

## **KUMALA WRITTEN REPORT**

**Leveraging Core and Reserve, how can Kumala stand out  
as the Kolourful Wine from South Africa?**



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## **1. Market and Category Analysis**

Still Wine is the UK's drink of choice, consumed by 43% of over 18s (Mintel, 2019a). In 2019, the Still and Fortified Wine market was valued at £13.3 billion (Mintel, 2019b).

The majority of wine purchase is driven by off-trade sales 89% as opposed to on trade 11%, with more people choosing to drink at home rather than in restaurants due to price difference (Mintel, 2019b). The wine market is saturated and fragmented. Buyers of fast moving consumer goods are rarely brand loyal, often polygamos buyers (Ehrenberg, 1993). When shopping for wine, consumers are presented with a 'wall of wine', leaving many overwhelmed with choice (Mintel, 2018).

In 2019, Kumala was the top-selling South African (SA) wine brand in the UK, and number 19 in the UK overall (Nielsen, 2019). Despite suffering a 17.7% sales decline between 2018-2019, Kumala is still significantly outperforming other SA wine brands with more than double the market share of even its closest competitor, First Cape (Nielsen, 2019) (table.1).

## **2. Competitive Analysis**

Through conducting secondary research (Table.1) and primary analysis (Fig.1), it could be argued that First Cape, Clearsprings and Mountain Vineyards are not direct competitors due to such a difference in market share and a clear difference in brand positioning. Instead, it has been suggested that Kumala should deem other top 20 UK wine brands as competitors or inspirational leaders (Table.2) particularly Barefoot and Yellow Tail, as these brands have a clear and distinctive brand positioning, which is more contemporary and colourful, less focussed on tradition and COO (Fig.2).

Table 1. South African Wine Brands. UK Market Share. (Nielsen, 2019)






Category Positioning September 2019 (Nielsen, 2019)	1st £152.2m 42.7%	2nd £38.1m 10.7%	3rd £18.8m 5.3%	4th £13.2m 3.7%	5th £7.9m 2.2%
Name and Image	<p>Private/Own Label</p>  <p>i.e.: <b>ASDA</b> <b>TESCO</b> <b>Sainsbury's</b></p>	<p>Kumala</p> 	<p>First Cape</p> 	<p>Clearsprings</p> 	<p>Mountain Vineyards</p> 
Brand positioning/values	Differs brand to brand.	Intended positioning (according to Kumala Briefing document), 'vibrant, diverse, distinctive and colourful'.	Website suggests it focuses on vineyards, tradition and heritage. (First Cape, 2020)	No website or clear positioning	Illustrative bottle label More contemporary looking than other competitors. No website to describe brand positioning
Cost		RRp Core: £5-6.50 Reserve: £6-7.50 (Accolade wine briefing document)	~£5-7.79 (Average sourced from various UK supermarket prices online March, 2020)	~£5.50 (Average sourced from various UK supermarket prices online March, 2020)	~£5 (Average sourced from various UK supermarket prices online March, 2020)
Reason they are competitors	Private/Own Label dominates as it is a single unit for all private labels. 'Brand names simplify the selection process in cluttered product categories' (Harvard Business Review, 1996) therefore can stand out against Private/ Own Labels	n/a	Closest competitor in SA wine market (3rd place)	4th place in SA wine market	5th place in SA wine market

Fig.1. Analysis of South African Wine Brand Packaging Labels

Traditional capitalised serif font.

Decorative and elaborate script font which appears almost nautical. Perhaps used to make it look like a handwritten label, like a message in a bottle, perhaps to look more personal.

Text reads:  
The beautiful vineyards of the floral kingdom of the Western Cape are famed with their fresh and fruity expression of the Cabernet Sauvignon grape

Grape type and Country of origin (COO) prominent

Gold suggests an element of prestige. Black is a traditional colour for red wine bottles and labels

Contemporary and clean B&W label design

Traditional capitalised serif font, with a more contemporary sans serif font for COO

Traditional illustration of the grand cape, with mountains and vineyards. Looks like a traditional etching.

Grape type is highlighted

Hand-written font to make the bottle appeal more personalised

Stamp to suggest a seal of approval and to elicit trust

Image of clear lake at the foot of the cape mountains

Gold symbols of a boat, the sun, and an anchor to connect to heritage and COO

*"the guys that grow it own it"*

Everything that FirstCape does is rooted in the vineyards of our original growers in South Africa. The company was founded in 2001 and today has 5 co-operative shareholders and over 200 farms that grow the wines who are always striving to source the highest consistency and quality for their customers.

The award-winning Special Cuvée Cabernet Sauvignon. Best the single track.

About FirstCape

History Winemakers

What started out as a small group of 38 grape growers has now blossomed into a dynamic team of more than 200 neighbouring farmers.

FirstCape Today:

Breede River Valley:

Families of the Breede River

No websites for Clearsprings or Mountain Vineyards

Website (First Cape, 2020) emphasising tradition, heritage, and country of origin

Table.2. UK Leading Wine Brands





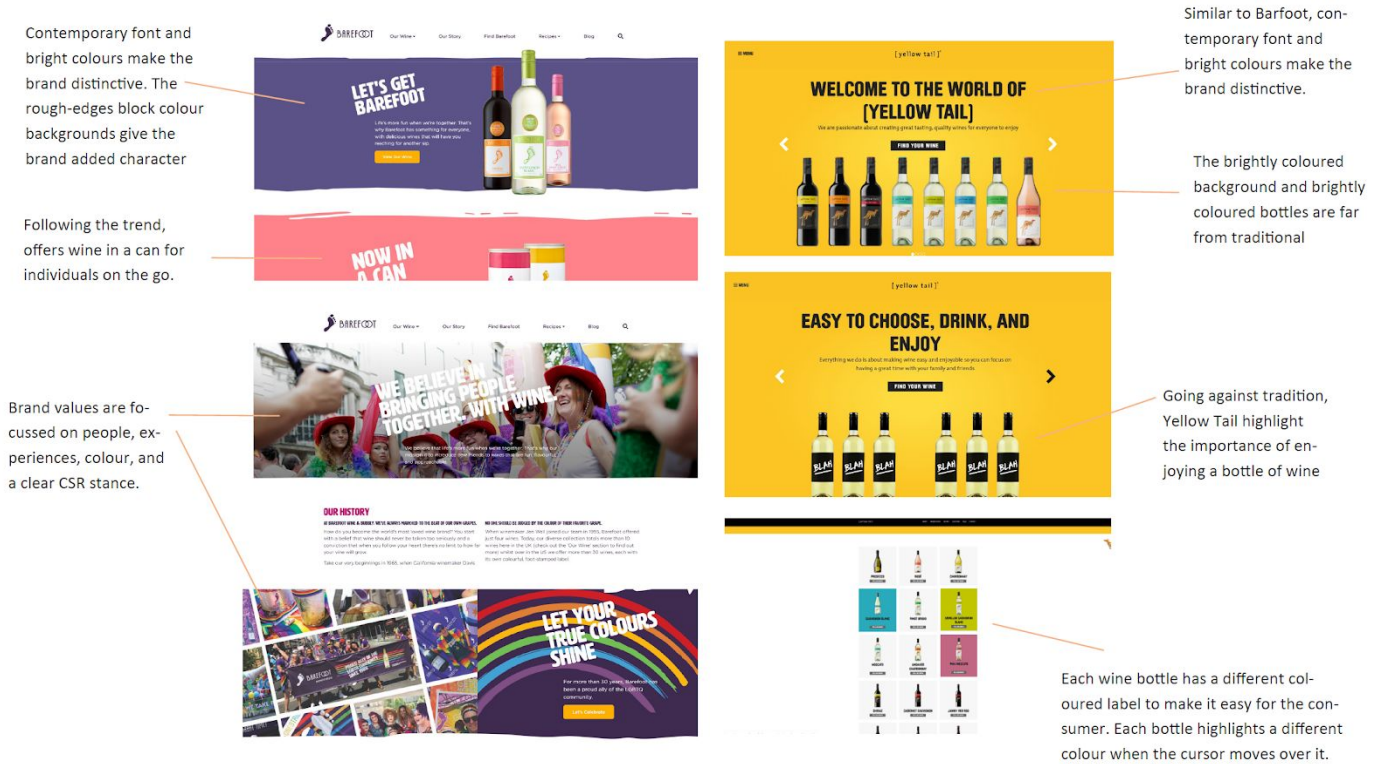
Market Positioning September 2019 (Nielsen, 2019)	2nd £167.8m 3.6% (Private/Own Label are 1st)	4th £141.9m 3.1%	5th £112.4m 2.4%	19th £38.1m 0.8%
Name and Image	<p>Hardys</p> 	<p>Barefoot</p> 	<p>Yellow Tail</p> 	<p>Kumala</p> 
Brand positioning/values	<p>Also an Accolade Brand. Number 1 Australian wine brand in the UK. Website suggests a focus on heritage, established 160 years ago. Proud to be enjoyed all over the world. (Hardys, 2020)</p>	<p><i>'Life's more fun when we're together. That's why Barefoot has something for everyone.'</i> (Barefoot, 2020)</p> <p>Californian wine. No clear connection to COO. Very clear brand positioning. Fun, colourful, consistent across all bottles and website. With a strong ethics stance proudly supporting LGBT for more than 30 years (Barefoot, 2020).</p>	<p><i>'Everything we do is about making wine easy and enjoyable so you can focus on having a great time with your family and friends'</i> (Yellow Tail, 2020)</p> <p>Very popular Australian Wine brand. Memorable for its kangaroo and signature yellow bottle.</p>	<p>Intended positioning (according to Kumala Briefing document), 'vibrant, diverse, distinctive and colourful'.</p>
Cost	<p>£5.50-6.50 (Average sourced from various UK supermarket prices online March, 2020)</p>	<p>£5.50-6 (Average sourced from various UK supermarket prices online March, 2020)</p>	<p>£6-8 (Average sourced from various UK supermarket prices online March, 2020)</p>	<p>RRp Core: £5-6.50 Reserve: £6-7.50 (Accolade wine briefing document)</p>
Reason Kumala should aspire to be like this brand	<p>UK Market leader, suggests there is a wine for everyone through colourful bottle</p>	<p>Brand is focussed on the experience of wine, and sharing it. Bottles are consistent, recognisable and colorful. Also CSR is important to consumers</p>	<p>Colourful and easily recognisable. Consistent across bottles which are colourful and attractive.</p>	<p>n/a</p>

Fig.2. Analysis of Barefoot (2020) and Yellow Tail (2020) websites and brand positioning



## 2a. Internal Brand Audit

*'The way to build strong distinctive elements is through consistency in how the brand is communicated to consumers across all media and over time.'* - Romaniuk, Sharp and Ehrenberg (2007, P.51).

In order to assess Kumala's brand positioning, communication and consistency, and identify areas in possible need of improvement, an internal brand audit was conducted. The audit consisted of two parts and was guided by the brand value chain (Keller and Lehmann, 2003): an internal brand audit an analysis of the marketing programme quality and overall brand positioning, brand elements, and product characteristics; and an external brand audit to assess the 'customer mindset' (op.cit).

### Brand Positioning

According to the Accolade Briefing document (Kumala Brief), Kumala is positioned as 'vibrant, diverse and distinctive', aiming to 'stand out in the three coloured world of wine, as the Kolourful Wine from South Africa'.

## Brand Elements

The brand name, Kumala, is non-descriptive, but sounds African and is unique and recognisable, thus more memorable for consumers (Keller, Heckler and Houston, 1998). The Kumala logo (Fig.3, center) is black, gold and white, suggesting tradition and prestige (Color psychology, 2020), which are not in line with the intended brand positioning. The logo design and application differs across customer touchpoints (Fig.3 and Fig.4), however, although varying in arrangements, both the pictorial mark (the gecko) and the logotype (brand name in the chosen font) as separate brand assets (Wheeler, 2013) are both consistently present.

Fig.3. Kumala Logo and application



Logo application differs across packaging, advertising and online.

The main font and the gecko are consistently present, however.



Reserve and Core bottles taken from Kumala (2020)

Logo is black gold and white, which connote tradition and prestige.

The rounded black background is supposed to represent a pebble, like those at the foot of table mountain.



Kumala Logo taken from Facebook (2020)



Kumala Logo taken from Kumala (2020)

Brand symbol is a gecko. This is instantly recognisable, and present across all packaging and branded communications. However, this main logo found on the website and some of the wine bottles

Font is a clear, capitalised sans serif, noticeable stylisation in the sharp angles on the K M and A



Fig.4. 'Our wines' Taken from Kumala (2020)



**Packaging**

The Kumala brief suggests a focus on core and on reserve range, so these two ranges were compared and contrasted (Fig.5). Kumala's Core and Reserve wine bottles have clear points of parity (Anderson, Narus and Van Rossum, 2006) with other wine brands such as traditional design style and glass colour typical of red and white wine (Vinepair, 2020). Similar to other budget wines, the bottles have a screw cap for consumers' ease of use, and the labels display grape variety, country of origin (Thomas and Pickering, 2003), ABV, tasting notes and food pairings (Mueller, Lockshin, Saltman and Blanford, 2010).

Fig.5 Analysis of Kumala Reserve and Core ranges



There is a clear design difference between the two ranges. The Reserve range ‘Burgundy’ shape bottle appears more premium than the most commonly used ‘Bordeaux’ bottle shape of Core (Vinepair, 2020). The Reserve (Fig.5 left side) is most consistent in design style and more traditional than Kumala’s intended ‘Koloourful’ brand positioning; arguably this could be to enhance consumer trust and purchase risk reduction (Mitchell and Greatorex, 1989). The Core Range, although more in line with the intended ‘koloourful’ brand positioning (Fig.5 right side) has multiple design inconsistencies, with the gecko varying in size, colour and in placement, appearing behind the M the A and the L on different bottles. The bottom right bottle design (Fig.5), contains colour inconsistencies within a single variety which could arguably be damaging to the brand (Keller, 2008).

Table 3. Summary of bottle label and logo analysis using fig.5

Bottle	Logo	Label
<ul style="list-style-type: none"> <li>● Traditional bottle shapes allow the product to be easily distinguishable as wine and sit comfortably with other similar wine products in any country.</li> <li>● Traditional colours.</li> <li>● The consistency of the bottle caps is a good distinguishing feature.</li> <li>● Inconsistencies: the label style, design, colours, shapes and fonts. Only consistency is the logo itself</li> <li>● Application of logo differs on each bottle</li> </ul>	<ul style="list-style-type: none"> <li>● Memorable logo which is likeable and meaningful.</li> <li>● The gecko can be found on every bottle.</li> <li>● The use of gold in connotes prestige.</li> <li>● The font is clearly recognisable, easily distinguished and consistent across the middle of the gecko.</li> <li>● Though the gecko is recognisable, it is not unique to South Africa.</li> </ul>	<ul style="list-style-type: none"> <li>● Neutral colours suggest tradition but mean the bottles don’t stand out against other colourful and creative labels on supermarket shelves.</li> <li>● The labels don’t really stand out on the shelf, but the lizard is consistent and distinguishable.</li> <li>● There are inconsistencies with the label style, design, colours, shapes and fonts. Only consistency is the logo itself (application of logo also differs bottle to bottle, with two of the bottles completely foregoing the pebble design entirely)</li> </ul>

**Product Price and Distribution**





















Both Core and Reserve bottles are designed to suit their differing price points, with Reserve rrp. £6-7.5, and core range rrp. £5-6.50 (Accolade Wines Brief). The £10 and under price point puts Kumala in the ‘budget wine’ category (Accolade, 2018), and priced in line with competitors (Table 1 and 2). It is imperative to have a clear pricing strategy that is in agreement with the value the consumer believes the brand holds (Keller, 2000).

In reality the prices vary to their rrp, with Reserve 750ml price £5-8 and Core 750ml priced £4.25-6.99 (Table. 4), thus creating no distinction between products. However, the stockist seems to be well suited to each product, with premium retailers Ocado stocking only Reserve, and budget supermarket Asda stocking only Core.

Kumala has a mass intensive distribution strategy making it readily available, which is well suited to a well-known wine brand (Martinez, Mollá-Bauzá, Gomis and Poveda, 2006). Both Core and Reserve ranges were available in various off-trade retailers both online and offline, with retailers opting which

products to stock. Through primary research (Table.4 darker yellow), it was noticed that Kumala was mostly located on the bottom or second to bottom supermarket shelf suggesting that Kumala products may be declining in popularity and could be at risk of continuing to lose market share (Larson, 2006).

Table 4. Kumala Core and Reserve Availability and pricing.

		Reserve Cinsalt Rose 750ml	Reserve Sauvignon Blanc 750ml	Reserve Chenin Blanc 750ml	Reserve Malbec 750ml	Reserve Shiraz 750ml	Reserve Pinotage 750ml	Reserve Malbec 750ml	Reserve Chenin Blanc 500ml	Reserve Shiraz 500ml	Fairtrade Pinotage Shiraz 750ml	Core Sauvignon Blanc 750ml	Core Chenin Blanc 750ml	Core Chardonnay 750ml	Core Shiraz 70ml	Core Pinotage 750ml
																
	Instore (Kingston, Nov. 2019 and Jan. 2020)												£5			£5
	Online (Asda, 2020)												£4.25			£4.25
	Instore (Haywards Heath, Nov. 2019)							£4.50								
	Instore (Hove, Nov. 2019)		£7.50	£5.50 reduced from £7.50	£7.50	£6 reduced from £7.50							£5			£5
	Online (Tesco's, Feb. 2020)		£7.50	£7.50	£7.50	£7.50							£5			£5
	Londis: Instore (Kingston, Nov. 2019)			£6.99		£6.99	£5.99 reduced from £7.99					£6.99		£6.99		
	Instore (Haywards Heath Dec, 2019)										£5					
	Online (Coop, Feb. 2020)										£7					
	Instore (Hove, Nov. 2019)							£4.49								
	Ocado: Online (only) (Ocado, Feb. 2020)	£6.40 reduced from £8		£6 reduced from £7.50	£6 reduced from £7.50	£6 reduced from £7.50	£8		£5.25	£5.25						

### Marketing Communications

Kumala has a marketing presence through a website, facebook pages and advertising campaigns. However, their brand positioning has been communicated inconsistently. The Keep it Kolorful campaign (Fig. 6, left) was created in conjunction with South African artist Maaik Bakker (Harpers.co.uk, 2018) and cost more than £1m, 'the biggest investment in the brand for 10 years' (Drinks International, 2018). This campaign has communicated Kumalas intended brand positioning through digital and in print marketing, some product packaging, and the Kumala Facebook page (Facebook, 2020). Although the Keep Life Kolorful 2008 campaign appears to have been somewhat successful and of 'quality' (Keller and Lehmann, 2005) this is a marketing tactic and not an underlying strategy (Keller, 1999). There are key customer touch points (Fig.6 Right) such as the logo, the Reserve bottles, and the website (Kumala,

2020) suggesting that Kumala is a traditional wine brand, like the other South African wine brands (Table.1) with a far smaller market share, therefore sending conflicting messages to consumers which could weaken the brand (Kapferer, 1992).

Fig.6. Kumala, a Kolourful and traditional brand, sends conflicting messages. Images collated by author.



## 2b. External Brand Audit

A firm’s most valuable asset for enhanced marketing productivity is the brand knowledge residing in the consumer’s mind (Keller, 1993) moulded by brand associations which have a direct influence on brand awareness and brand image (Keller, 2016a), and consumer perceptions towards a brand influences their buying behaviour (Romaniuk and Sharp, 2003).

To better understand consumer perceptions and attitudes towards Kumala, primary research was conducted, consisting of two focus groups and one online survey. The aim of the research was to assess consumers’ brand knowledge, awareness, and the strength, favourability and uniqueness of their brand associations (Keller, 1993; 2016a). Details of research conducted can be found in the appendix.

### Focus Groups

Two focus group sessions were conducted - group 1 consisted of six women aged 32-40 years, group 2 had three women aged 22-24 years. All respondents consume wine regularly. Both focus groups were asked to complete the same tasks in the same order: first, a discussion about their own wine purchase and consumption habits, followed by the blind tasting where the participants tried specifically selected

wines for comparison (Fig.7) and then completed a questionnaire on word associations, taste preference and price opinions. Finally, once the blind tasting was complete, the products were revealed and a discussion around the brands and bottle and label design took place, capturing if the consumer perceptions altered after seeing the product.

Fig.7. Focus group wines for the blind taste test

<p><b>Session 1</b> Conducted 1/12/19</p>  <p><b>In order of blind taste test:</b></p> <ol style="list-style-type: none"> <li>1. Sainsburys Taste the Difference Sauvignon Blanc (SA)- £7</li> <li>2. Kumala Reserve Chenin Blanc (SA) - £6-£7</li> <li>3. Kumala Pinotage 2019 (SA) - £5-£6</li> <li>4. First Cape Special Cuvee Shiraz (SA) - £7</li> <li>5. Kumala Reserve Shiraz - £6-7</li> </ol>	<p><b>Session 2</b> Conducted 2/12/19</p>  <p><b>In order of blind taste test:</b></p> <ol style="list-style-type: none"> <li>1. Kumala Pinotage (SA) - £5-£6</li> <li>2. Hardys Varietal Range Sauvignon Blanc (Australia) -£6</li> <li>3. Kumala Reserve Chenin Blanc (SA) - £6-£7</li> <li>4. Kumala Reserve Shiraz (SA) - £6-7</li> </ol>
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There were clear differences between the findings of both focus groups, which is arguably down to differing demographics and psychographics. The findings have been summarised in Table 5.

Table 5. Overview of focus group findings

	Focus Group 1	Focus Group 2
Wine purchase and consumption habits	Respondents look for price first, then grape type. Price mattered to all respondents, stating they would prefer to spend more on a better quality wine.	Respondents shop for convenience, opting for lower priced wines
Blind taste test	The consensus of the group was that the kumala pinotage was the worst tasting wine - with one consumer remarking that it tasted like a bad juice. The Sainsburys wine and the Kumala Reserve Pinotage were the most popular. Generally the comments about the Kumala wines' taste were negative with one commenting that the Core bottle tastes 'like a sock'!	Preferred the taste of Kumala over Hardy's and agreed they would all choose to drink it as an 'everyday wine'.
Brand bottle label design	<p>Respondents stated wines should maintain traditional design. The focus group agreed they liked the gecko on the kumala bottle but discussed it is not strongly associated with south africa.</p> <p>The premium bottle shape, label, and design especially the gold accents and rubber stamp was appreciated by all. The Sainsburys bottle label was the favourite in the group because of the endorsements on the label which evoked trust.</p>	<p>There was a lack of brand awareness. The group did not recognise the Kumala brand or bottle.</p> <p>The group commented on how the colour of the Harys bottle was very off putting and not at all suited to a bottle of wine.</p>

In addition to the overview findings (Table.5), group 1 revealed insights into which brand and labels they remembered and why. Despite being mostly in agreement that they preferred the more simple and traditional brand label designs, the distinctive and memorable brands with the recognisable names, bright colours and the characters on the bottle (Keller, 2005; Labroo, Dhar and Schwarz, 2008) were more top of mind than the more traditional ones (Romaniuk and Sharp 2004; Elliot and Barth 2012). Sangre Del Toro in particular, was discussed in depth by two group members for the free bull toys, one member had collected them all!

Fig.7. Wine brands remembered and favoured by focus group one  
(Position in top 20 UK wines list from Nielsen, 2019)



Wolf Blass (11/20)

Yellow Tail (5/20)

Casillero del Diablo (6/20)

Sangre De Toro (Spanish wine, not in UK top 20)

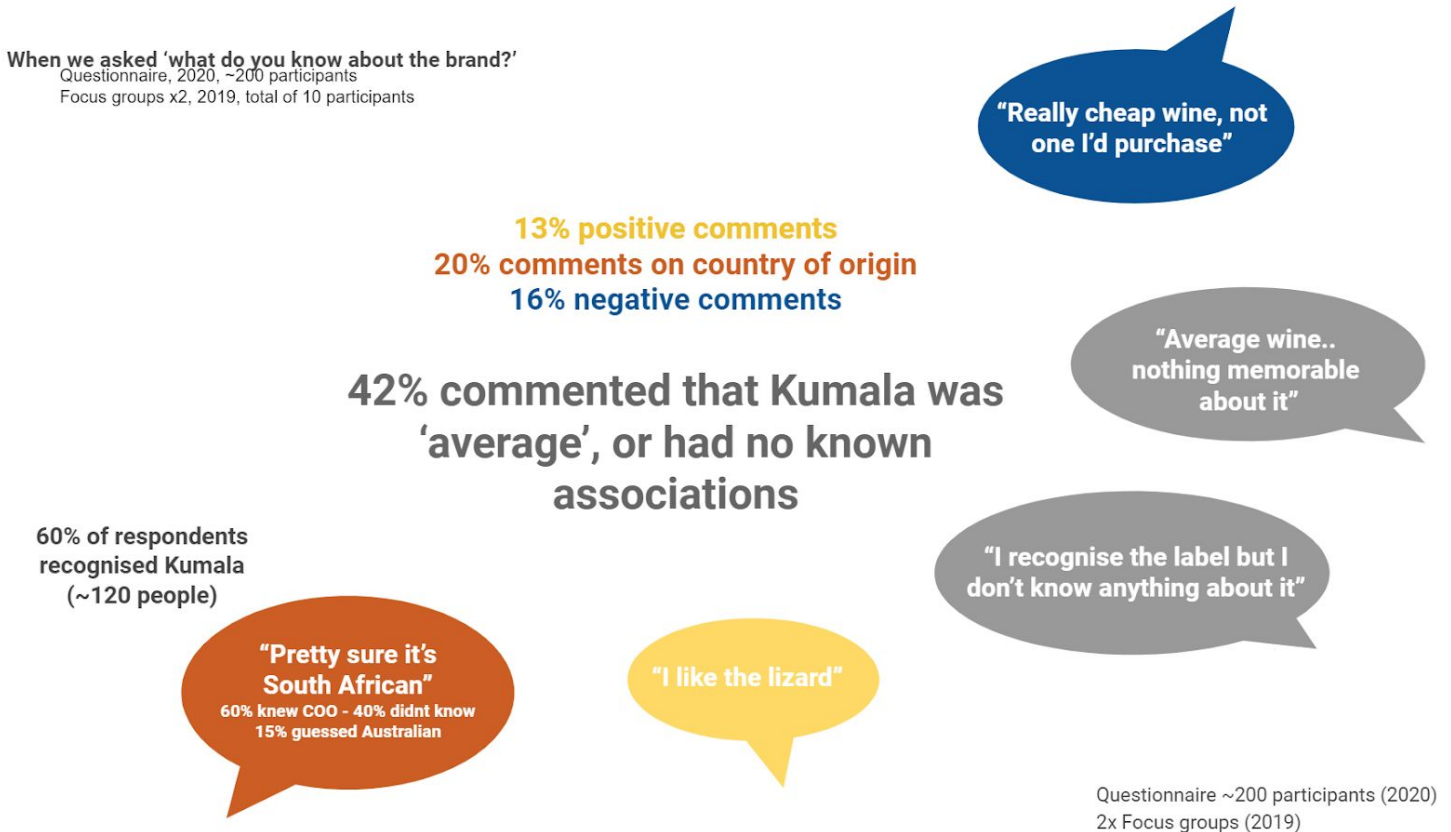
### Questionnaire

The online survey was conducted to explore consumers' brand knowledge and brand associations for Kumala, along with their purchase and drinking habits of wine. The sample size was 210 respondents, all aged 18-45 years old.

Respondents mostly preferred having wine at home with friends and family and are willing to spend £7-£10 on a bottle of wine - both findings are congruent to mintel (2018; 2019b). One notable finding was the clear correlation between those who spend more on a bottle of wine preferring the classic and clean label, and those who spend less preferring the colourful and contemporary label.

Although a majority of the respondents (60%) recognised Kumala, 42% of the comments on the brand were unknown or negative, concluding for such a prominent wine brand, Kumala is lacking strong and positive brand associations (Keller, 1993) (Fig.8).

Fig.8 Consumer brand associations from all primary research



### 3a. Problem Identification

Kumala's large market share explains the brand recognition (Romaniuk and Nenycz-Thiel, 2013), however, Kumala is lacking in relevant brand associations (Keller, 1993; 2016a) a result of a lack of quality in its marketing programmes (Keller and Lehmann, 2003). Consumers may recognise the logo and recall Kumala as the 'wine with a lizard on it' but the majority of consumers fail to associate it with anything else aside from its country of origin.

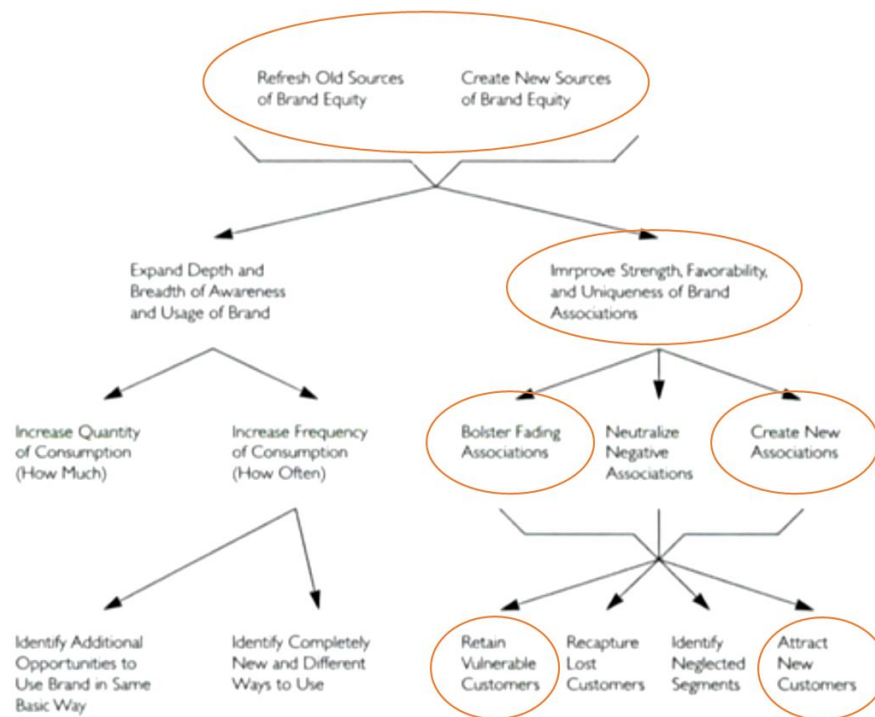
Kumala's intended positioning as a 'colourful', energetic, and distinctive South African wine, diverse and open to all (Kumala Brief) is not currently being communicated consistently or effectively to consumers resulting in a 'brand gap' (Neumeier, 2005). As brand value resides in consumer perceptions, this is most imperative that this gap is reduced in order to build a strong and successful brand (Keller, 1993; 2001) and if not addressed through marketing programmes, will lead to a loss of brand equity and subsequently market share (Keller and Lehmann, 2013); which there is already some evidence of with annual sales dropping nearly 18% in 2019 (Nielsen, 2019).



### 3b. Brand Development

Kumala is a brand in need of revitalisation, to re-establish brand positioning and values, congruent with marketing programmes. Our core focus in revitalising Kumala (Fig.9) is to focus on refreshing existing sources of brand equity (Keller, 1999; 2001) particularly leveraging the strength the intended brand positioning (Kumala Brief) and the gecko, and creating new sources of brand equity which kumala are currently lacking. This strategy will be aimed at both new customers and retaining vulnerable customers at risk of switching brands due to category saturation (Mintel, 2018) and polygamous buying habits. Arguably, or most importance is the consistency within this underlying strategy (Keller, 1999).

Fig.9. Brand revitalisation strategy, from Keller (1999). Highlighted by author.



In improving brand associations, traditional marketing approaches (Keller, 1993; Aaker, 2001) place emphasis on the importance of differentiation and ‘unique’ brand associations, stating a brand should be perceived as different in order to be successful. However, it could be argued that uniqueness cannot exist for a wine brand, and that differentiation is more category level differentiation as opposed to individual brand phenomenon (Romaniuk, Sharp and Ehrenberg, 2007; Romaniuk and Gaillard, 2007). Therefore, Kumala should undertake contemporary marketing approaches focussing on similarities to brand within the wine category which are successful, and instead creating ‘multiple, meaningful brand associations’ to build brand salience, recognition and recall for consumers at the point of purchase (Romaniuk and Sharp 2004), and grow market share (Ehrenberg, 1993).

Kumala should aim to build brand value through the brand value chain (Keller and Lehmann, 2003) by investing in marketing programmes which will in turn build consumer brand knowledge, and improve brand performance.

#### **4. Target Segment and Consumer Behaviour**

Kumala's current customer profile is a 39-year old woman who is gregarious, enjoys choosing wine and trying new experiences (Kumala Brief). It is proposed that Kumala expand their target audience further in order to clearly differentiate the two product offerings - Core and Reserve. The selection of the target segment is based on behavioural and psychographics segmentation, focusing more on building the brand through emotion, and behaviour to build brand resonance (Keller, 1999; 2000).

The Core range should target 'new customers', the younger demographic 'wine newbies' aged 18-24 years, the largest wine consumers with minimal wine knowledge, who shop monthly for occasions and parties with low spend per bottle. (Accolade Wines, 2018) The 'newbies' mostly base their purchase decision on the appearance of the product (Atkin and Thach, 2012; Elliot and Barth, 2012), thus making them a good fit for the more colourful Core range.

The Reserve range should target 'confident enthusiasts' and 'strong prospects'- a slightly older segment with individuals aged 25-40 years, who have wider wine knowledge but are still relatively new to wine (Accolade Wines, 2018). These two segments are willing to spend more per bottle and are mostly brand loyal, but at risk of switching brands and therefore 'vulnerable'. Although these target segments offer value, Kumala should not target them exclusively, instead focus on overall brand positioning, appealing to consumers who embrace life and enjoy the experience, who do not take life too seriously and are gregarious and adventurous. This aligns with the suggested brand positioning - 'Keeping Life Colourful'.

#### **5. Brand Concept Development and Brand Positioning**

Brand building can be thought of in terms of painting a picture of the brand in the minds and hearts of the customers. (Keller, 2016 p. 614).

The wine market presents consumers with an abundance of choice (Mintel, 2018) and so it is essential for a brand to stand out and be easily identifiable (Romaniuk, Sharp and Ehrenberg, 2007). Keller (2000) explains how properly positioned brands hold a particular niche within the minds of the consumers. With this in mind, Kumala should implement an offensive brand strategy aimed at creating relevant brand equity based on memorability, meaningfulness and likeability (Keller, 2005).


The current brand concept should focus more on the experiences of life with an established brand slogan 'Keep Life Colourful', as an 'indispensable means of summarizing and translating a marketing program's intent' (Keller, 2005, p.21), deepening the meanings associated with the brand (Keller, Sternthal and Tybout, 2002). The objective is to re-establish core brand values that should resonate throughout the organisation as well as its external communications (Keller, 2001). Our revitalised positioning is based on three core brand values, as three is more powerful and memorable in design (Wheeler, 2013) (Fig.10). The new positioning is a good fit for the target audience. It is more important to be more distinctive than being differentiated (Romaniuk and Gaillard, 2007) focusing on achieving salience (Ehrenberg, Scriven and Barnard, 1997).

Fig.10. Kumala brand values designed by the author.


A brand is more than a logo, a font and some colours...

**KUMALA IS AN IDENTITY, A VISION AND A SET OF CORE VALUES.**


These branding guidelines exist to ensure that Kumala remains consistent and true to these core values across all branded communications.



**BE CAREFREE**  
Don't take life too seriously, be cheeky and keep it fun.



**BE BOLD**  
Stand out in the three-colour world of wine; make choosing a wine easy. Be unafraid to do things differently. Be unapologetically Kumala.



**BE ALL ABOUT EXPERIENCE**  
Embrace the experience of sharing a bottle. Be gregarious. Experience colour, music, culture, art, events and enjoy life's moments (with that South African attitude and outlook).

Always **KEEP LIFE COLOURFUL**

Kumala's tone of voice should encapsulate the nature of its target audience; Those who live life to the fullest and value living and sharing real life experiences. Kumala's positioning should be reflected in their brand communication consistently (Romaniuk, Sharp and Ehrenberg, 2007). In line with the market leaders (Table.2 and Fig.2), the emphasis should be 'all about the experience' with light-hearted, fun and carefree communication, reflective of the brand values of Kumala.

## 6. Brand Elements

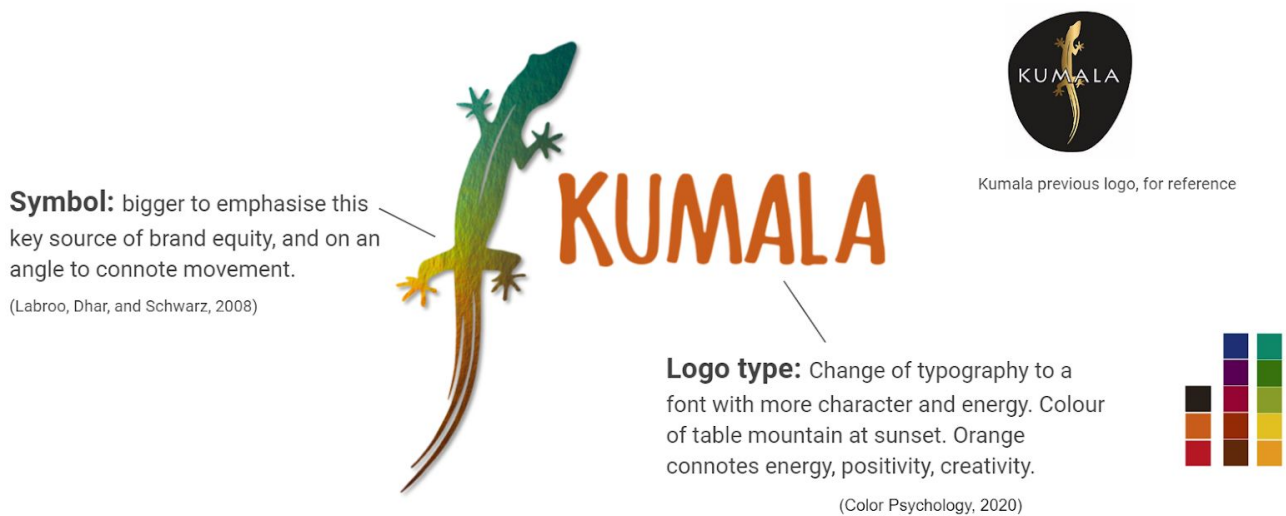
Brand elements play a crucial role in marketing communication, and it is important that the 'right ones' are chosen (Keller, 2005, p.20). Previously mentioned, an offensive strategy is the focus of the brand elements, particularly that they are memorable and likeable, but the defensive factors of transferable, adaptable and ability to be protected have also been considered within design and selection (op.cit).

Keller (1999) suggests the most powerful strategy in order to manage successful brands is to fiercely defend the elements of the brands that work and that have longevity. The gecko is particularly 'memorable' and 'likeable', and can be utilised to build brand equity (Keller, 2005; Labroo, Dhar, and Schwarz, 2008 ); 62% of questionnaire respondents commented positively on the gecko and therefore it should remain unchanged, along with the brand name. However, with 17% negative, and 21% neutral comments on the logo, consumers suggest the pebble shape, the colours and the chosen font to be outdated. Therefore, the logo has been updated to make it more appealing to the target audience and

reflective of Kumala's brand values Fig.11). As the main source of brand equity, the Gecko becomes more prominent and sits at an angle to connote movement.

The typography has changed to a font with more character and energy, and is now the colour of table mountain at sunset, as orange connotes energy, positivity and creativity (Color Psychology, 2020). In addition, a brand colour palette consisting of harmonious colours inspired by Africa has been created. The use of a palette will ensure Kumala is able to remain 'Kolourful' and leveraging secondary associations, related to its country of origin (Keller, 2005).

Fig.11. Re-designed Kumala Logo, to be in line with the intended brand positioning.  
(Created by author)



## 7. Marketing Programmes

A brand is a holistic experience about essence, meaning, direction, personality and identity; not just the image or logo (Kapferer, 1992). Brand essence is not built through the branding elements alone, but through the consistency of marketing programmes. The quality of a brand's marketing programs can substantially enhance brand performance (Keller and Lehmann, 2003) therefore it is imperative that marketing efforts are consistent with the brand, and have consistent long term investment (Keller, 2000). Once brand values and positioning is established, then these can be rolled out onto customer touch points that are currently not in line with the brand positioning (Fig.6) such as the bottle and website, maintaining a consistent message across all channels. The website should include a clear CSR stance as this is valued by consumers (Singh, Iglesias and Batista-Foguet, 2012).

Fig.12. Example of how the re-established brand will be marketed through packaging (created by author)



The bottles carry the brand colours, with one colour per variety on the core bottles, similar to market leaders Barefoot and Yellowtail (Table.2 ). In line with questionnaire results, and literature (Elliot and Barth, 2012; Atkin and Thach, 2012) the core bottles appeal to the younger and more price conscious market, while the reserve appeals to older more refined taste. The labels showcasing the newer, cleaner design in the front consisting of the brand name, grape type and country of origin (Mintel, 2019b) and ABV, tasting notes, food pairings on the back (Mueller, Lockshin, Saltman and Blanford, 2010).

The Reserve bottles can continue using the gold colour as gold connotes prestige and clearly distinguishes the Reserve range as a premium range of wines. Eye catching designs could add to consumer appeal and stand out in the wall of wine (Mintel, 2018), for example, by making the Gecko on the bottles holographic (Berkshire Labels, 2020). Furthermore, the slogan 'Keep Life Colourful' can be leveraged across social media platforms to gain traction and attract new customers by engaging and encouraging them to share their 'colourful' moments, thus generating meaningful equity (Keller, 1993). In addition, adjustments to the product, price and distribution network should be made.

### Products

Kumala currently offers a variety of products (Kumala, 2020b) in an already fragmented market (Mintel, 2019b), Kumala should rather focus on the Core and the Reserve range exclusively at 750ml. An introduction of a 3 litre wine box for the Core range, on a seasonal basis (Mintel, 2019b), as this would suit the brand positioning in that it is made for sharing.

### Price

There should be an adjustment to the current pricing structure to create more differentiation between products (Table 4) as core consumers and the UK wine market as a whole are willing to pay more per bottle. (Mintel, 2019b).

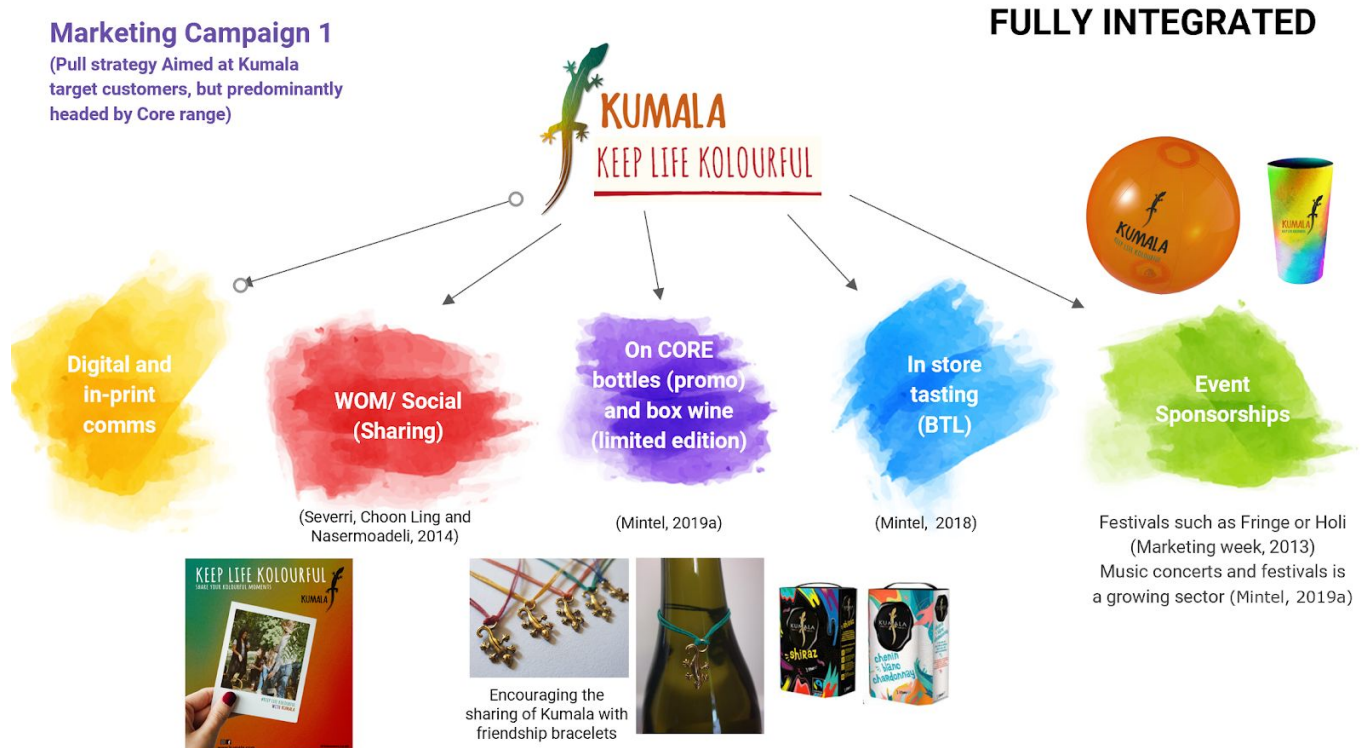
## Distribution

Kumala should continue using their intensive mass distribution strategy with a strong presence in urban areas as this is suited to the brand and the target audience. However, once the brand position is established, Kumala could strategically enter the on-trade market strategy through leveraging another brand (Keller, 2005) in a brand collaboration.

## Integrated Marketing Communications (IMC)

The marketing communications will have two phases: off-trade and on-trade. The on-trade marketing campaign 'Keep Life Colourful' (Fig.13) is a pull strategy running both digital and in print and across integrated media channels, maximised to ultimate coverage (Keller, 2016b, p.293). Consumers will be encouraged to share and interact on social media; raising brand awareness and encouraging the brand towards building brand resonance through word of mouth (Severri, Choon Ling and Nasermodeli, 2014). The campaign will also run across bottles with free friendship bracelets which encourage consumers to share and interact and be memorable such as Sangre de Torro (Fig.7).

Fig.13. Marketing campaign 1 , fully integrated (created by author)



This campaign could also carry the brand values and slogan through into event sponsorships and below the line marketing in store tastings, connecting directly with consumers and creating relevant brand knowledge (Keller, 1993). Overall, the campaign is focussed on events to appeal to the target audience and to encourage consumer participation (Keller, 2016b; Marketing Week, 2013).

Our off-trade campaign is a suggestion for the future (Fig.14) is to make Kumala available on-trade, exclusively to Nando's. Nando's is a South African chain restaurant who has a similar brand position as a fun and vibrant. Thus, an alliance with Nando's is a good fit as both brands show congruence (Gwinner and Eaton, 1999; Lafferty, 2007).

Fig.14. Marketing campaign 2 , on-trade suggestion (created by author)

**Future Marketing - IMC (on trade)**

**Marketing Campaign 2**

**Nando's**

South African chain restaurant, also about colour, creativity, fun, vibrancy and experience (matches Kumala's brand positioning)

Similar design style in energetic font and block colour graphics

**KUMALA**

Exclusive Kumala wine, available only at Nandos. Expanding a healthy portfolio (Laforet and Saunders, 1994) (Lafferty, 2007)

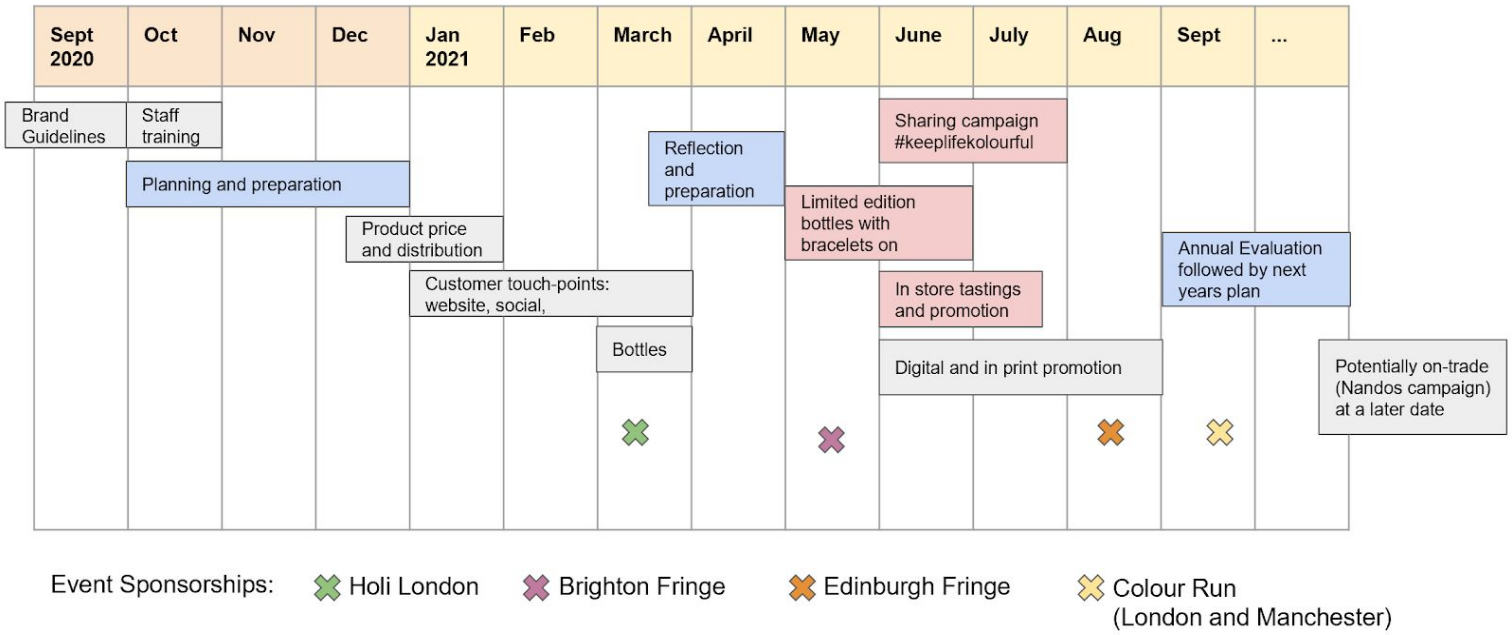
**Focus on experience through pop-up tastings and giveaways in city centres and freshers fairs (BTL)**

Nando's (2020)

**Final recommendations**

So that the brand can be revitalised effectively, a one year plan has been outlined as in order to maintain the brand in the long run, the marketing programmes need a strategic underpinning and to be assessed regularly (Keller and Lehmann, 2003).

Fig. 15. Suggested one year plan for Kumala brand revitalisation.





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# APPENDIX

Example of consent form completed by all 9 focus group participants



**Focus Group Consent Form**  
**Strategic Brand Management, Accolade Wine Project**

Printed Name Alex Davis

Date of Birth 06.02.81 Gender FEMALE

**By signing this form I agree that:**

The information I have supplied about myself is honest and correct.

I agree that I am over the age of 21

I consent to sampling products which may contain alcohol, and will do so safely and responsibly.

The purpose of this activity has been fully explained to me.

I understand that this focus group will be recorded (video and Dictaphone) and then transcribed. All participants will be anonymised.

I have the right to read/edit the transcript after the focus group is held, should I wish to.

I am satisfied that I understand what is involved, and am happy to partake.

Any questions I have asked have been answered to my satisfaction

I understand that at any time I have the right to ask further questions.

I understand that my involvement is purely voluntary and therefore I am at liberty to opt-out of answering questions, and am able to leave at any time.

I consent that the information I share/ discuss may be used by Kingston University students for the purpose of this project only, and may be passed onto Accolade Wines.

I understand that my personal information (above) may be used for the purpose of this research, but will not be shared with any third parties.

I understand that any data will be stored securely, safely and in accordance to the Data Collection Act (1998)

I agree that research will be carried out by Hannah Silverstein (and the study group AAA+1) on behalf of Kingston University London, and Accolade Wines.

Signed [Signature]

Date 17/12/19

Portman  
Group



### Blind Taste Test Questionnaire

1. Write down any words or thoughts that come to mind when you taste each product.  
(Make sure to sip water in between)

- 1. ....
- 2. ....
- 3. ....
- 4. ....
- 5. ....

2. Put the numbers in order of your favourite

Most Favorite:
Least Favourite:

3. Guess what you were drinking (Wine Type? Country? Region? Grape? Brand?)

- 1.
- 2.
- 3.
- 4.
- 5.

4. Put them in order of price (place the numbers along the line)

'Very cheap' ----- 'Pricey'

5. Do you have a favourite type of wine? (country? Region? Grape? Brand?)

.....

.....

## Focus group questionnaire responses

### Focus group 1

Focus Group 1						
Q1	What comes to your mind when you sip it?					
	R1	R2	R3	R4	R5	R6
	RED WINE DRINKER	RED WINE DRINKER	RED WINE DRINKER	RED WINE DRINKER	WHITE WINE DRINKER	WHITE WINE DRINKER
Sainsbury White	Crispy, Fruity, Sharp	Pale, strong, dryish smell, acidic, familiar with something served in a pub	Fresh, Crisp, Slight Dryness	Sweet, Fresh, Safe Bet	Smooth - no strong aftertaste	Don't like the after-taste
Kumala White	Tasteless less alcohol than Sainsbury's bland	Light color, no smell, flat. Very acidic Not very interesting	Cheap Bland	Cheap Bland	Less alcoholic, more like juice	Acidic Don't like it
Kumala Pinotage	Tastes like sock (musty flavor)	Light color Dry Flat, fizzy end	Light Fruity Medium body	Fishy smell French? Sweeter than the rest		Full bodied enjoyed having this smooth
First Cape	Fruity, very light			Bitter compared to others	Nice for red	Little bit acidic
Kumala Reserve Shiraz	heavy - tangy, sharp	Dry Flat Dull	Easy to drink	Cheap bland	Strong! Not that interesting	Very light Smooth
Q2						
Rank the wines (1 being most fav, 5 being least fav)						
	R1	R2	R3	R4	R5	R6
	RED WINE DRINKER	RED WINE DRINKER	RED WINE DRINKER	RED WINE DRINKER	WHITE WINE DRINKER	WHITE WINE DRINKER
	First Cape Shiraz	Sainsbury White	First Cape Shiraz	First Cape Shiraz	Sainsbury White	Kumala Pinotage 2019
	Kumala Shiraz	Kumala Pinotage 2019	Kumala Shiraz	Kumala Pinotage 2019	Kumala White	Kumala Shiraz
	Sainsbury White	First Cape Shiraz	Sainsbury White	Sainsbury White	First Cape Shiraz	First Cape Shiraz
	Kumala White	Kumala Shiraz	Kumala Pinotage 2019	Kumala Shiraz	Kumala Pinotage 2019	Kumala White
	Kumala Pinotage 2019	Kumala White	Kumala White	Kumala White	Kumala Shiraz	Sainsbury White
Q3						
Guess what you were drinking?						
	R1	R2	R3	R4	R5	R6
	RED WINE DRINKER	RED WINE DRINKER	RED WINE DRINKER	RED WINE DRINKER	WHITE WINE DRINKER	WHITE WINE DRINKER
	Pinot Grigio	Pinot Grigio	N/A	Chardonnay	N/A	N/A
	N/A	Savi Blanc	N/A	Savi Blanc	N/A	N/A
	Merlot	Caberet	N/A	Merlot	N/A	Merlot
	Merlot/Pinot Noir	Rioja	N/A	Caberet Savi	N/A	Pinot Noir
	Shiraz	Merlot	N/A	Shiraz	N/A	Cheap Merlot
Q4						
Rank them according to prices (from cheap to pricey)						
	R1	R2	R3	R4	R5	R6
	RED WINE DRINKER	RED WINE DRINKER	RED WINE DRINKER	RED WINE DRINKER	WHITE WINE DRINKER	WHITE WINE DRINKER
	Kumala White	Kumala White	Kumala White	Kumala White	Kumala White	Kumala White
	Kumala Pinotage 2019	Kumala Shiraz	Kumala Pinotage 2019	Sainsbury White	Kumala Shiraz	Kumala Shiraz
	First Cape Shiraz	First Cape Shiraz	Sainsbury White	First Cape Shiraz	Kumala Pinotage 2019	First Cape Shiraz
	Sainsbury White	Sainsbury White	Kumala Shiraz	Kumala Pinotage 2019	First Cape Shiraz	Kumala Pinotage 2019
	Kumala Shiraz	Kumala Pinotage 2019	First Cape Shiraz	Kumala Shiraz	Sainsbury White	Sainsbury White
Q5						
Do you have a favorite type of wine?						
	R1	R2	R3	R4	R5	R6
	RED WINE DRINKER	RED WINE DRINKER	RED WINE DRINKER	F	WHITE WINE DRINKER	WHITE WINE DRINKER
	Malbec - South America Chianti Rijoa - Spanish	Red: Usually Rioja or Shiraz, sometimes Malbec Pinot Gris, Also like Italian wines	Red - France Chateau de Pepe	Red usually french, chateau de pape. Fruity red wines	Pinot Grigio 789	Sauvignon blanc

## Focus group 2 responses

Focus Group 2			
Q1	What comes to your mind when you sip it?		
	R1	R2	R3
Kumala Pinotage 2019	Smells good But tastes too much of alcohol	Sour	sweet but with a slight sour
Hardy's Savignon Blanc	Not mature enough Little taste of alcohol very light	Fruity Bad 'cheese' flavor dry	tastes like juice crisp
Kumala Chenin Blanc	Dry Taste good not too sweet smell too strong needs to be colder	good taste dry	dry tastes better than 2 not as sweet
Kumala Shiraz	Smells too aged, strong, need to be opened 1 day before serving	tastes aged like an old barrel	Smells like medicine Tastes really bad
Q2	Rank the wines (1 being most fav, 5 being least fav)		
	Kumala Chenin Blanc	Kumala Shiraz	Hardy's Savignon Blanc
	Kumala Shiraz	Kumala Chenin Blanc	Kumala Chenin Blanc
	Hardy's Savignon Blanc	Kumala Pinotage 2019	Kumala Pinotage 2019
	Kumala Pinotage 2019	Hardy's Savignon Blanc	Kumala Shiraz
Q3	Guess what you were drinking?		
Kumala Pinotage 2019	NA	NA	NA
Hardy's Savignon Blanc	NA	Chardonney	Pinot Grigio
Kumala Chenin Blanc	NA	Pinot Grigio/Savignon Blanc	NA
Kumala Shiraz	Italian/Chilean	Chianti/Amarone	NA
Q4	Rank them according to prices (from cheap to pricey)		
	Kumala Pinotage 2019	Kumala Pinotage 2019	Kumala Pinotage 2019
	Kumala Chenin Blanc	Kumala Chenin Blanc	Kumala Chenin Blanc
	Hardy's Savignon Blanc	Hardy's Savignon Blanc	Kumala Shiraz
	Kumala Shiraz	Kumala Shiraz	Hardy's Savignon Blanc
Q5	Do you have a favorite type of wine?		
	Pinot Grigio Fontana di Papa (italian white)	NA	Whites and light Rose
	Amarone - Italian red		

## Full transcript of focus group 1. Conducted 1 Dec 2019

(Preferences: 2 white 4 red)

So Who likes wine? When and how do we drink wine?

mainly socially

I drink wine with meals, never really order it at a pub. I associate wine with going to a restaurant

After a really hard day I will have wine on the train on the way home, the mini bottles.

I wouldn't drink wine out with friends at a party, it's more a pre drink.

I buy wine from the corner shop, like the coop.

I always buy wine when it's on offer, so I'll top up my stash when it's on offer.

I always buy wine at the supermarket, only when it's on offer.

If I know I have someone coming round I'll always go and buy some wine that's on offer

I buy from majestic wines-you can test it there. They do free wine tasting evenings and you can always get information from the guys that work there.

Everyone buys wine when it's on offer.

I will only buy wine full price when I go to a wine tasting and really like the wine. I like to support my friends who have a wine shop.

If it's something I like and I know it already, I don't mind paying full price.

If not I would look for what's got the best deal on it.

When you're shopping for wine do you have a favourite?

yes I have my go-tos. (waitrose own shiraz, and castodiablo)

See I don't know the names of them, I know the bottles and the ones I like, but I don't remember the brands. I like the one with the little plastic bull on the bottle. (agreed in the room). I don't remember the name but it's the one with the little bull

I collect the corks, so I prefer a cork bottle over a screw cap.

So you buy according to the label?

yeah, I buy the ones I know. Then I look at the type of grape, then I look at price.

So price and type together. More over brand.

I'm going to sound really cheap now.... Anything under a tenner I'd buy.

if it's going to be nice I'd buy something better, but I don't want to buy under a tenner.

Yes £7-10 is my usual budget (agreed by 4 people)



£10-15 for me (one person)

First region then I look at bottles.

I like to look at the labels (one person) The ones that stand out to me. Then price.

I look at type first. Type then price.

2 tastes like juice

I had that same thought – tastes like apple juice

I don't know how to comment on the reds

3 and 4 taste similar

But I don't drink red

4 is fruitier

Three tastes like a sock

Fishy

Bit of a fish vibe

I've got my favourite

I haven't bought red wine for a very long time – so it'll be hard to remember

I'll have to guess

Three is a bit musty

Chardonnay is quite an old wine now

I've bought a nice Chardonnay

Warming kind of wine

I really have no idea – I am guessing

I really hate 5, like 1

I don't like 1 or 2 ..... a bit sharp

really like number 3

I'm normally a white drinker

Could all the reds be the same?

Yeah maybe

Are you going to do a reveal before we go?

Yes, we are going to do a reveal and chat about them

Cool

I have not a clue what to put in any of them

I have not a clue for any of this

Three isn't too bad

What did you say for number 1

I don't know at all

I think I like 4 the best

Yeah me too

Then 5

Yeah

That's what I've put

I don't like red but it's nice for a red

I like red but I get the line on my teeth and I don't like it

Yeah when you go to a restaurant and you see the line

Or when your teeth start to go fuzzy

Think I have got to sip water in between

Has anyone got an actual clear I hate it

2 and 3

2 and 5

1 and 2 and 4

3 and 5 I like

I liked the whites and I don't like white

I wouldn't buy it again but the white was alright

Kind of white you would get in a pub a house white number 1

Number 2 was like a house wine as well

Non-alcoholic taste

Yeah I have no idea what that is

I think it's really hard with wine

Even if you know wine

I just don't think about it that much

You just drink it

If it goes down well, you just drink it

If you're in a restaurant, then I'll keep on drinking it

A£\$% you said you tend to go for a shiraz

J\*\$&\$@ you said you normally go for French.....something full-bodied

S\$%£553 a mixture again yeah, a Moroccan Nu Bec??

Piante as well with food

But I don't tend to adventure outside of that

Do you tend to not venture outside of what you would choose?

If you didn't have a Shiraz on the shelf?

I think it's situational, in a supermarket I tend to go to a for what's on offer.....those kind of things.....don't like merlot, never go for that.....if I'm in a restaurant, I tend to go for the wine's that's reliable

Pinot Griot will never hurt you.....everyone else agrees

That's why I put that down for the white

Pinot griot is my white

But otherwise it tends to be.....sometimes wine in restaurants do alright

They've done more work behind the scenes so I tend to go for that.....they know such much more, so I tend to trust them

Like Greek wine is terrible but unless they are a Greek wine generous

Austrian wines are good – Riesling

I know you've put your wines on a scale but could you put a price on them?

They are all under £10

Yeah definitely

Let's see what they are

Supermarket own brand

£8 a bottle

I can't believe I don't like that

I can't believe it's a Sauvignon Blanc – I usually hate those

Your second bottle

Is about £5 or £6 a bottle

Your next one was a Pinot

£6 per bottle

Next bottle

Was First Cape, Shiraz

That's really funny I don't like Shiraz but that was my favourite

£7 per bottle

Final bottle

Was Shiraz reserve, South African

That was my favourite one

How much was that one?

£5 a bottle

Is Kumala the brand?

I recognise the brand

First Cape I don't recognise

First Cape are quite a cheap brand

You do get them in the pubs a lot

They are all South African

Similar price point so sort of competitors

Kumala has 30 different wines, First Cape has around 15 or so different wines, different grapes

Supermarkets mainly to see Kumala

Beef Eater (around 20 years ago) used to sell Kumala

None of you have ever bought Kumala?

Maybe when I was a student.....around a £5 a bottle right?

Have any surprised you?

Yeah, I don't like Sauvignon blanc and Shiraz and yet I like them tonight

I put the own brand as the most expensive – it is the most expensive (own brand)

Kumala is the top performing South African wine in the UK

Kumala is leaps and bounds above everyone else in terms of its market share

First Cape is next (almost half of what Kumala owns)

But always in every wine market in the UK, own brands dominate

They just exist as one

So, they aren't a brand, but they are one giant category

As they are so many of them that sit at the top, you can't really pick them out

I'm surprised that that's 13% as it doesn't taste alcoholic at all

Technically wine can be a 1% above or below what it states legally, so it may actually be more or less

--

I like the more traditional label

Especially with reds, if it a more modern label, it looks mass produced and it looks more like a house

The bottle scape has a lot to do with it

I think shorter labels look more appealing about the shorter labels and traditional bottle shape

Looks more traditional

I like that – more interesting

It feels safer

I think I know what you mean

I wouldn't buy the Kumala

The shape of the bottle and label look the cheapest

The other 3 have gold in the labels – classier

Looks like it costs more

They will have cost more to make

Gold writing, says to me it's a slightly better

Someone earlier was saying earlier about the stamps

It has a signature, stamp, selected by our wine makers, it's endorsed

The own brand is the best bottle design, label, bottle colour. It's the best, most appealing

So you like the skinner bottle but with a wider base

Kumala looks cheaper – looks standard

1, 2 and 5 I would pick up

The more classic type

The label doesn't have much writing on it so I don't trust it

Because it says more about the origin on the wine I like it, draws me in

The more information the better

But that's hard to make it stand out

I do prefer the more information

Fine line between bolder design and not enough info

I can't think of an example, but I don't usually like busier labels

But I like all of the endorsements on this – the fairtrade.

Wine makers signature on it so I like it

He/She is personally responsible for endorsing it

If it has some awards/endorsements, you all agree you prefer it

The gold writing makes me like it

Kumala looks basic, doesn't say a lot about the brand

Is it a lizard? Or a gecko?

The flat gold looks cheaper

The flashes of gold look nice

It is a gecko, animal of South Africa

I recognise the gecko brand

I think they have it at co-op

I've never bought because of the label

When I was drinking red wine, I never bought that one

If it puts a picture in my mind of something I'm more likely to pick it up even if it's of some old vineyard – especially if it says it goes well with lamb or chicken

Something that is far from a traditional label, if it is a funky label, has to be white, if it's red, red needs to be more traditional.



Red if it is older tastes better, so if it looks traditional, convinces you it will taste better

White doesn't matter if it's cheeky. That's ok to be lighthearted

White is fun and red is a more serious wine

Red I see as a more grown up wine

White is a party wine

Red is a bit more proper

Has anyone bought a wine if they have a funky label?

Yes there's a few

It will always be a white, I like the labels

Muddy duck or something

Crazy, yeah

I would probably pick it up but it goes to the back of the label

I like it tell me what I'm drinking it with

Flavours

If there's something in there.....notes.....fruity words

I like a sweet wine

Fruity notes really help

I like the scale for how dry it is

That would appeal to me

If people are snobby about wine, I can see why that would put them off

People who know wine may find that patronising

It's nice that they have said who has produced the wine.....a family vineyard, that's nice

You trust the family

More local the better

There's more love been put into it so therefore, the wine would taste better

Do any of these look like they would be from South Africa....I wouldn't know that the Gecko is South African

The gecko looks Australian to me (from New Zealander)

Kumala almost sounds aboriginal

Trust a wilder beast more than a gecko

I think the gecko would look alright if it was a bit more

The gecko looks a bit 90's

I think the gecko should make up more of the label

Just stuck a gecko on there

Looks dated as a label

Cartoon kind of animal, the colours, the yellow and black

Doesn't look modern

The font

It just looks cheap and mass produced

If the label was white I think that would look better

I prefer the white labels

I don't like the First Cape colour

White is really nice as a label as it stands out against the other colours

Black just blends and blends into nothing

I think the yellow labels look quite good – look quite classy

Old and modern at the same time

Maybe it's the shape of the bottles

I like the traditional label for the red

Taste the difference is Sainsburys premium brand so I'm straight there

(Reveals new Kumala brand)

It's like a house wine in a Mexican restaurant that you just don't want to drink

Looks like it is aimed at younger people

Makes me think of San Antonio

It's too bold

Simpler the better

Do any of these wines match any of these words

Kumala actually means do things differently in Swahili

Their brand stance is keep it colour but colourful with a K

The whole entire brand stance is vibrance

Who do you think this is aimed for?

Teenagers/kids..

It's below my price point

Students would buy this

Older people (over 50's)

Colours at aimed at students

More for someone who wants to get drunk whilst drinking wine

Older people with less money – people who like to think they are drinking wine but don't really care about it.

Price over substance

People that drink a lot

Volume over quality

The bottle just doesn't go with the label

Is there a video that we can see?

So, I can see how they are doing it audially as well as visually

All of the bottles are green – the cheaper ones

I haven't bought a bottle that is green in over 10 years

My bottles are usually black

Yeah me too

No, I agree with that

I don't buy green bottles

So, you like the more classic

(Reveals Kumala's target market)

I wouldn't say anyone spends time considering that wine – it's an impulse buy

I like their website a lot more

I like the colours a lot more

Colours are easier on the eye

L\$@\$@ I don't like the colours (of the website) it doesn't go together

They are selling an atmosphere, not the wine

They want to come across as they all about South African – South African culture

Maybe they need to bring that out more on the bottles

Because it's getting lost

--

(This is our group dilemma)

I think it is alright to remain bright and beautiful, but I needs to stand out more and be more South African

Tie it in with what you can serve it in with more (food)

Like the descriptions they had sound like you would take it to a party, not to take for dinner

Jacobs Creek sponsored Friends – share with friends

Have they shared any data with you?

No we have a guideline document

Basically they have sent us this – this Accolade wine's thing

Kumala is from the Rainbow Nation

They should make more of Table Mountain

Just looking at that bottle, I guess with wine, I guess people choose it kind of on where the region and where it's made and who makes it

I guess that would kind of appeal to me the fact that it's made

It's giving me an image at the bottom of Table Mountain, a beautiful image

(Target woman)

They have it so wrong

Do they have any people that they know who is 39

They are pitching it so wrong

If it was an Instagram post it would work

The Facebook posts that have worked for them is the block colours

Bird of paradise

The one who have the most engagements – are the colourful ones

Does that translate through to people going out and buying the wine?

They do have the leading market share

They have 800,000 likes on Facebook

Is it because it's 38 year old women mainly engaging with them on Facebook

I'm just trying to put myself in that position

I'm trying to picture myself in that position

But I don't think I would pick up Kumala

I know quotes are more in

But I don't think I would associate it with Kumala

I think they need to re-think their target market

Who is the target market?

They are super loyal to the Gecko (lizard on it)

I haven't ever bought it, but it is the one that I recognise the most

The lizard on the neck and on the pebble

Does it need to be so large

On the neck I think that's fine

Is it because the lizard is too big

But I remember it more when the lizard is smaller

You see the lizard before you see the name (Kumala)

An animal is more noticeable

(South African roots is most important thing)

Yeah I think that would target students a lot better (colourful, vibrant)

I think if you want it to go down with adults, needs to be clear what it goes with food wise

I think red is better traditional

White could be funky

When I was a student, I drank white

I don't think if you have a £6 bottle of wine, no point being in a traditional bottle

Keep it more fun and in the non-traditional bottle

Comes down to the target audience, needs to change. Doesn't appeal to the professional.

They are very conflicted

--

Both of these bottles almost look like they are trying to appeal to two different target audiences

They appear confused

More expensive looking one is cheaper than the cheaper looking wine

## Focus Groups Overall Findings

### Session 1 findings:

- When shopping for wine respondents look for price first, then type of wine (grape). More regular wine drinkers have their 'go-tos' which they will search for before looking for a similar type (grape).
- Price point matters to all respondents. All but one (who looks more for £15 mark) always stick to wine priced £10. More specifically £7-10. Suggesting Kumala would not usually be purchased by these consumers.  
"I buy what's on offer, I don't remember brands, just the types of wine I like"
- Only one respondent "I don't remember the brand or the name, but I do remember what the labels look like... I look at the labels, I buy the wines with the labels I like the look of" (note: this was the youngest participant)
- Generally, it was agreed that this group preferred wines that look more traditional, old and/or trustworthy. They (4 participants) also look for tasting/pairing notes on the back of the wine before they buy wine.
- It was agreed by the table that in general: "white is more friendly and fun, red is more grown up and serious"
- The group agreed that Kumala with the gecko looks and sounds Aborigine/Australian. "I like the lizard but you can't tell its south African"
- Overall the group really didn't like Kumala, some comments included 'tastes like a sock' 'smells like fish' 'tastes like juice not wine, in a bad way'.
- The group's favourite wine by far was the Sainsburys Sauvignon Blanc, in taste and bottle design.
- The gold of the label, particularly the rubber black and gold stamp on the Reserve bottles was a distinguishing feature that was praised.

### Suggested Recommendations:

- To make a wine bottle **memorable**, the label should be interesting and easily distinguishable. [particularly colourful, and also have an animal on and/or a funky name (Sangre De Torro and the plastic bull was mentioned favourably, as was yellowtail with the kangaroo, and Wolfblass with its distinguishable bright yellow label and black bottle.
- To make a wine more **trustworthy** and thus more likely to be purchased is to include these features: white clean gold neutral colours, awards, signatures, heritage, roots, family.
- Unify the brand stance because the Facebook marketing and the advertising do not match the website and the bottles, it seems a little 'confused' at the moment.
- Kumala should develop a distinctive stance around it being a South African wine, made with grapes from the foot of Table Mountain. And that South Africa is 'the rainbow nation' Culture, heritage, history, the excitement of Africa.

### Session 2 findings

- Preferred the taste of Kumala over Hardys.
- The group agreed that the logo and packaging overall was better than hardy's stating that they would never buy a wine with a blue label. However, the label/ packaging was only moderately attractive and was not 'striking' or 'impactful' or 'distinctive'.
- Overall Kumala Reserve Shiraz was the favourite wine
- General consensus is that the group would consume the Kumala Pinotage as an everyday wine, not for special occasions. Overall a low trial rate.
- Although Kumala was more well received than Hardys, Hardys was more recognised by the group suggesting it is either more distinctive or has a wider reach/ more readily available.

### Suggested Recommendations:

- Kumala should invest in market penetration strategy to generate higher brand awareness, especially as it has such a diverse portfolio.
- The product was well received but the packaging really needs to be improved. We suggest highlighting the relevance of the brand elements as a point of difference, to develop deeper brand awareness and brand salience.



## Online Survey Questions with Responses

210 responses



Accepting responses

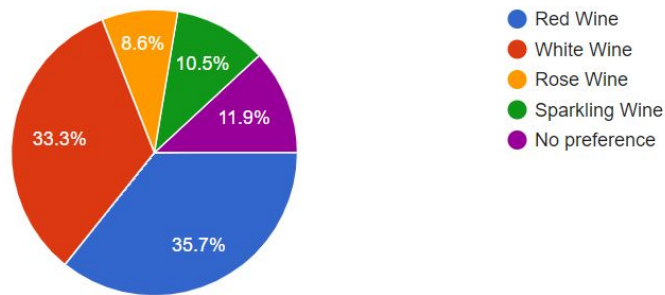
Summary

Question

Individual

What is your wine preference?

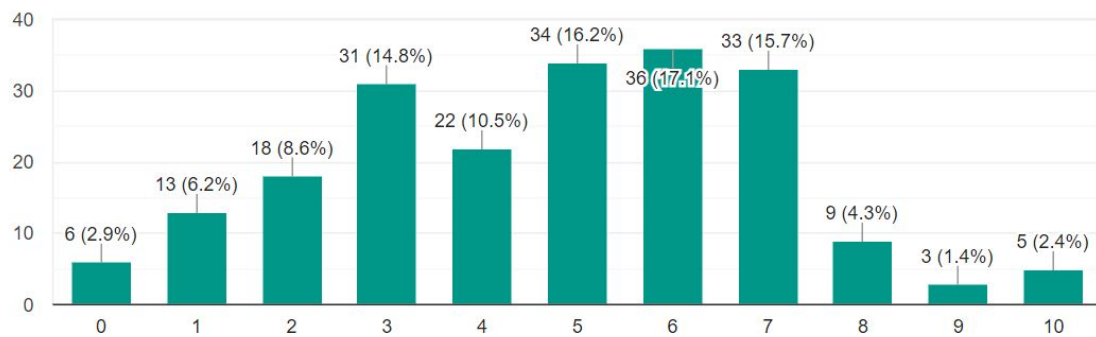
210 responses



### Your wine knowledge

On a scale of 0-10, how knowledgeable are you about wine?

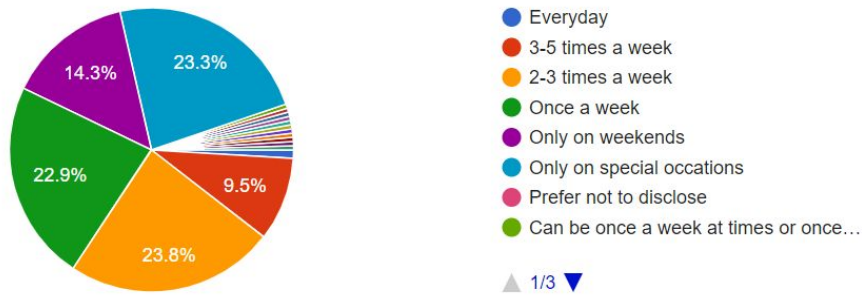
210 responses



## Your wine consumption

How often do you consume wine?

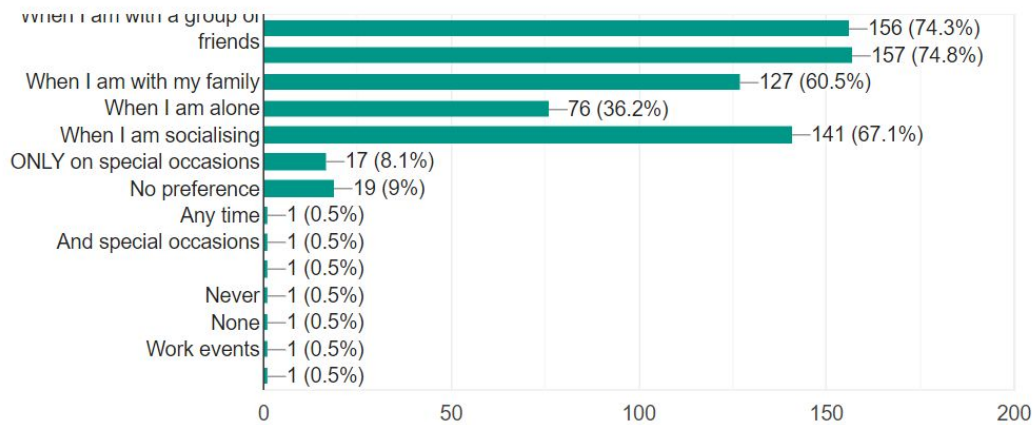
210 responses



## When and where would you drink wine?

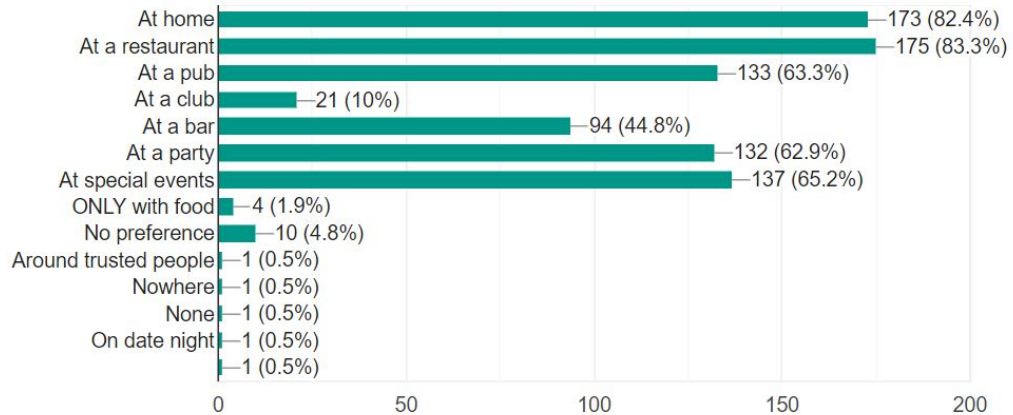
When would you choose to drink wine? (select as many as apply)

210 responses



### Where would you choose to drink wine? (select as many as apply)

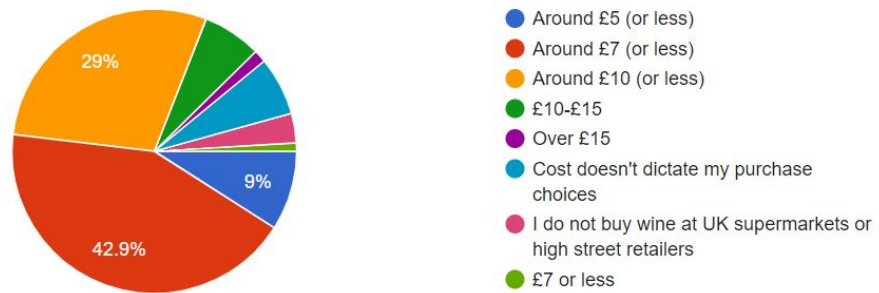
210 responses



### Wine purchasing

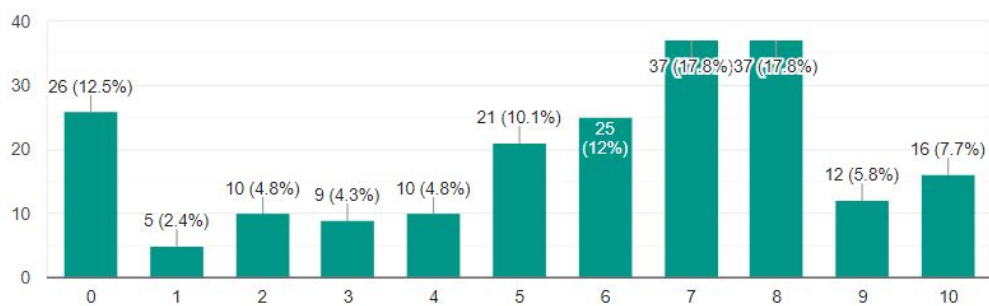
#### When you buy a bottle of wine at a UK supermarket or high street retailer, how much do you usually spend?

210 responses



### How much do wine bottle discounts affect your purchase?

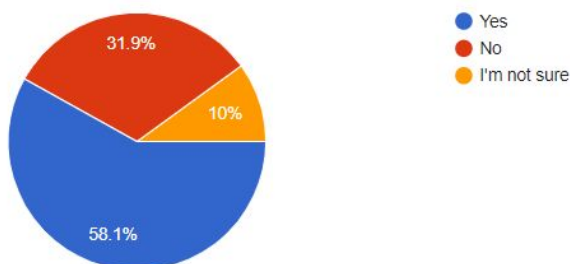
208 responses



### Wine brand

#### Do you recognise this wine brand?

210 responses



#### (If you do know of the brand) What do you know about Kumala, and what are your opinions of it?

96 responses

Average

I know it's the one with the lizard on! It's usually on sale. Very cheap. Easy drinking

I just recognise the branding and that is it

I recognise the logo but I don't know anything about the brand

Fairly cheap, decent flavour

Nothing

Just recognise the label

South African wine ? Local sainsburys stocks it

Sweet as

## Wine brand (cont.)

Do you know which country this wine is from? (please disclose if this is a guess or if you are unsure)

178 responses

South Africa

South Africa

No

South Africa (guess)

Australia (guess)

South africa

Australia?

Not sure

Australia

Please share your thoughts on this logo. (e.g you could comment on attractiveness, colours, shape, layout, design etc)

210 responses

No opinion

Ok

Tacky

I think it looks nice

Nice and minimalist, but not as "classy" as I'd expect on a wine

The font could be more contemporary and bold

Looks pretty appealing

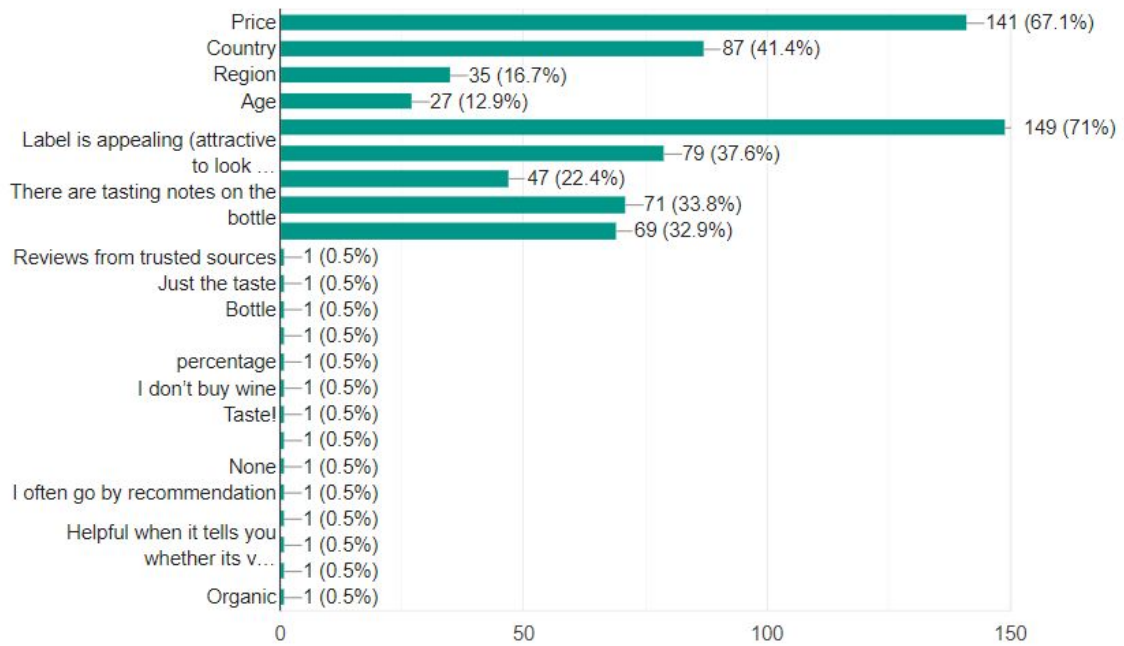
design is nice however does look a little cheap

i like the use of the lizard

### What matters to you?...

When you purchase wine (for own consumption) what matters most to you? - tick all that apply

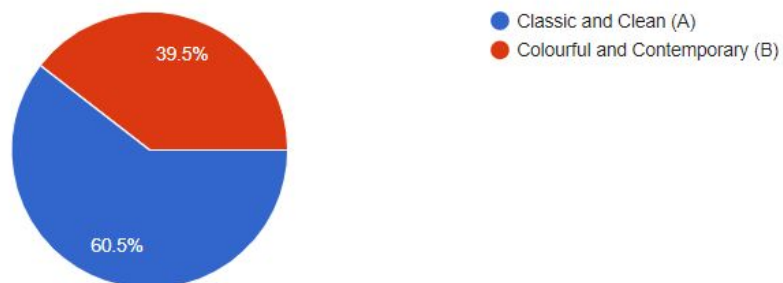
210 responses

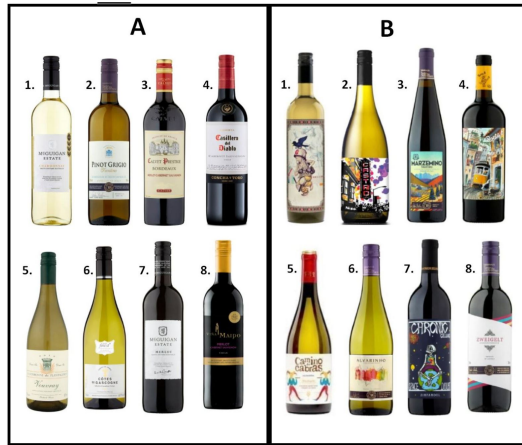


### What's your preference?...

Which wine label design style do you prefer?

210 responses





Which one of these bottles is your favourite and why?

179 responses

7

8

B3

6

B2 because it looks really creative and it really stands out as being different

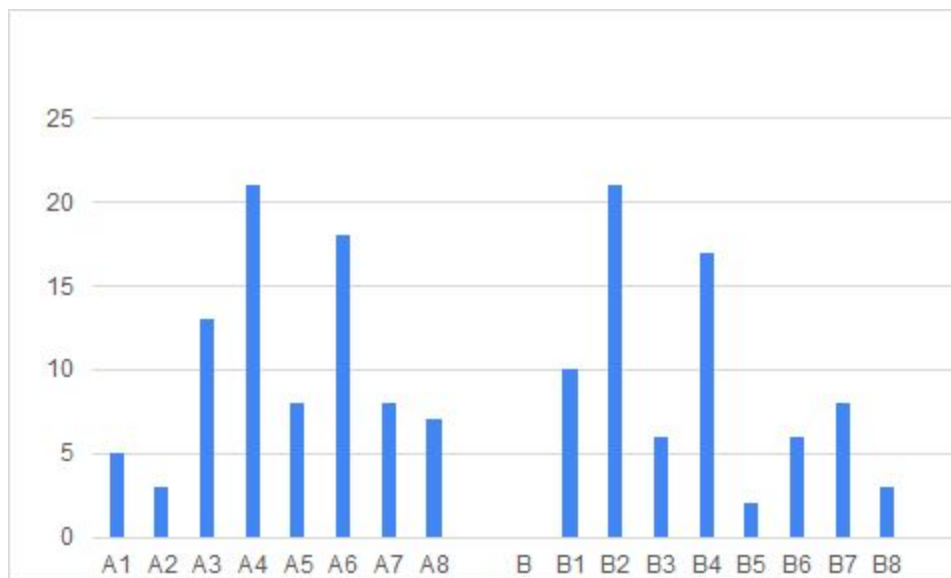
B1 because its clean but has a nice design

I don't have a favourite sorry but labels that are clear and well designed are a preference. Maybe like the one in B number 3? Not overpowering the bottle

Casillero del Diablo because it's a well known quality brand that's pretty decently priced

2. colourful and inviting

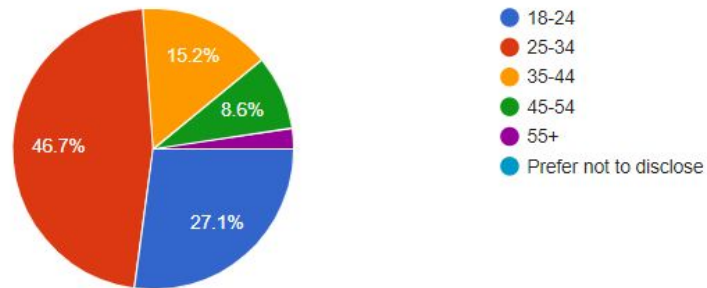
(results below)



## Final questions!

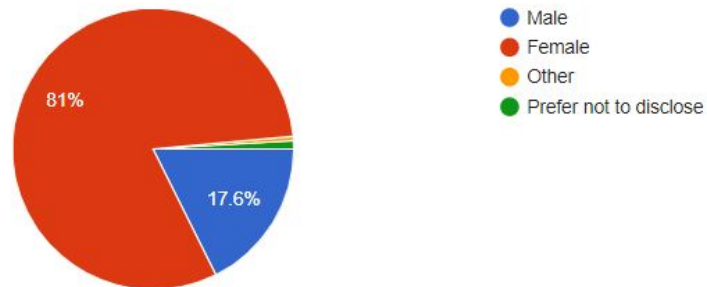
What is your age?

210 responses



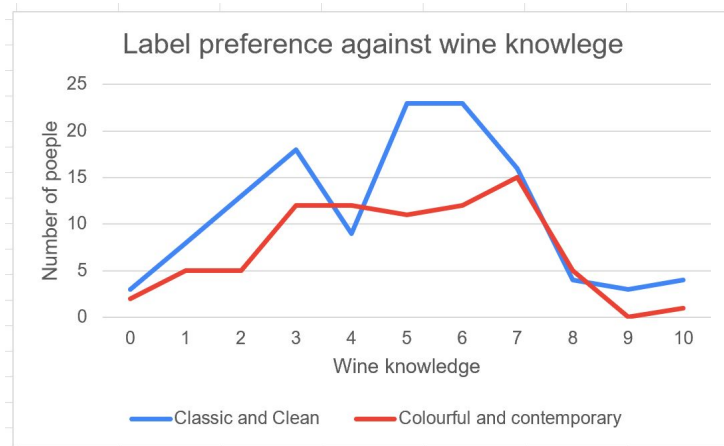
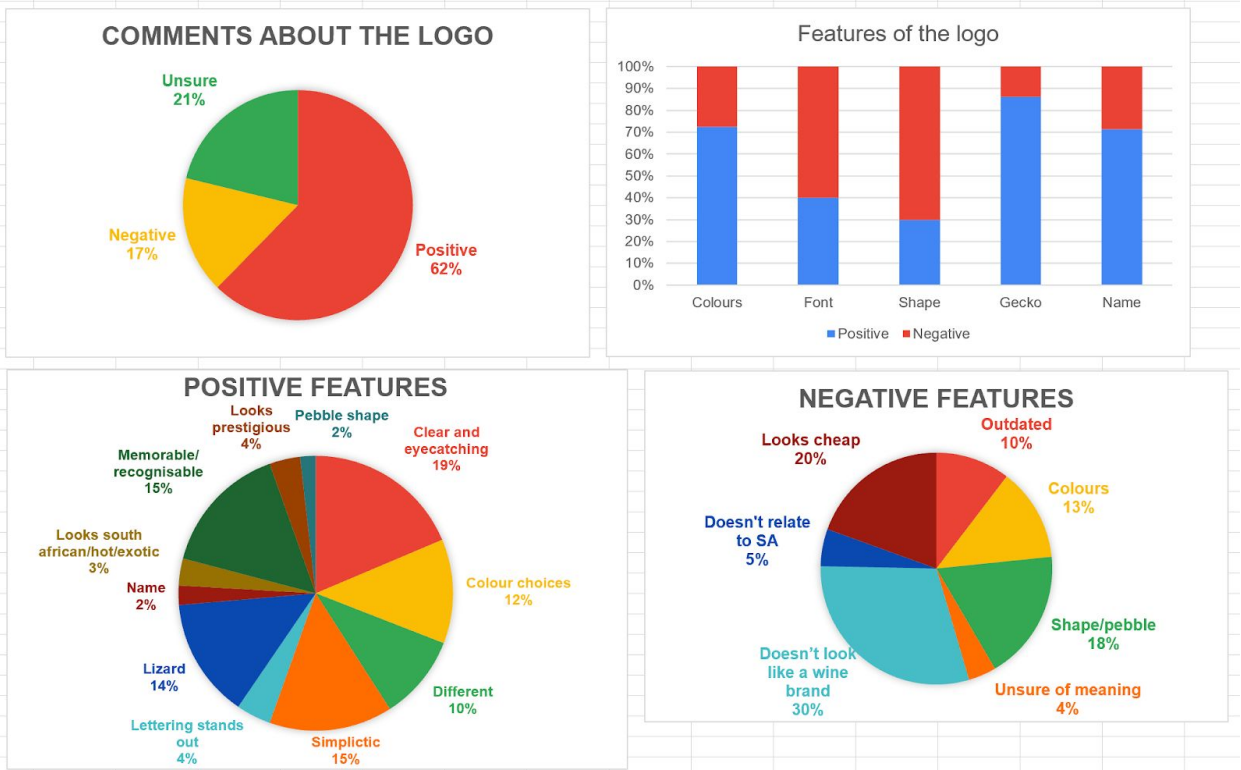
What is your gender?

210 responses



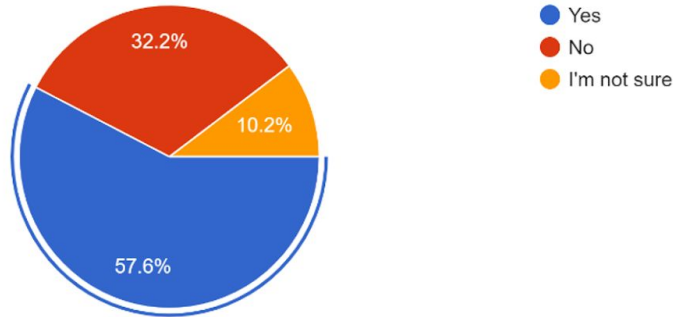


Data analysis on the results completed by author

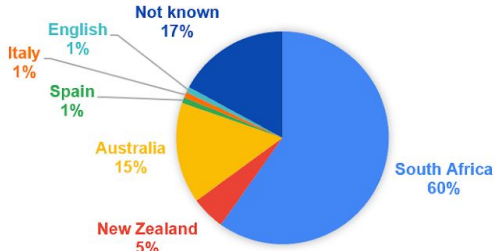


## Do you recognise this wine brand?

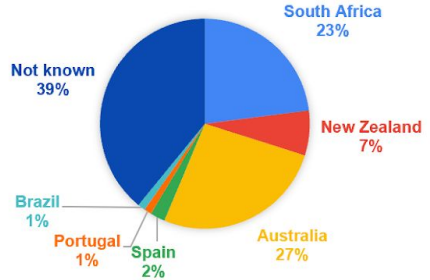
205 responses



### RESPONDENTS WHO RECOGNISED THE LOGO



### RESPONDANTS WHO DID NO RECOGNISE THE LOGO

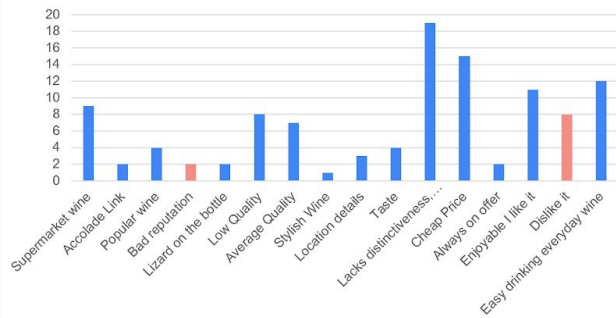


### Comments on Kumala

118 know of the brand

Supermarket wine	9
Accolade Link	2 accolade have a monopoly on the market. Price cutters
Popular wine	4
Bad reputation	2
Lizard on the bottle	2
Low Quality	8
Average Quality	7
Stylish Wine	1
Location details	3 Table mountain mentioned
Taste	4 clear. Dry sweet. Medium bodied, light.
Lacks distinctiveness	19
Cheap Price	15
Always on offer	2
Enjoyable I like it	11
Dislike it	8
Easy drinking everyd.	12
Popularity	6
Quality	16
Taste	4
Price	17
Enjoyment	19
Occasion	12
Distinctiveness	19

### Kumala Comments



## Label style against cost

