 PM
16	I eat out instead of eating at home.	4/13/2019 4:55 PM



## Q16 Did you know about the Nando's #wingroulette finger selfie competition?

Answered: 16 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	16
Other (please specify)	0.00%	0
<b>TOTAL</b>		<b>16</b>

#	OTHER (PLEASE SPECIFY)	DATE
	There are no responses.	

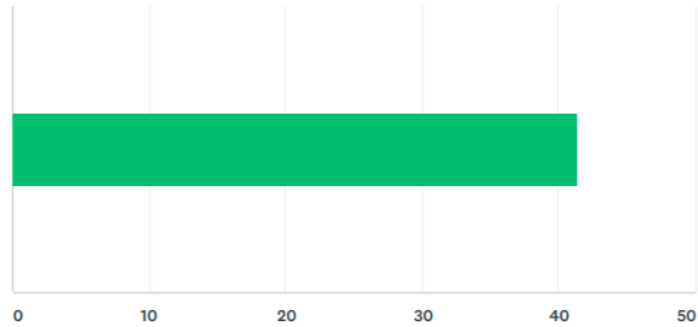
## Q17 What do you know about the Nando's Black Card?

Answered: 16 Skipped: 1

#	RESPONSES	DATE
1	Nothing	5/28/2019 4:06 PM
2	I know it exists, but I don't know what it does. For special people only, like the AMEX black card.	5/28/2019 1:25 PM
3	Apparently Ed Sheeran has one, and it allows you to get free Nando's for life.	5/28/2019 12:48 PM
4	Limited number of cards	5/28/2019 12:45 PM
5	loyalty card	5/28/2019 12:43 PM
6	Not much, have seen some social comms around how there are loads of unclaimed Nando's meals because of the new card?	5/13/2019 1:25 PM
7	Nothing	4/23/2019 1:53 PM
8	nothing	4/20/2019 10:46 PM
9	Heard celebs get it	4/16/2019 9:40 PM
10	That it's either a popular myth or available to celebrities!	4/15/2019 4:09 PM
11	Free Nandos for life? Mainly for celebs, I assume	4/15/2019 9:40 AM
12	nothing	4/15/2019 9:23 AM
13	No	4/15/2019 9:23 AM
14	Gets you free Nando's for life	4/15/2019 6:13 AM
15	No	4/14/2019 10:49 PM
16	Nothing	4/13/2019 4:55 PM

**Q18 Please move the slider to show whether celebrities endorsing Nando's has any influence on your choice to have Nando's:**

Answered: 16 Skipped: 1



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	41	663	16
Total Respondents: 16			

#	AVERAGE NUMBER	DATE
1	50	5/28/2019 4:06 PM
2	49	5/28/2019 1:25 PM
3	25	5/28/2019 12:48 PM
4	0	5/28/2019 12:45 PM
5	2	5/28/2019 12:43 PM
6	50	5/13/2019 1:25 PM
7	45	4/23/2019 1:53 PM
8	49	4/20/2019 10:46 PM
9	53	4/16/2019 9:40 PM
10	58	4/15/2019 4:09 PM
11	50	4/15/2019 9:40 AM
12	51	4/15/2019 9:23 AM
13	50	4/15/2019 9:23 AM
14	48	4/15/2019 6:13 AM
15	31	4/14/2019 10:49 PM
16	52	4/13/2019 4:55 PM

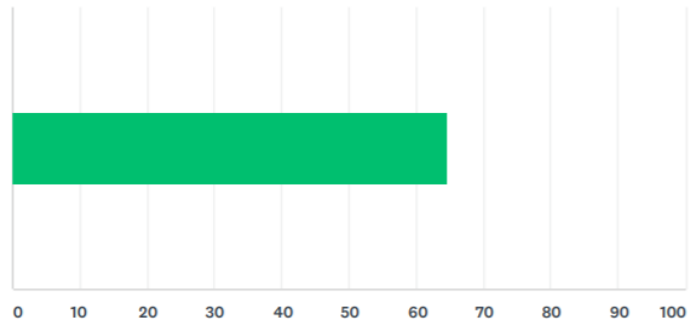
## Q19 Do you know which charity Nando's is currently supporting?

Answered: 16 Skipped: 1

#	RESPONSES	DATE
1	No	5/28/2019 4:06 PM
2	No	5/28/2019 1:25 PM
3	Barnado's, the children's charity? I've got no idea why that popped into my head...	5/28/2019 12:48 PM
4	No	5/28/2019 12:45 PM
5	no	5/28/2019 12:43 PM
6	No	5/13/2019 1:25 PM
7	Nope	4/23/2019 1:53 PM
8	no	4/20/2019 10:46 PM
9	No	4/16/2019 9:40 PM
10	I don't, no	4/15/2019 4:09 PM
11	no	4/15/2019 9:40 AM
12	No	4/15/2019 9:23 AM
13	No	4/15/2019 9:23 AM
14	No	4/15/2019 6:13 AM
15	No	4/14/2019 10:49 PM
16	No	4/13/2019 4:55 PM

Q20 Please move the slider to show how knowing that Nando's actively supports a charity has an influence on your decision to have Nando's:

Answered: 16 Skipped: 1

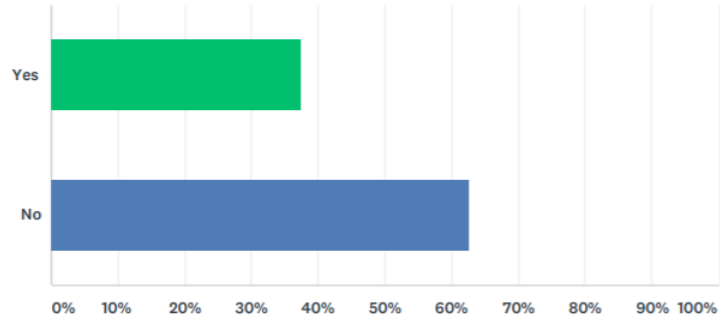


ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	65	1,034	16
Total Respondents: 16			

#		DATE
1	100	5/28/2019 4:06 PM
2	90	5/28/2019 1:25 PM
3	50	5/28/2019 12:48 PM
4	51	5/28/2019 12:45 PM
5	100	5/28/2019 12:43 PM
6	51	5/13/2019 1:25 PM
7	62	4/23/2019 1:53 PM
8	62	4/20/2019 10:46 PM
9	82	4/16/2019 9:40 PM
10	56	4/15/2019 4:09 PM
11	50	4/15/2019 9:40 AM
12	54	4/15/2019 9:23 AM
13	51	4/15/2019 9:23 AM
14	63	4/15/2019 6:13 AM
15	60	4/14/2019 10:49 PM
16	52	4/13/2019 4:55 PM

Q21 Did you know that Nando's offers 20% discount to NHS staff, emergency services like the police, the military and the fire brigade?

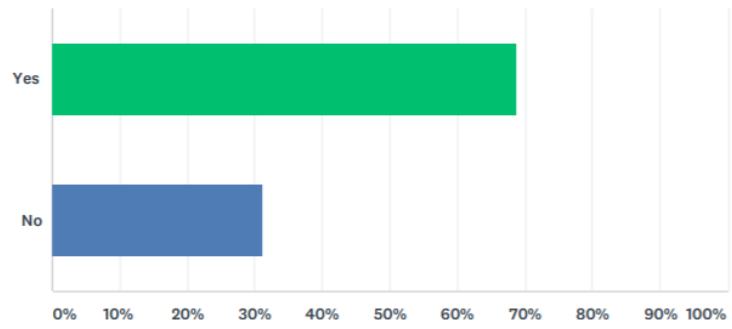
Answered: 16 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	37.50%	6
No	62.50%	10
TOTAL		16

## Q22 Did you know that Nando's originated in South Africa?

Answered: 16 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	68.75%	11
No	31.25%	5
TOTAL		16

## Q23 What are your thoughts about Nando's originating in South Africa? How does it influence your likelihood to choose Nando's?

Answered: 16 Skipped: 1

#	RESPONSES	DATE
1	It increases my likelihood to choose Nando's.	5/28/2019 4:06 PM
2	It's nice to eat somewhere that didn't originate from the UK. I'm not a huge fan of British food.	5/28/2019 1:25 PM
3	To be honest, it doesn't really make a difference. A lot of people say it's South African food, a lot of people say it's Portuguese food, but either way, nobody ever says "let's go out for a South African" or "let's go out for a Portuguese", so I feel like the majority of people don't associate it with any specific country or food type the way you do with Italian or Chinese, for example. It's a shame that they aren't more forthcoming with being an African brand. Despite the music and decoration in the restaurants, most casual diners would have to get Google up and do a bit of research to figure out they're originally an African brand, especially as to anyone who knows European food, chicken and chips is a very, very Portuguese dish. With an African brand who uses a distinctly Portuguese dish with a Portuguese symbol (the Barcelos cockerel), I believe most observant diners would assume it's a Portuguese restaurant, and unobservant diners won't associate the food or the brand with South Africa or Portugal; they'll just eat chicken and chips! Bearing in mind the most diners are completely unobservant, you're probably looking at an extremely small percentage of Nando's diners who are aware it's a South African restaurant without being told by somebody else.	5/28/2019 12:48 PM
4	No influence	5/28/2019 12:45 PM
5	it doesn't. it's just interesting	5/28/2019 12:43 PM
6	Random as it's always glorified as Portuguese food, but that's the nature of food chains! A la Dominos, Taco Bell etc.	5/13/2019 1:25 PM
7	No difference	4/23/2019 1:53 PM
8	quite like it thought it might be USA?	4/20/2019 10:46 PM
9	Makes no difference. I think they should promote it more	4/16/2019 9:40 PM
10	I already knew - I don't think it impacts it particularly..	4/15/2019 4:09 PM
11	Makes no difference to me, good food is good food, regardless of origin	4/15/2019 9:40 AM
12	Neutral	4/15/2019 9:23 AM
13	Authentic!	4/15/2019 9:23 AM
14	Slightly positive, but I'm not sure how authentic it is	4/15/2019 6:13 AM
15	Originally, it made the experience seem different and exotic. Not another english, fast-food chicken chain. Know what i mean? :) It still has this impact, but not as strong as it's so well established in the UK	4/14/2019 10:49 PM
16	None	4/13/2019 4:55 PM



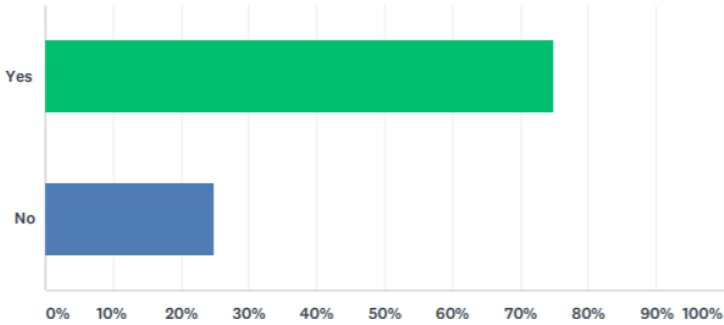
## Q24 Please describe the Nando's personality in three words:

Answered: 16 Skipped: 1

#	RESPONSES	DATE
1	cheeky, fun, Latin	5/28/2019 4:06 PM
2	Fun, laid-back, unfussy	5/28/2019 1:25 PM
3	Cheeky, relaxed, delicious.	5/28/2019 12:48 PM
4	Cheerful, vibrant, friendly	5/28/2019 12:45 PM
5	fun bustling relaxed	5/28/2019 12:43 PM
6	Cheeky, tasty, fun	5/13/2019 1:25 PM
7	Fast, chicken, noisy	4/23/2019 1:53 PM
8	average 20 something	4/20/2019 10:46 PM
9	Vibrant tasty easy	4/16/2019 9:40 PM
10	Fun, consistent and cheeky!	4/15/2019 4:09 PM
11	quick, easy, tasty	4/15/2019 9:40 AM
12	Fun, quick, quirky	4/15/2019 9:23 AM
13	Spicy, Fun, Young	4/15/2019 9:23 AM
14	Fun, social, open	4/15/2019 6:13 AM
15	Cheap, convenient and consistent,	4/14/2019 10:49 PM
16	Classic, comfort and tasty.	4/13/2019 4:55 PM

# Q25 After taking this survey have you learned anything new about Nando's?

Answered: 16 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	75.00%	12
No	25.00%	4
TOTAL		16

## Q26 If you answered yes, please tell me what you learned and how that has affected your view of Nando's?

Answered: 16 Skipped: 1

#	RESPONSES	DATE
1	South Africa origin & charity support.	5/28/2019 4:08 PM
2	N/a	5/28/2019 1:28 PM
3	I answered no :)	5/28/2019 12:48 PM
4	N/A	5/28/2019 12:45 PM
5	where it's origin is from that nandos has a charitable focus	5/28/2019 12:44 PM
6	It's cool that they have a charity partner, I'll keep an eye out for it next time I'm there :)	5/13/2019 1:26 PM
7	Alerted me to their being less advertising than I would expect from a large company	4/23/2019 1:54 PM
8	that is supports charity & originates in SA	4/20/2019 10:47 PM
9	.	4/16/2019 9:41 PM
10	That it supports a charity and that it's active on social media.	4/15/2019 4:10 PM
11	I thought Nando's originated in Portugal, rather than South Africa. But it hasn't affected my view positively or negatively.	4/15/2019 9:41 AM
12	Black card	4/15/2019 9:24 AM
13	Their promotion and that they support charities	4/15/2019 9:23 AM
14	They support a charity, they should shout about it more if it's a big part of their business	4/15/2019 6:14 AM
15	I like that it gives discounted rates to NHS staff. I was unaware of its recent promotions/ads - this hasn't affected my view.	4/14/2019 10:54 PM
16	The 20% discounts, that is amazing!	4/13/2019 4:55 PM

## **APPENDIX B: Signed consent forms**



**FACULTY OF INFORMATICS AND DESIGN**

**Individual Consent for Research Participation**

**Title of the study:** The role of Public Relations in building a brand in the UK

**Name of researcher:** Helette Gelderblom  
Contact details: +449760746427 email: heletteg@gmail.com

**Name of supervisor:** Professor Nirvana Bechen  
Contact details: +27825601838 email: NaidooVE@cput.ac.za

**Purpose of the Study:**

By investigating how Nando's use PR strategies to build their brand in the UK other South African businesses can gain valuable insight when planning on expanding to the UK, leading to long-term support for the South African economy. Businesses looking to expand to this competitive territory can learn what PR strategies will better position them to achieve commercial success.

The study will engage with UK Consumers to understand their brand perception of Nando's, UK using the phenomenology methodology to find rich descriptions and lived experiences. Conversations with the study participant will give real insight into his view of the Nando's brand and how it's been influenced.

**Participation:** My participation will consist essentially of conversations with the researcher during an interview (survey and in-person interviews)

**Confidentiality:** I have received assurance from the researcher that the information I will share will remain strictly confidential unless noted below. I understand that the contents will be used only for M Tech these and that my confidentiality will be protected by the researcher using password protected software like Survey Monkey and Atlas.ti and keeping my personal information anonymous in the thesis.

**Anonymity** will be protected in the following manner (unless noted below):  
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**Conservation of data:** The data collected will be kept in a secure manner:

Using password protected, industry respected software, Atlas.ti and Google Drive. The data will be stored for only three years after the study has been conducted.

**Voluntary Participation:** I am under no obligation to participate and if I choose to participate, I can withdraw from the study at any time and/or refuse to answer any questions, without suffering any negative consequences. If I choose to withdraw, all data gathered until the time of withdrawal will be destroyed.

**Additional consent:** I make the following stipulations (please tick as appropriate):

	In thesis	In research publications	Both	Neither
My image may be used:			✓	
My name may be used:			✓	
My exact words may be used:			✓	
Any other (stipulate):				

**Acceptance:** I, (print name) RACHEL BETTS

agree to participate in the above research study conducted by Helette Gelderblom of the Faculty of Informatics and Design - Media at the Cape Peninsula University of Technology, which research is under the supervision of Professor Nirvana Bechen).

If I have any questions about the study, I may contact the researcher or the supervisor. If I have any questions regarding the ethical conduct of this study, I may contact the secretary of the Faculty Research Ethics Committee at 021 469 1012, or email [naidoo@cput.ac.za](mailto:naidoo@cput.ac.za).

Participant's signature: R. E. Betts Date: 13/11/2019

Researcher's signature: [Signature] Date: 13/11/2019



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My image may be used:			Yes	
My name may be used:			Yes	
My exact words may be used:			Yes	
Any other (stipulate):				

**Acceptance:** I, (print name) Katie Steel

agree to participate in the above research study conducted by Helette Gelderblom of the Faculty of Informatics and Design - Media at the Cape Peninsula University of Technology, which research is under the supervision of Professor Nirvana Bechen).

If I have any questions about the study, I may contact the researcher or the supervisor. If I have any questions regarding the ethical conduct of this study, I may contact the secretary of the Faculty Research Ethics Committee at 021 469 1012, or email naidoo@cput.ac.za.

Participant's signature: Katie Steel Date: 12.11.19

Researcher's signature:  Date: 12/11/2019





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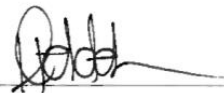
	In thesis	In research publications	Both	Neither
My image may be used:			✓	
My name may be used:			✓	
My exact words may be used:			✓	
Any other (stipulate):				

**Acceptance:** I, (print name) DANIEL SPALDING

agree to participate in the above research study conducted by Helette Gelderblom of the Faculty of Informatics and Design - Media at the Cape Peninsula University of Technology, which research is under the supervision of Professor Nirvana Bechen).

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Participant's signature:  Date: 13.11.19

Researcher's signature:  Date: 13/11/19



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My name may be used:	✓	✓	✓	
My exact words may be used:	✓	✓	✓	
Any other (stipulate):	✓	✓	✓	

**Acceptance:** I, (print name) Nigel D. Clarke

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Participant's signature: N.D. Clarke

Date: 16/11/18

Researcher's signature: [Signature]

Date: 16/11/18



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University of Technology

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**Name of researcher:** Helette Gelderblom  
**Contact details:** email: heletteg@gmail.com phone: +44 79 6074 6427

**Name of supervisor:** Professor  
**Contact details:** email: NaidooVE@cput.ac.za phone: +27 82 560 1838

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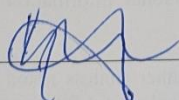
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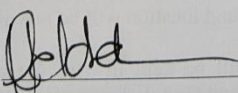
**Acceptance:** I, (print name) KELLIE HEATH

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Participant's signature: 

Date: 21/03/19

Researcher's signature: 

Date: 21/03/19



Cape Peninsula  
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FID/REC/ICv0.1

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**Name of researcher:** Helette Gelderblom  
Contact details: email: heletteg@gmail.com phone: +44 79 6074 6427

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My name may be used:			✓	
My exact words may be used:			✓	
Any other (stipulate):			✓	

**Acceptance:** I, (print name) SILVIA CARDINALE

agree to participate in the above research study conducted by Helette Gelderblom of the Faculty of Informatics and Design - Media at the Cape Peninsula University of Technology, which research is under the supervision of Professor Nirvana Bechen).

If I have any questions about the study, I may contact the researcher or the supervisor. If I have any questions regarding the ethical conduct of this study, I may contact the secretary of the Faculty Research Ethics Committee at +27 21 469 1012, or email [naidoove@cput.ac.za](mailto:naidoove@cput.ac.za).

Participant's signature: Silvia Cardinale Date: 21/03/2019

Researcher's signature: [Signature] Date: 21/03/2019





Cape Peninsula  
University of Technology

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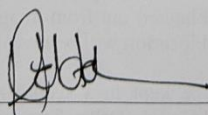
	In thesis	In research publications	Both	Neither
My image may be used:				/
My name may be used:				/
My exact words may be used:			/	
Any other (stipulate): Audio			/	

**Acceptance:** I, (print name) Rebecca Allen

agree to participate in the above research study conducted by Helette Gelderblom of the Faculty of Informatics and Design - Media at the Cape Peninsula University of Technology, which research is under the supervision of Professor Nirvana Bechen).

If I have any questions about the study, I may contact the researcher or the supervisor. If I have any questions regarding the ethical conduct of this study, I may contact the secretary of the Faculty Research Ethics Committee at +27 21 469 1012, or email [naidoove@cput.ac.za](mailto:naidoove@cput.ac.za).

Participant's signature:  Date: 6/4/19

Researcher's signature:  Date: 6/04/19



Cape Peninsula  
University of Technology

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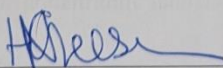
**Additional consent:** I make the following stipulations (please tick as appropriate):

	In thesis	In research publications	Both	Neither
My image may be used:				✓
My name may be used:				✓
My exact words may be used:			✓	
Any other (stipulate): Audio			✓	

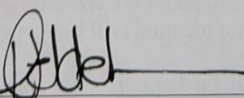
**Acceptance:** I, (print name) Heather Cheesman

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Participant's signature: 

Date: 6/04/19

Researcher's signature: 

Date: 6/04/19