



Volkswagen South Africa: VW up! Marketing

At the beginning of August 2016, Bridget Harpur, marketing brand manager for Volkswagen Group South Africa (VWSA), and Mark Handley, national sales manager, were debating how to grow sales of the entry-level VW up! that VWSA had launched in February 2015. The entry-level passenger car category was relatively small and highly competitive. The VW up! was VWSA's first car ever to target this market category. The car had maintained an average 8.5% market share since its launch. Handley and Harpur believed it had potential to build this share, especially among young, urban drivers. The question was how to adjust the communication strategy to capture the attention of this market.

The South African Automotive Industry

The broader automotive industry contributed 7.5% to South Africa's gross domestic product (GDP), accounting for R3.9 billion in 2015.¹ The SA passenger car industry was among the most competitive in the world, offering 55 brands and 2 872 model derivatives in 2016.² Motor industry body, the National Association of Automobile Manufacturers of South Africa (NAAMSA), categorised passenger vehicles into six market models, each of them with subcategories – such as A00 for entry-level passenger vehicles and A0 for light passenger cars (see [Exhibit 1](#) for a fuller description of the categories).

In mid-2016, Toyota SA led the overall market with a 20.5% share, followed by VWSA/Audi with 15.9%, Ford Motor Company (FMC) with 13.4% share and Associated Motor Holdings (ASM), which imported brands such as Hyundai and Kia, with 9.5%.³ (See [Exhibit 2](#).)

Economic Influences

A number of factors were having a negative impact on growth in this industry. The National Credit Act, which intended to curb consumer over-indebtedness, was passed in 2005 and came into effect in 2008. Handley pointed out that its requirements for stricter measures on credit affordability meant that, on average, financial institutions now only approved about 45% of applications for VWSA's vehicle loans.⁴

At the same time, local interest rates had risen, and growth in the global and domestic economy had slowed.⁵ As a consequence, a growing number of consumers were experiencing financial difficulties. According to the National Credit Regulator, 10.3 million South Africans were finding it difficult to meet their monthly debt repayments (March 2016).⁶ In addition, the exchange rate of the rand against major currencies had decreased, causing the prices of new imported vehicles to rise.

As a consequence, for a third successive year (2014–2016), car sales in South Africa had declined. According to NAAMSA, new vehicle sales dropped by 9.5% between August 2015 and August 2016, from 50 985 to 46 146.⁷ Declining sales affected the new passenger car category in particular (although it remained the best-performing category overall), with sales down by 13.1% compared to sales in August 2015.

Dr Yvonne Saini prepared this case with Stephanie Townsend. It is intended for classroom use only. It is not intended to demonstrate effective or ineffective handling of a business situation.

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Economists anticipated economic growth of only 0.9% for South Africa in 2016.⁸ NAAMSA noted in its August 2016 report that domestically, the short- to medium-term outlook remained one of low economic growth and further pressure on consumers' disposable income. That said, export growth looked more promising, according to the *South Africa Automotive Export Manual 2016*, and that was one category that increased its sales since August 2015.⁹

Background on the Volkswagen Group

Based in Wolfsburg, Germany, the Volkswagen Group – established in 1937 – was the world's second-largest automobile manufacturer, and the largest car producer in Europe. The group employed close to 370 000 people worldwide, sold its vehicles in more than 150 countries and had 60 manufacturing facilities.¹⁰ The group comprised 12 independent brands: Volkswagen passenger cars, Audi, Bentley, Bugatti, Ducati, Lamborghini, MAN, Porsche, Scania, SEAT, ŠKODA and Volkswagen commercial vehicles.¹¹

Volkswagen had a strong corporate brand identity and was known for its high standards of German engineering. The Volkswagen brand stood for precision, reliability and expertise. Accordingly, Volkswagen noted in its *Annual Report 2015* that “‘Vorsprung durch Technik’ is not just a slogan for Audi; it is an active brand promise that is delivered throughout the world”.¹²

On the Local Front

Established in 1946, VWSA sold 19 of the group's models in the passenger car category and 13 of its commercial vehicles. VWSA manufactured two models – the Polo and the Polo Vivo – at its plant in Uitenhage, near Port Elizabeth in the Eastern Cape.¹³

Situated in a price category one above entry-level vehicles, with three- and four-cylinder 1.2 or 1.4 engines, the Polo and the Polo Vivo (see [Exhibit 3](#) for pictures) had been the best-selling passenger cars in South Africa since 2010. The passenger car category (excluding those classified in the entry-level sector) accounted for 50% of car sales in South Africa, and the Polo brands accounted for 25% of sales in this category.¹⁴ The Polo models had a more sophisticated appearance, more space, more powerful engines and lower fuel consumption than the Polo Vivo models (4.9 ℓ/100 km vs 6.2 ℓ/100 km). Both models were also available in sedan versions. The lowest price Polo retailed at about R222 000, versus R177 000 for the Polo Vivo.

The Polo brand was very important to VWSA, not only because of its sales, but also because, at the Uitenhage plant, VWSA manufactured the Polo for the local and global markets, and the Polo Vivo for the local market.¹⁵

Customer segments. VWSA had five major customer segments: (1) individual users serviced through the dealer network, which accounted for 16% of all motor vehicle sales through dealerships in South Africa, but about 80% of VWSA's sales; (2) the government, which accounted for 60% of motor vehicle sales in that category; (3) car rental companies; (4) organisations requiring fleet cars; and (5) VWSA's own fleet cars for its employees.¹⁶ Handley explained: “We have 4 500 employees, so there are about 1 400 company cars and we rotate those cars every three months. We are turning 400 cars a month, so it is like our own sales channel, and there is a very high demand for used cars through the network.”¹⁷

Deciding to Launch the VW up!

The VW Group launched VW up! internationally in 2011. In keeping with a trend towards smaller engines with low fuel consumption, the VW up! had a 1.0 litre, three-cylinder petrol engine and fuel consumption of 4.6 litres/100 km. The VW up! did very well in Europe, becoming the best-selling vehicle in its category in Germany and the Netherlands in 2016.¹⁸ However, it took a few more years to arrive in South Africa. At the time, VWSA did not have any cars in the A00 category and considered the Polo Vivo to be its entry-level car. The Polo Vivo was a very similar price to the VW up! and VWSA wanted to protect Polo Vivo sales, as any decline in sales could mean loss of jobs among the 4 000 employees at the Uitenhage plant.

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However, in 2013, VWSA found that the three-door Polo Vivo was becoming too expensive to build. The company therefore decided to discontinue that model and only manufacture the five-door Polo Vivo. This created an opportunity for a proper entry-level car.¹⁹

So, in 2014, the product committee at VWSA board level authorised a proposal to import two VW up! models – the VW Take up! and the VW Move up! (both three-door models) (see **Exhibit 3** for the models) – on the basis that doing so would have only a limited effect on five-door Polo Vivo sales.²⁰ (See **Exhibit 4** for the Polo Vivo Conceptline.) In effect, the two vehicles were quite different in terms of size, space and fuel consumption. Handley elaborated: “The VW up! is a modern city car designed for people who don’t need the space or performance of a Polo Vivo, who want something trendy and have slightly less to spend. They are also looking at low fuel consumption and running costs, as the VW up! has a much smaller and less powerful engine than the Polo Vivo. The Polo Vivo, on the other hand, is more spacious and more robust and specifically designed for harsh South African conditions, and therefore better suited to open-road driving and gravel roads.”²¹

Consequently, in 2015, VWSA introduced the VW up! to South Africa, priced at between R140 000 and R145 000 for a standard vehicle without added specifications. The VW up! therefore cost 7% (or R12 000) less than the five-door Polo Vivo. It was distributed through the dealer network, to company employees and the car rental market.

The VW up! competed with eight other cars in the entry-level category and six periphery competitors (cars with slightly higher capacity engines). (See **Exhibit 5**.) At the end of 2014, the market leaders – the Chevrolet Spark (25% market share), the Hyundai i10 (23%) and the Kia Picanto (14%) – had been in market for more than seven years. The Honda Brio had entered the market in 2012 and managed to obtain 7% market share.²²

VWSA’s business objective was to gain 8.6% market share in the entry-level sector within the first year of launch, but the conditions for the launch of the VW up! appeared less than ideal. Sales in its market category had declined by 35% in three years. The category was small, saturated and highly competitive and another newcomer was being launched at more or less the same time – the Suzuki Celerio^a. To achieve the 8.6% target, the VW up! would have to become the fourth-biggest seller in the category, after the Spark, Hyundai i10 and Picanto.²³

In addition, the VW up! was priced at about 10% more than three of its core competitors. The price was not negotiable because of its high build quality – something Harpur described as “thunk” (referring to the solid sound on closing a VW door).²⁴ Moreover, because of the 7% difference in price from that of the Polo Vivo, there had to be significant brand separation from the Polo Vivo to prevent a decline in Vivo sales.²⁵

Preparing for the Launch

There was a sense of excitement in the marketing department at the prospect of launching the VW up!, because VWSA had not launched a new car since 2010. VWSA scheduled the launch of the VW up! to run from 8 February 2015 to April 2015. Harpur and her team set the launch campaign objectives as follows: to create awareness of the new Volkswagen among a broad target audience; to increase brand sympathy via an emotive campaign; to highlight value for money in terms of the German engineering, quality features and precision build; to ensure significant brand separation from the Polo Vivo to avoid buy-down; and to inject interest into the Volkswagen brand.²⁶ In devising the campaign, Harpur and her colleagues worked with VWSA’s advertising agency of 37 years, Ogilvy & Mather Cape Town (O&M).

^a Suzuki Motor Corporation returned to South Africa in 2008 after an absence of four years. Suzuki already had its Alto in the entry-level category when it added the Celerio, priced at R109 900 up to R135 900. [Source: Wheels24 (2015), “Celerio in SA: New XL, city car arrives”, *Wheels24*, 21 January, available at: www.wheels24.co.za/NewModels/Celerio-in-SA-New-XL-city-car-arrives-20150121 (accessed 2 November 2016).]

At the outset, the team had to identify the unique selling propositions (USPs) of the VW up! (it defined these as simplified urban design^b, fit for city living, low fuel consumption and low maintenance costs); a proposed target audience; consumer psychographics; relevant technical specifications; and competitor sales and promotional spend. (See [Exhibit 6a](#), [Exhibit 6b](#) and [Exhibit 6c](#).)

Defining the Target Audience

To overcome the “interesting complication”, as Harpur called it, of preventing buy-down from the Vivo, the VW up! had to have an entirely new target audience.²⁷ Harpur believed the brand needed to appeal to two main audience groups: the existing city car audience (young people) and people who were looking to downsize.²⁸ As a result, in 2014, VWSA defined the overall target audience for the VW up! as being in the Living Standards Measure (LSM)^c segments 8–10, aged 18–49, and predominantly residing in Gauteng. Of those, 60% worked full time and 50% earned R20 000 per month. This equated to an audience of roughly 4.5 million people.²⁹

However, setting such a broad target market for the launch presented a challenge. O&M’s deputy managing director, Vicki Hey, explained: “When you are trying to position a brand that has a very broad target market, you need to be careful. If you have to do a campaign targeted at people who want to scale down, you are completely going to alienate the younger part of your target market. Historically, if you look at consumer behaviour, if you target something towards the younger audience, people would rather naturally skew down than they would skew up. So, we try to appeal to a younger state of mind, which would obviously really appeal to the younger end of the target market, but also appeal to that kind of personality of the older person.”³⁰

Consequently, the agency proposed dividing the target market into a primary and secondary audience. The primary audience would be young adults between the ages of 18 and 25 who were looking at buying a first car, probably with the financial support of their parents. The secondary audience would be those in the age group 25–35 years and would be likely to be working and looking to buy their first new car.³¹ O&M characterised the secondary audience as comprising affluent, urban young people. It was a market of “savvy” drivers who needed a car for quick and easy manoeuvring in the city.³²

Devising the Campaign

O&M believed that launching a new car warranted a big integrated campaign, so Hey involved a larger number of staff members than usual to analyse the market research that Harpur had provided.

Informed by the view that the VW up! would target a tech-savvy, impatient, cynical consumer who trusted peer-to-peer communication over sales talk, the team decided first off not to follow the route that competitors had taken of promoting their cars by equating “small” with “cool”. Instead, believing the target audience to be resistant to sales talk because of an overload or promotional information from other brands, O&M decided to tell the market exactly what the VW up! was all about: “a car that would get you from A to B – no more, no less.”³³ And so the idea was borne to position the VW up! on a foundation of honesty – “stripping out all the status triggers” that other car brands used, noted Harpur.³⁴

O&M then developed the campaign further, taking an alternative, humorous spin on the idea that a car is able to “take you places”. “This campaign is based off the insight that most other car advertising will sell you things that they can’t deliver – basically that this car is going to give you success, this car is going to get you the girl, or if you drive a BMW you are going to be successful,” explained Harpur. “We are saying it is actually the other way around: you will only get the car once you become successful, and the only person who can make you successful is yourself.”³⁵

^b Small did not feature in the top three USPs because it was not an aspirational attribute in the South African market, so for marketing purposes, Harpur used “urban” to indicate smart without being overt. [VWSA (2015), *up! Launch Communication Plan South Africa*, VWSA working document (accessed 3 October 2016).]

^c The South African Audience Research Foundation (SAARF) LSM marketing research tool divided the population into 10 LSM groups – 10 (highest) to 1 (lowest) – according to their living standards, using 13 criteria such as degree of urbanisation and ownership of cars and major appliances. [Source: SAARF (n.d.), “Living Standards Measure”, available at: www.saarf.co.za/lsm/lsm.asp (accessed 15 August 2016).]

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The O&M team also learned from the fact that to appeal to this tech-savvy market, Chevrolet Spark, the market leader at the time, was investing far more than any other brand in digital marketing (see **Exhibit 4**). Using digital media therefore became a priority in the campaign. In deciding how to put this into effect, the team drew on VWSA's insight that this market was also reluctant to go to a dealer showroom to test drive a vehicle. When the team started considering different digital activation ideas, someone suggested replacing the traditional test drive with taking an Uber^d ride in a VW up!. Thus, a taxi ride would become a very convenient, free test ride.

"It was one of those ideas that was so simple that we all just sat there looking at each other, and it felt so right," Hey recalled.³⁶ Excited about the idea of using Uber as the "route to market", Hey pitched it to Harpur and the team at VWSA, and they latched onto the idea immediately. It had the instant gratification attraction young people craved and, as Harpur put it, "a bit of a new shiny toy appeal" too, because Uber was still a relatively new service in 2014.³⁷

Following a detailed feasibility audit of Uber's marketing channels and a look at other Uber partnerships to gauge how they had performed, O&M approached Uber with the concept. Alon Lits, general manager of Uber's sub-Saharan African division, readily agreed to the collaboration, thus forming what Hey called "the perfect digital partnership".³⁸

The Campaign

The new vehicles went on sale at the dealerships a week or two prior to the launch and O&M used that period for a traditional media campaign, using television and press so that people could start hearing about and seeing the VW up!.

Thus, in February 2015, the agency released three television and five print advertisements that made fun of the major stereotypes related to buying cars. Using the positioning line: "The car that takes you places", the advertisements portrayed stories about people who had specific goals, such as getting ahead at work or starting a relationship, but who recognised that the VW up! was merely the vehicle they needed to physically get them to from one place to another – the rest was "up!" to them.³⁹ (See **Exhibit 7a**, **Exhibit 7b**, **Exhibit 7c** and **Exhibit 7d** for advertisements.)

Uber and up!

Following the initial marketing communication, the O&M team rolled out the UBERup! campaign, as it was called, as a means, said Hey, of "getting bums in seats".⁴⁰

The campaign took place in the week of 2–8 March 2015, and allowed people in Johannesburg, Durban, Cape Town and Pretoria to request a free ride of up to 20 kilometres or 20 minutes in the new VW up! by entering the code UBERUP on the Uber mobile application. (See **Exhibit 8a**, **Exhibit 8b** and **Exhibit 8c**.) Uber would then send a VW up! to the client, if one was available.

To create further demand, O&M engaged the services of 11 celebrities (termed "influencers") (see **Exhibit 9**) in three cities, who acted as chauffeurs in shifts alongside the UBERup! driver. The agency promoted those sessions on social media, highlighting the chance of a free Uber ride with a celebrity chauffeur, while the celebrities promoted the campaign on their own social platforms. Moreover, O&M involved 14 additional influencers such as Roxi Wardman, a South African MasterChef winner, and Danilo Acquisto, a television personality on SABC3's *Afternoon Express* and a radio presenter on Good Hope FM, by giving them a week's free usage of the car in turn for coverage on their social media platforms, such as Twitter and Facebook.

In that week, O&M coordinated a fleet of 20 Uber drivers with 20 VW branded VW up! vehicles in three cities. They operated in eight-hour shifts, between 13:00 and 21:00 from Monday to Thursday, and

^d Uber was a taxi service that connected passengers with willing drivers in the passenger's vicinity, using the Uber application and the global positioning system (GPS) via a smartphone. [Source: Hughes, M. (2014), "What is Uber and why is it threatening traditional taxi services?", *Makeuseof.com*, 4 July, available at: www.makeuseof.com/tag/uber-threatening-traditional-taxi-services/ (accessed 4 October 2016).]

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between 15:00 and 23:00 from Friday to Sunday. The 11 influencers took one-hour slots at a time during these periods. O&M briefed the Uber drivers as well as the celebrities about the VW up! to enable them to act as salespeople.⁴¹

At the time, Hey and her team were somewhat anxious about whether anyone would take up the offer. “It is like throwing a big party and you hope someone would arrive. On the one hand, what if nobody wants the Uber ride? And on the other hand, what if everybody wants an Uber ride and we have only a certain amount of cars?” she recalled.⁴² But in the end, the campaign was so successful that VWSA asked O&M to repeat it the following month, from 15 to 19 April 2015. The target audience participated enthusiastically over the two weeks – Uber received close to 15 500 UBERup! requests, which translated into 1 929 test drives, due to vehicle availability.⁴³

For O&M, which was used to being in total control of a campaign for its clients, partnering for the first time with a third party was challenging. Hey explained that it took a lot of hard work to get three big parties to agree how the campaign should play out and thereby ensure that all parties got the most out of the campaign.⁴⁴

Communication Mix for UBERup! O&M constructed what it called a “multi-pronged digital communication campaign” for UBERup!, in which it used a number of key media channels, among them radio, Facebook, Twitter, online banners, mobile banners, direct email and the campaign microsite (a supplement to the VWSA primary website). On the microsite, people could download the Uber application and get directions on how to use it. Other channels that the campaign used were the Uber newsroom, the product pages on www.vw.co.za, a campaign video (www.youtube.com/watch?v=5vPR5IhL9m8) and another interactive microsite (www.newvwup.co.za), which took customers on a tongue-in-cheek brand journey.⁴⁵ (See (See [Exhibits 10](#), [Exhibit 11a](#) and [Exhibit 11b](#).)

During the campaign, O&M and VWSA monitored social media interaction on VWSA’s channels (see [Exhibit 12](#)) and received real-time reports from Uber.⁴⁶

Post Launch Follow-up

To extend coverage about the VW up!, VWSA made use of other influencers in addition to those used in the UBERup! campaign.⁴⁷ For example, the company gave a car to Pearl Thusi, a television celebrity and a VW brand ambassador, to test drive so that she could talk about her experience of the car to her large following on social media.⁴⁸

To gain insight into the perceptions among the target market and explore the possibility of promoting the VW up! via the micro jobs-for-cash platform Money4Jam (see [Exhibit 13](#)), VWSA approached the company in May 2015 to conduct a small informal survey on its behalf. It involved about 50 people in the age group 25–64 years. The results revealed that 88% rated the car between 7 and 10 for “overall” impression and 90% liked the appearance of the car. However, in actually making a purchasing decision, 22% claimed “quality” was the most important criterion, followed by fuel efficiency and value at 20% each.⁴⁹ The car’s appearance was the least important consideration – something that surprised Harpur. “Initially, we thought the youth would be more image conscious than they actually are, but they are actually very interested in maintenance and running costs,” she noted.⁵⁰

For the remainder of 2015, Harpur and her team conducted ongoing promotions. Promotions from other companies also had a knock-on effect in terms of awareness for the VW up!. In August 2015, for example, Just Play sponsored two VW up! cars as prizes on its online competition website (www.justplay.co.za/), which resulted in 3 549 potential customers clicking through to VWSA’s website.⁵¹ Likewise, a Revlon competition called Styleup!, which ran from 1 September to 15 December 2015 and offered a Revlon-sponsored VW up! as the prize, managed to bring about R1.1 million worth of media coverage for the car.⁵²

Results of the Campaign

Overall, VWSA invested around R20 million in the VW up! launch campaign, of which just over R1 million went towards activating UBERup!.^{53,54} This was the biggest communication spend on cars in the entry-level category for 2015. However, Harpur was happy that VWSA's spend had paid off in terms of creating awareness of the car and positioning it firmly in its category.

The use of celebrity chauffeurs in the UBERup! campaign generated more than R3.7 million in social and traditional media "talkability".⁵⁵ According to O&M, this translated into a return of 20:1 on its total investment – almost seven times the industry average.⁵⁶ Neither O&M nor VWSA had access to Uber's private customer database since legislation protected this, so they were unable to calculate a conversion from test drive to sale.⁵⁷

Of the 98 363 e-mails that VWSA sent to alert existing customers of the UBERup! promotion, 18% were opened, and 3.7% and 2.7% became customers in March and April respectively. There was a total of 14 500 weekly visitors to the VW up! showroom on www.vw.co.za, and 4 114 visitors downloaded brochures from the site during the campaign period.⁵⁸

By O&M's calculations, the UBERup! campaign generated free media exposure worth over R3.7 million in the form of 4.1 million opportunities to see (OTS)^f, 1 979 mentions of VWSA on social media, and 78 Twitter posts by celebrity drivers to 245 000 followers collectively.^{59,60} (See [Exhibit 14](#) for more results.)

up! Market

In the first 11 months after the launch, VWSA sold more than 2 800 VW up! vehicles, translating into an 11.6% share of the category. This exceeded VWSA's 8.6% target and ensured that the car ranked fourth in the category by sales volume in the first quarter of 2015.⁶¹ (See [Exhibit 15](#) for perceived brand awareness.) The other newcomer, the Suzuki Celerio, managed to claim less than half the market share of the VW up!.)⁶²

However, six months later, actual sales numbers were lower than anticipated. Handley believed that this was partly because VWSA had misread the market and imported too few of the VW Move up!, the model with higher specifications. "We thought people would go for the cheaper car. But South Africans want a car that is a bit more robust, as we have long distances to travel. We found out this out through the sales, not through research," he said.⁶³

It became evident that a three-door product was not the most suitable product for the South African consumer, as it was perceived as not being practical enough, and that it was not versatile enough to handle more than short-distance, city driving.⁶⁴ Thus, despite considerable additional promotional efforts, sales numbers did not grow as VWSA expected. As Handley noted: "To determine sales success is not just the way you market it, it is the product itself. When you are on the showroom floor and you are looking at this product and that product, and this price and that price and this functionality and that functionality, the more practical one is going to win, nine times out of 10."⁶⁵

Moreover, most VW up! buyers did not come from the target market that had been defined at the outset. Handley elaborated: "Most people buying the VW up! are older people looking for a second or third car."⁶⁶

Introducing the Five-door Model

Thus, Handley started to consider importing the five-door model and about eight months after the launch, VWSA decided to test the market by introducing two special edition five-door VW up! models: the VW Colour up!, which was available in yellow and red, with colour-coded wheels and door mirrors (see

^e A state of being capable of being talked about, as in being interesting. [Source: English Dictionary (n.d.), "Talkability", available at: <http://englishdictionary.education/en/talkability> (accessed 25 October 2016).]

^f Opportunities to see: the number of times that a person is likely to see a particular advertisement, used as a measure in advertising. [Source: Financial Times Lexicon (n.d.), "Definition of opportunity to see", ft.com/lexicon, available at: lexicon.ft.com/Term?term=opportunities-to-see (accessed 25 November 2016).]

Exhibit 16a, **Exhibit 16b** and **Exhibit 16c**) and the VW Cross up!. The initial results were encouraging. Handley remarked that if there had been more cars in stock, VWSA could have sold more.⁶⁷

Based on the results of this test phase and market research, which indicated that a five-door VW up! would not cannibalise the Polo Vivo market, in May 2016 VWSA decided to discontinue the three-door models and to import two additional five-door models under the same names as the three-door models – Take up! and Move up!.

Conclusion

Introducing the VW up! to the market had been a learning experience for VWSA, since it had never before had a presence in the small car category. VWSA was satisfied with the sales numbers (see **Exhibit 17**) given the small size of the market category, the current economic conditions and the South African preference for space and the need for open-road driving. But Handley firmly believed that despite limited opportunity in the highly competitive entry-level category, there was a market for more than just 150 vehicle sales per month.

VW's research indicated that the company should target young, urban, first-time car buyers – either students (with help from their parents) or those entering their first job, or those that had just moved in with a partner or just got married – all aged between 20 and 30 years, in the LSM segment 8–10.⁶⁸ Of note was that the five-door VW up! had also become a contender for a different life stage, as it was convenient for families with young children due to its ease of access to the back seats (even though it would never be positioned as a family car).⁶⁹

For Harpur and her team, the challenge now was how to understand and connect the target market, and devise an effective communication strategy for the VW up!

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Exhibit 1 VWSA Passenger Model Category Share

NAAMSA categorised vehicles according to models: passenger cars, light commercial vehicles, medium commercial vehicles, heavy commercial vehicles, extra heavy commercial vehicles and buses, which were then sub-categorised using a classification system such as the number 'A00' for entry-level passenger cars and 'A0' for more robust passenger cars. The table below showed VWSA's passenger models in its different categories.

Category Share		Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	YTD
up!	A00 Hatch	7.6%	10.6%	6.9%	8.7%	9.7%	8.7%	7.9%	8.5%
Vivo Hatch	A0 Hatch	21.2%	17.5%	18.3%	18.3%	21.6%	21.1%	19.1%	19.6%
Vivo Sedan	A0 Sedan	34.1%	34.7%	33.2%	32.9%	28.4%	31.7%	33.7%	33.1%
Polo Hatch	A0 Hatch	17.8%	16.3%	17.8%	17.7%	18.0%	18.9%	14.1%	17.2%
Polo Sedan	A0 Sedan	9.0%	6.0%	5.9%	12.0%	16.1%	15.4%	12.1%	10.2%
Golf Cab	A Cabrio	9.7%	5.1%	2.4%	6.0%	4.2%	7.0%	0.0%	5.0%
Golf 6 + 7	A Hatch	23.5%	22.4%	19.3%	20.1%	22.6%	17.6%	24.3%	21.4%
Golf Sportsvan	A Hatch	1.9%	1.6%	1.4%	1.1%	1.1%	1.3%	2.9%	1.6%
Jetta	A Sedan	7.7%	10.3%	10.0%	11.8%	9.1%	11.1%	6.4%	9.5%
Scirocco	A Coupe	11.4%	5.0%	6.4%	5.7%	6.6%	7.3%	11.8%	7.4%
Passat	B Sedan	2.2%	1.5%	2.5%	2.5%	2.2%	1.8%	2.7%	2.2%
CC	B Sedan	0.8%	0.2%	0.5%	0.8%	0.3%	0.3%	0.3%	0.4%
Beetle	A Coupe	9.7%	4.5%	4.5%	6.3%	5.9%	4.1%	12.9%	6.4%
Touran	A MPV	42.4%	14.3%	0.0%	0.0%	4.8%	0.0%	0.0%	14.4%
Tiguan	A SUV	6.5%	4.9%	7.0%	5.7%	6.0%	7.2%	4.6%	6.0%
Touareg	C SUV	4.2%	5.2%	1.6%	3.5%	3.6%	4.4%	2.9%	3.7%

Source: Courtesy of Saajid Hoosen, VWSA Volume Planning, 22 August 2016.

Volkswagen South Africa: VW up! Marketing

Exhibit 2 South African Automotive Market Share at July 2016

2016	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	FY	Month	YTD
Toyota Group	10731	8467	8393	8566	9378	9270	10112						64917	22,5%	20,5%
Toyota Group: Hino	157	276	347	225	264	287	112						1668	0,2%	0,5%
Volkswagen Group	8714	7595	7257	6262	6678	7170	6814						50490	15,2%	15,9%
VW Group: Scania	61	203	143	165	182	238	202						1194	0,4%	0,4%
VW Group: Man	76	136	162	84	136	147	175						916	0,4%	0,3%
VW Group: Porsche	164	144	103	125	101	84	99						820	0,2%	0,3%
Ford Motor Co	6523	6702	6804	5472	5731	5304	6002						42538	13,4%	13,4%
Hyundai/ Kia	3918	4941	4720	3947	4127	3975	4471						30099	10,0%	9,5%
GMSA	3437	3939	3342	3181	3287	3665	3499						24350	7,8%	7,7%
Merc Group	2442	2407	2265	2400	2180	2574	2590						16858	5,8%	5,3%
Merc Group: Freightliner	153	184	236	66	195	160	155						1149	0,3%	0,4%
Nissan Group	3548	3817	4123	2229	2827	3319	3303						23166	7,4%	7,3%
BMW	1756	2470	2409	1512	1739	2395	1339						13620	3,0%	4,3%
Renault	1399	1280	1598	1381	1451	1476	1295						9880	2,9%	3,1%
Honda	818	1000	839	605	502	570	510						4844	1,1%	1,5%
Market	48514	48163	47516	40371	42914	44933	44883						317294		

Source: Courtesy of Saajid Hoosen, VWSA Volume Planning, 22 August 2016.

Exhibit 3 Polo and Polo Vivo Examples

Polo Hatch Trendline



Polo Vivo Hatch Conceptline



Source: Courtesy of Bridget Harpur, VWSA, 3 November 2016.

Exhibit 4 The Volkswagen Three-door up!



Source: Autotrader (n.d.), “2016 Volkswagen up! Move up! 3-door 1.0”, *Autotrader.co.za*, available at: www.autotrader.co.za/research/new-models/volkswagen/up!/142401-volkswagen_up!_move-up!-3-door-1.0 (accessed 28 November 2016).

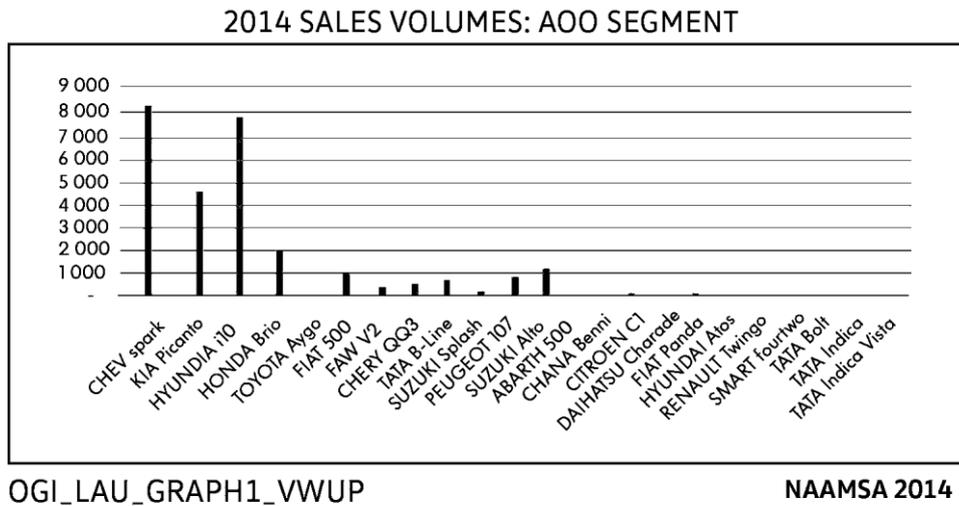
Exhibit 5 Competitor Vehicles in the A00 Category – 2014



Source: Courtesy of VWSA and Ogilvy & Mather Cape Town, 30 August 2016.

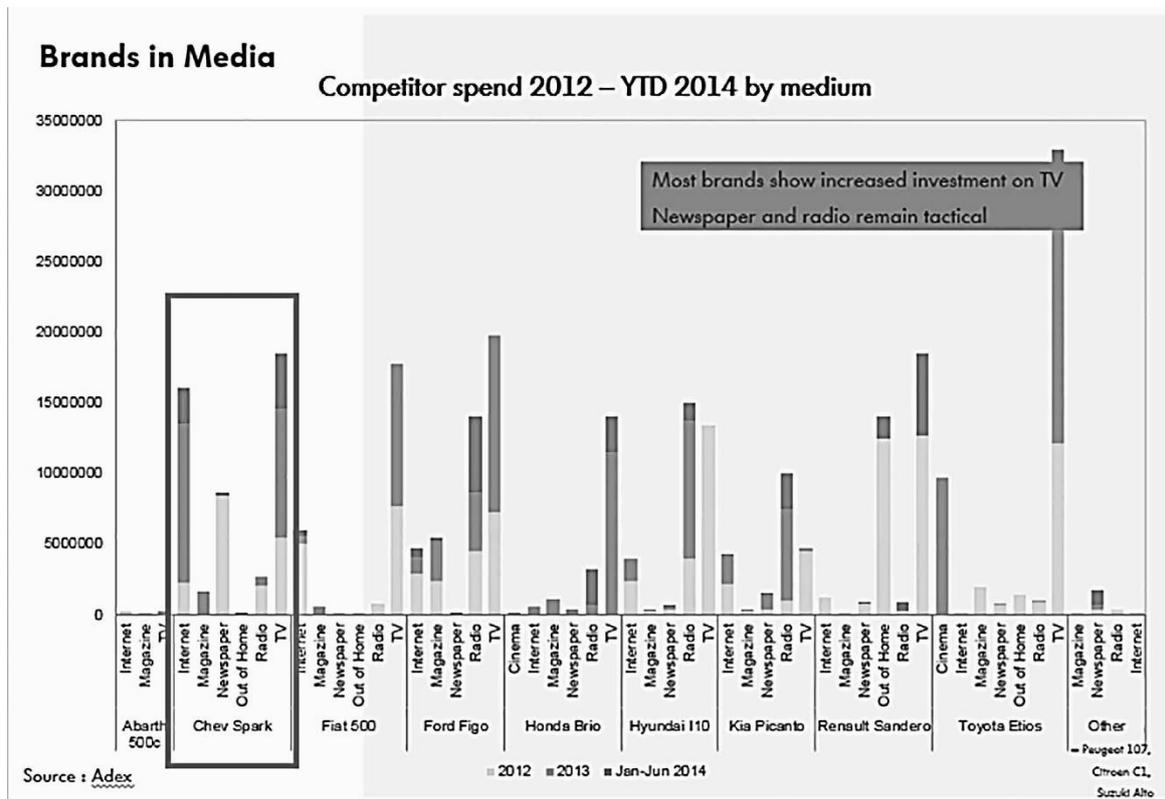
Volkswagen South Africa: VW up! Marketing

Exhibit 6a Sales Volumes: A00 Category (2014)



Source: Ogilvy & Mather CT (2016), Apex Awards 2016: Launch Category, Entry Document for the up! Campaign.

Exhibit 6b Entry-level Category Competitor Spend 2012–2014



Source: Ogilvy & Mather CT (2016), Apex Awards 2016: Launch Category, Entry Document for the up! Campaign.

Exhibit 6c Target Market: Consumer Psychographics (LSM 8–10)

Top 15 agree statements for cars

- I like driving.
- My car should be equipped with all possible safety features.
- Comfort is the most important thing in a car.
- When buying, I want a unique/different product/model.
- My car should express my personality.
- I like a car that stands out.
- The car is essential for me to make the most of my leisure.
- I don't compromise between functions and design, rather want it all.
- My car should catch people's attention.
- I would choose a car mainly on the basis of its looks.
- I like innovative cars.
- I'm possessive about my car.
- I do small repair jobs on my car.
- People often ask my advice when it comes to automobiles.
- You can judge a person by the car they drive.

What is important to the LSM 8–10, ages 18–25

- I believe nothing in life is free.
- It is important to be well informed about things.
- I like to try out new food products.
- When deciding on a fast-food/quick-service restaurant or outlet to visit, I prefer those that offer quality food.
- If there is something I want, I save up for it.
- I want to get to the very top in my career.
- You should seize opportunities in life when they arise.
- It is important to continue to learn new things throughout your life.
- It is important to me to look well dressed.
- I know that I will be a success.

What is important to the LSM 8–10, ages 25–49

- My home is a place to express myself.
- My home is a comforting place full of memories.
- When deciding on a fast-food/quick-service restaurant or outlet to visit, I prefer those that offer quality food.
- My home is a family place and the heart is in the kitchen.
- I want to get to the very top in my career.
- It is important for me to include lots of vegetables, fruit and salad in my diet.
- I like to try out new food products.
- I have a keen sense of adventure.
- Being seen as an individual is important to me.
- I really feel as if the problems experienced by the organization I work for are my own.

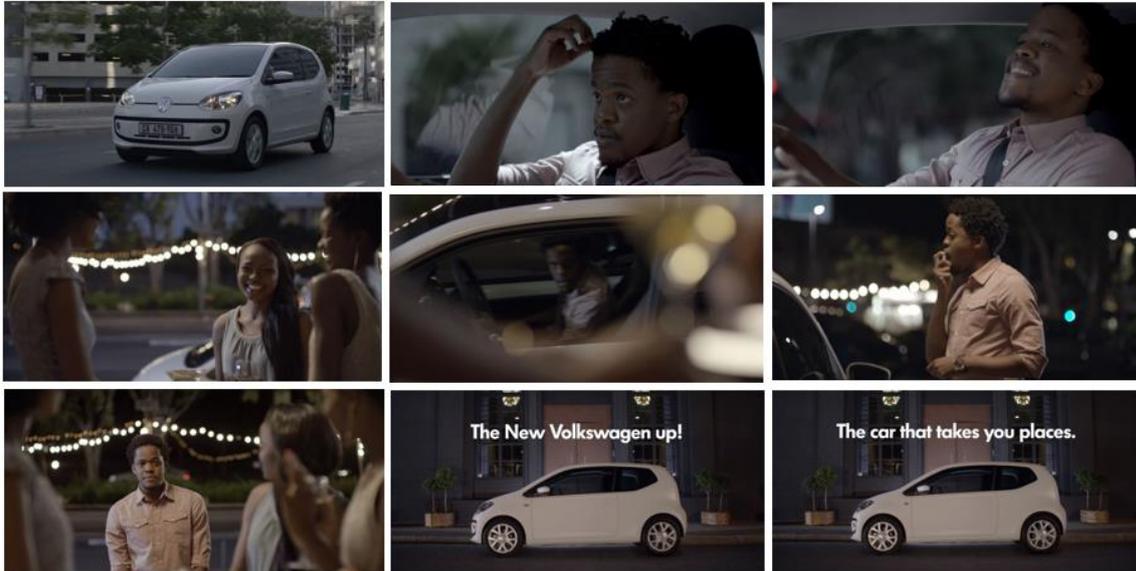
Source: VWSA/Ogilvy & Mather CT (2014), *up! Launch Communication Plan, South Africa 2015*.

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Exhibit 7a Pre-launch Television Advertisements

The New Volkswagen up! – How to Find Love

Storyboard:



Watch the ad:

www.youtube.com/watch?v=nhUOcoS4aQw&list=PLtF1SnI9iDCHKPM37kz9mKH3pawYYkWpY&index=1

Exhibit 7b The New Volkswagen up! – How to be Successful

Storyboard:



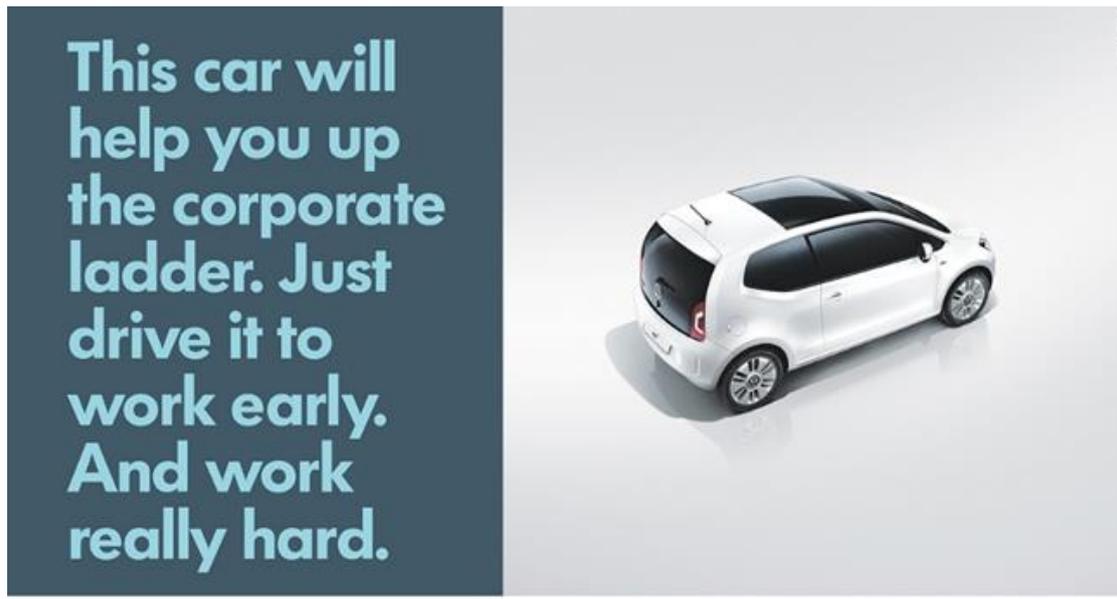
Watch the ad:

www.youtube.com/watch?v=pIN5Z4-Y9Es

Source: Courtesy of Vicki Hey, Ogilvy & Mather Cape Town, and Bridget Harpur, VWSA.

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Exhibit 7c Example of a Pre-launch Print Advertisement for the VW up!



This car will help you up the corporate ladder. Just drive it to work early. And work really hard.

The stylish design of the New Volkswagen up! is likely to impress your colleagues. For starters it's incredibly reliable, so gone are the days of calling into work late because your car won't start. Or you had to take it to the mechanic. And if they do manage to get a glimpse of it, they'll be well impressed by the beautiful dashboard and spacious interior that can lift at least three of them out to lunch. Visit newvwup.co.za to find out more.

Visit our Dealer Day on the 14th of February at your nearest Volkswagen Dealership.

The New Volkswagen up! The car that takes you places.

Model range includes Take up! 5-door and Move up! 5-door.



Das Auto.

Source: Courtesy of Vicki Hey, Ogilvy & Mather Cape Town, and Bridget Harpur, VWSA, 13 September 2016.

Exhibit 7d Example of a Pre-launch Print Advertisement for the VW up!



This car can help you impress your girlfriend's parents. Drive it to their house and be polite to her mom and dad.

If you crack the nod to join them for dinner you may want to throw into the conversation that your New Volkswagen up! has a very high safety rating, 5-star Euro NCAP, to be exact. So they can rest assured that despite its dashing design credentials there is no safer car in its class. However if you do decide to mention this, make sure you're not talking with your mouth full. Visit newvwup.co.za to find out more.

The New Volkswagen up! The car that takes you places.



Das Auto.

Source: Courtesy of Vicki Hey, Ogilvy & Mather Cape Town, and Bridget Harpur, VWSA, 13 September 2016.

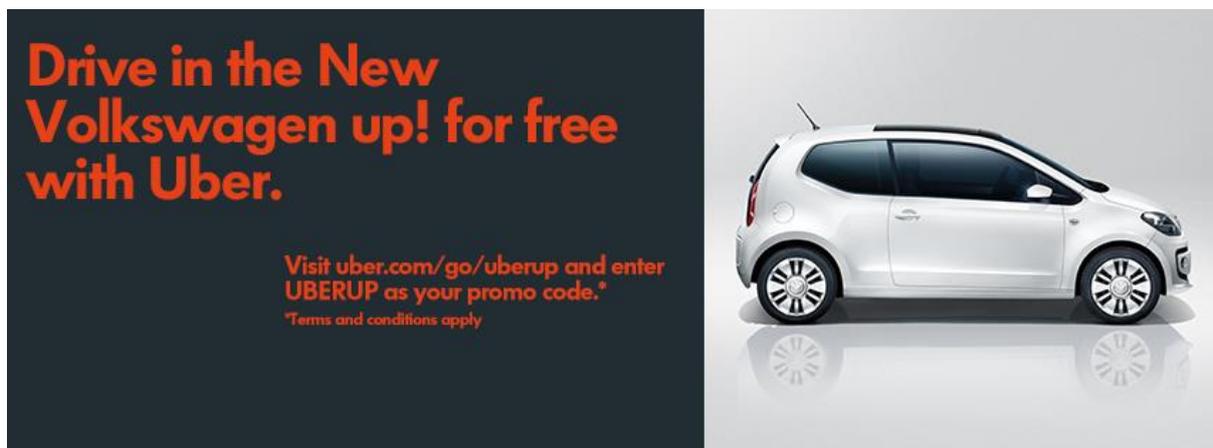
Volkswagen South Africa: VW up! Marketing

Exhibit 8a Uber Website: How to Participate in UBERup!



Source: Uber (2015), "UBERup!", available at: <https://newsroom.uber.com/south-africa/uberup/> (accessed 4 October 2016).

Exhibit 8b Sponsored Banner Advertisement



Source: Courtesy of Vicki Hey, Ogilvy & Mather Cape Town, and Bridget Harpur, VWSA, 13 September 2016.

Home > The Times > Article >

Uber wants to Up its profile

TJ Strydom | 06 March, 2015 01:16



The ride is free. And the test drive is done as a passenger. File photo
Image by: Da qing / Imaginechina

"We are definitely not an advertising platform," said Alon Lits, Uber Johannesburg's general manager.

But when the odd "mutually beneficial" promotion comes along, the

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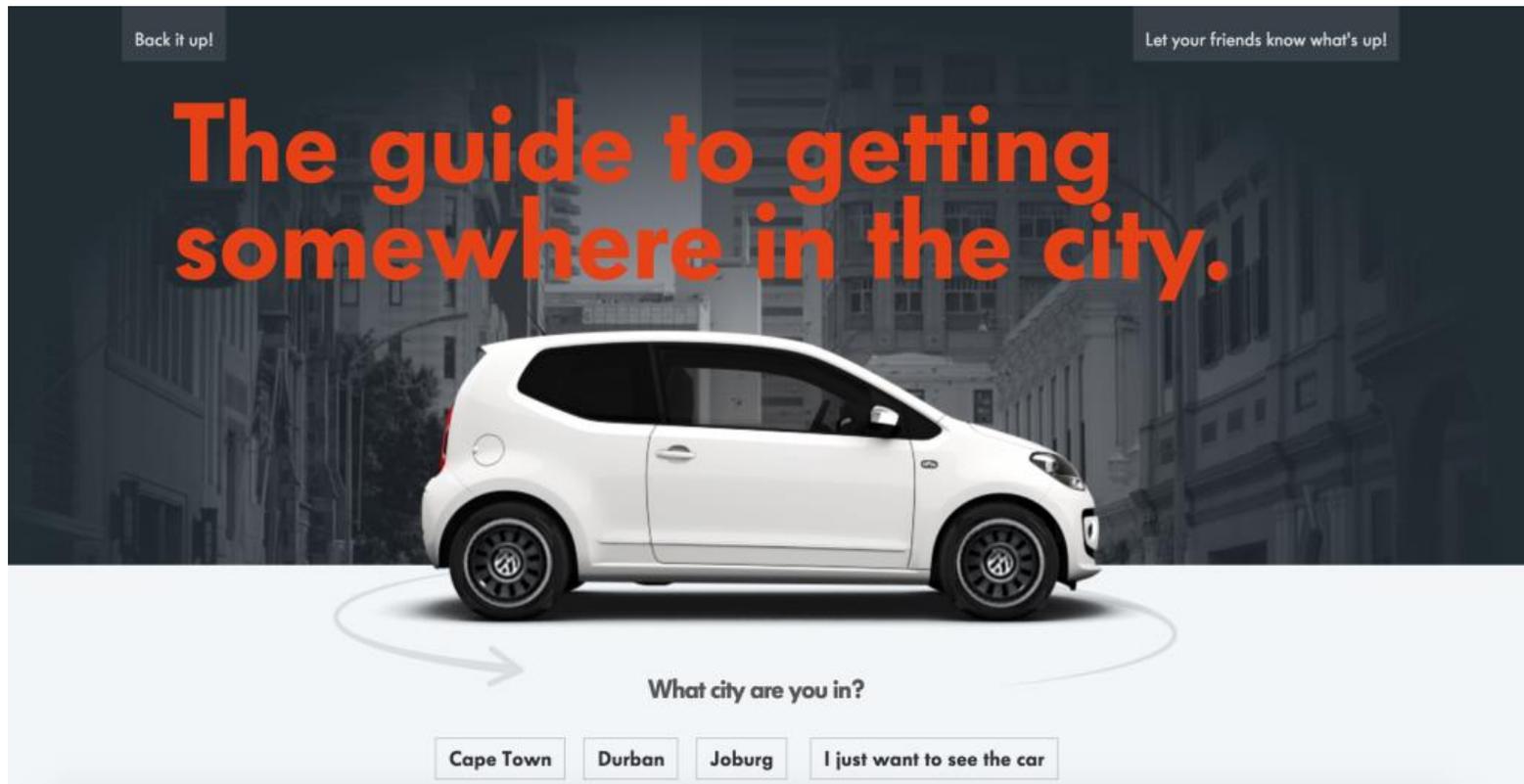
Source: Strydom, T.J. (2015), "Uber wants to up its profile", *TimesLive*, 6 March, available at: www.timeslive.co.za/thetimes/2015/03/06/uber-wants-to-up-its-profile (accessed 10 October 2016).

Volkswagen South Africa: VW up! Marketing

Exhibit 9 SA Celebrities/Influencers who Participated in the UBERup! Activation

	<p>Deon Govender</p> <p>East Coast Radio presenter, motivational speaker</p>		<p>Roxy Louw</p> <p>Model and motivational speaker</p>
	<p>AJ Venter</p> <p>Retired Sharks rugby player</p>		<p>Lalla Hirayama</p> <p>Actress/model, TV presenter on V-Entertainment (DStv's Vuzu channel), Presenter on <i>LALLALAND</i> (M-Net Movies channel)</p>
	<p>Jono Rich</p> <p>Musician in the alternative rock band, Gangs of Ballet</p>		<p>Roxy Burger</p> <p>TV presenter (<i>Top Billing</i> and <i>Strictly Come Dancing SA</i> on SABC3), actress</p>
	<p>Toya Delazy</p> <p>R&B/pop artist, singer, pianist, dancer performing in London, Ireland and Africa</p>		<p>Jonathan Boynton-Lee</p> <p>TV presenter (<i>Top Billing</i> on SABC3)</p>
	<p>Anne Hirsch</p> <p>Comedian, presenter of talk show, <i>The Anne Hirsch Show</i> (YouTube), co-host on <i>The Great South African Bake Off</i> on BBC Lifestyle</p>		<p>Sureshnie Rider</p> <p>5FM radio presenter and news reader (5FM is known for its music, DJs and events), MC</p>
	<p>Suzelle DIY</p> <p>Comedian/actress, eccentric local Internet persona on YouTube</p>		

Source: Ogilvy & Mather CT (2015), *PRISM Awards 2016: Entry Document for the UBERup! Campaign, Category: Mobile Media.*



Interact:
www.newvwup.co.za

Source: VWSA (2015), "The guide to getting somewhere in the city", available at: <http://newvwup.co.za/> (accessed 11 October 2016).

Volkswagen South Africa: VW up! Marketing

Exhibit 11a Selection of Tweets on Twitter Posted by the Celebrities



Source: Courtesy of Vicki Hey, Ogilvy & Mather Cape Town, and Bridget Harpur, VWSA, 13 September 2016.

Volkswagen South Africa: VW up! Marketing

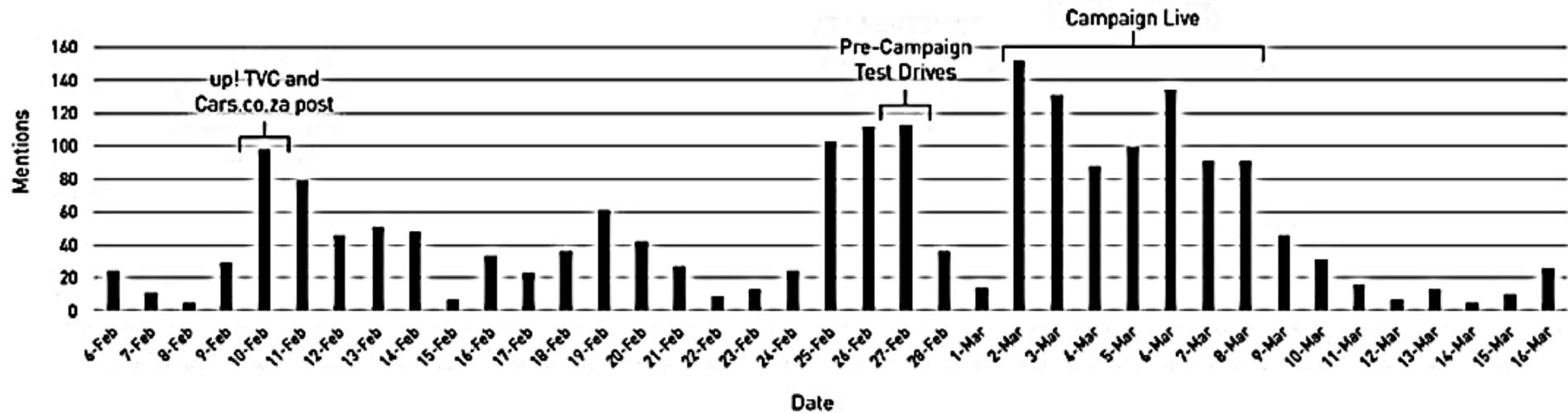
Exhibit 11b Selection of Tweets Posted by Customers on Twitter



Source: Ogilvy & Mather CT (2015), *PRISM Awards 2016: Entry Document for the UBERup! Campaign*, Category: Mobile Media.

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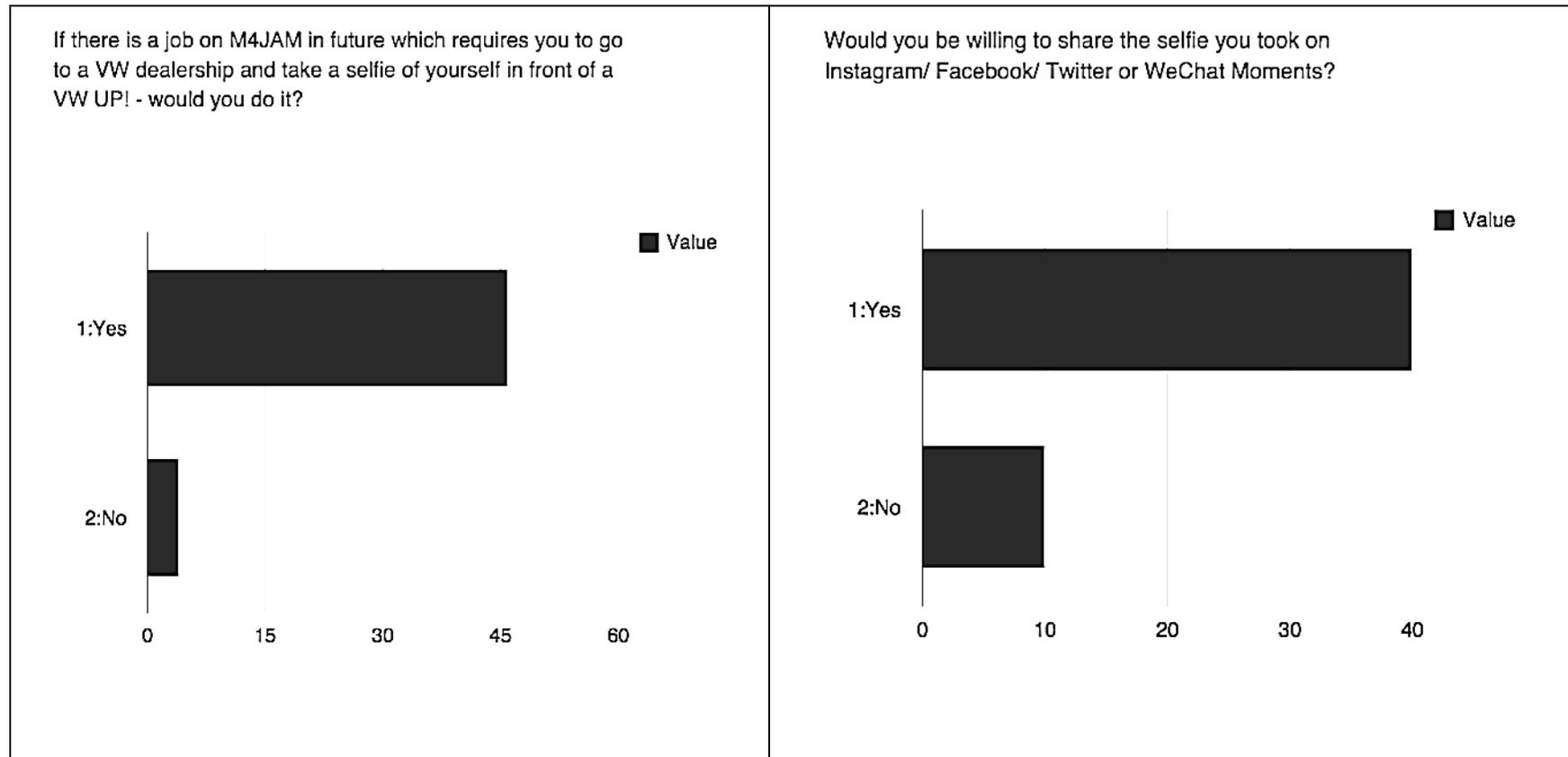
Exhibit 12 VWSA Facebook Activity During the Campaign



On 10 February, cars.co.za posted a poll on Facebook which referenced the new VW up! and received numerous comments. The spikes on 27 February 2015 (113 mentions) and on 2 March 2015 (149 mentions) were due to influencers posting.

Source: Ogilvy & Mather CT (2015), *PRISM Awards 2016: Entry Document for the UBERup! Campaign*, Category: Mobile Media.

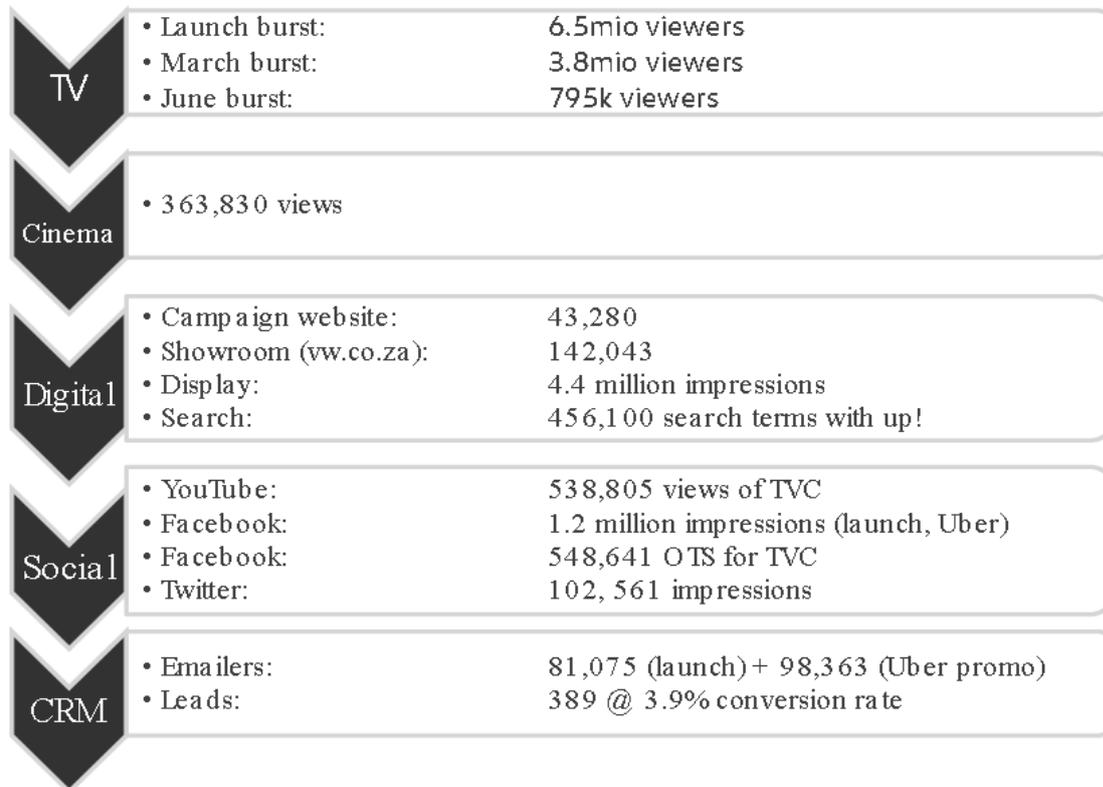
Exhibit 13 Selection of Questions in the Money4Jam VW up! Survey



Source: Money4Jam (2015), VW Survey Campaign. Survey conducted by Money4Jam, May.

Volkswagen South Africa: VW up! Marketing

Exhibit 14 Communication Results of the VW up! Campaign

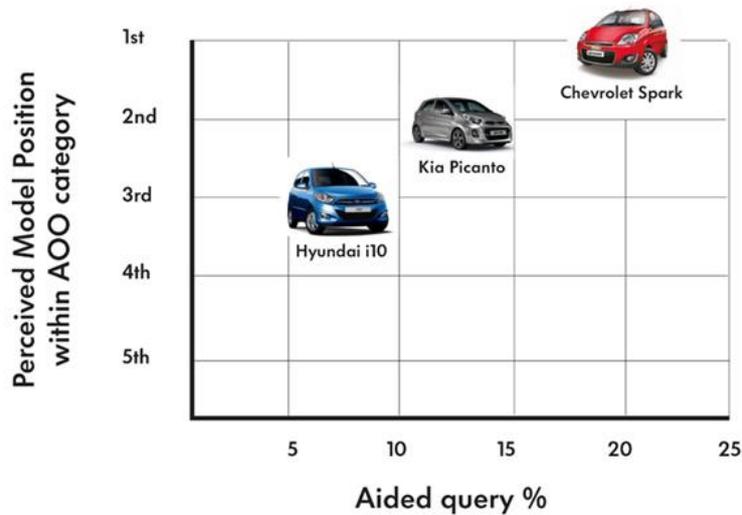


Source: VWSA (2015), *up! Launch Communication Plan South Africa 2015*.

Exhibit 15 Entry-level Model Awareness: Q1 2015 vs Q3 2015

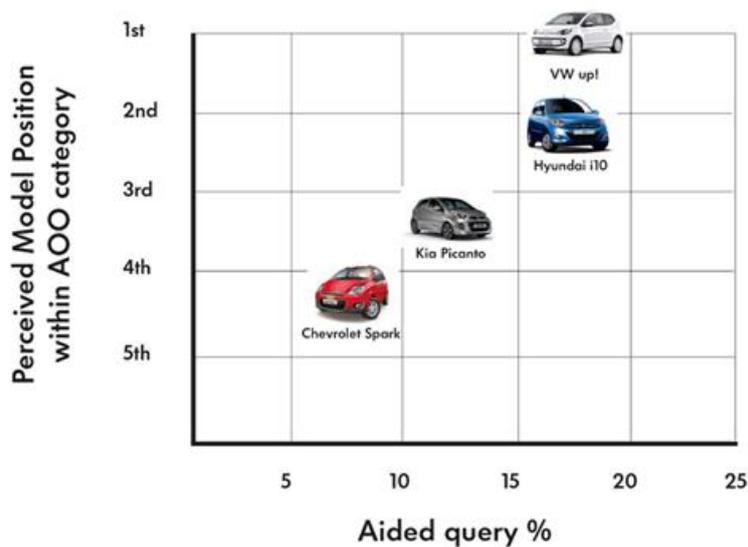
Prior to the launch of the VW up!, VWSA's globally mandated *Brand and Marketing Management Report for South Africa* placed the Chevrolet Spark at the top of awareness in the A00 category with 18%, followed by the Kia Picanto (14%) and Hyundai Grand i10 (6%).

Top 5 Most Perceived Models Last 3 months: Q1 2015



Post launch, as at Q2 2015, the VW up! escalated into the position of second-most perceived brand in the category, at 12%, and by Q3 2015 had surpassed all competitors in its category.

Top 5 Most Perceived Models Last 3 months: Q3 2015



Source: Ogilvy & Mather CT (2016), *Apex Awards 2016: Launch Category, Entry Document for the up! Campaign*.

Volkswagen South Africa: VW up! Marketing

Exhibit 16a The New VW Five-door up!



Source: Courtesy of Bridget Hey, VWSA, 28 September 2016.

Volkswagen South Africa: VW up! Marketing

Exhibit 16b VW Five-door up! Range

			
<p>VW take up! From R164,700</p> <ul style="list-style-type: none"> • 1.0-litre three-cylinder petrol engine • Fuel consumption – 4.6ℓ/100km* • Air-conditioning • Power-steering • Radio “Composition”*: 3.1-inch monochrome display, radio/CD, SD card & AUX-in 	<p>VW move up! From R178,300</p> <ul style="list-style-type: none"> • 1.0-litre three-cylinder petrol engine • Fuel consumption – 4.6ℓ/100km* • Air-conditioning • Power-steering • Radio” Composition Phone”*: 5-inch colour display, radio, SD card, AUX-in, Bluetooth connectivity and USB-interface 	<p>VW cross up! From R194,700</p> <ul style="list-style-type: none"> • 1.0-litre three-cylinder petrol engine • Fuel consumption – 4.7ℓ/100km* • Air-conditioning • Power steering • Radio” Composition Phone”*: 5-inch colour display, radio, SD card, AUX-in, Bluetooth connectivity and USB-interface 	<p>VW up! beats From R194,700</p> <ul style="list-style-type: none"> • 1.0-litre three-cylinder petrol engine • Fuel consumption – 4.6ℓ/100km* • Air-conditioning • Power steering • Radio” Composition Phone”*: 5-inch colour display, radio, SD card, AUX-in, Bluetooth connectivity and USB-interface • Smartphone integration: navigation, multi-function display & media control

* Fuel consumption varied based on individual driving style, vehicle loading, climatic and traffic conditions

Exhibit 16c Five-door Polo Vivo Entry Hatchback Models

			
<p>Conceptline From R170,300</p> <ul style="list-style-type: none"> • 1.4-litre engine • Fuel consumption – 6.2ℓ/100km* • Driver and passenger airbags • Air-conditioning • Power steering • Radio preparation 	<p>Xpress From R174,150</p> <ul style="list-style-type: none"> • 1.4 litre engine • Fuel consumption – 6.2ℓ/100km* • Driver and passenger airbags • Air-conditioning • Power steering • Radio preparation 	<p>Blueline From R176,400</p> <ul style="list-style-type: none"> • 1.4-litre engine • Fuel consumption – 5.8ℓ/100km* • Driver and passenger airbags • Air-conditioning • Power steering • Radio preparation 	<p>Trendline From R179,500</p> <ul style="list-style-type: none"> • 1.4 and 1.6-litre engine • Fuel consumption – 6.2ℓ/100km* • Driver and passenger airbags • Air-conditioning • Power steering • Radio, CD, SD-card, USB, Bluetooth, 4 Speakers

* Fuel consumption varied based on individual driving style, vehicle loading, climatic and traffic conditions

Source: VWSA (n.d.), “Polo Vivo Hatch Range”, available at: www.vw.co.za/en/models/polo-vivo/trimlevel-overview.html (accessed 7 November 2016).

Volkswagen South Africa: VW up! Marketing

Exhibit 17 Market Share of the VW up! as at July 2016

Category share		Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	YTD
up!	A00 Hatch	7.6%	10.6%	6.9%	8.7%	9.7%	8.7%	7.9%	8.5%
Vivo Hatch	A0 Hatch	21.2%	17.5%	18.3%	18.3%	21.6%	21.1%	19.1%	19.6%
Vivo Sedan	A0 Sedan	34.1%	34.7%	33.2%	32.9%	28.4%	31.7%	33.7%	33.1%
Polo Hatch	A0 Hatch	17.8%	16.3%	17.8%	17.7%	18.0%	18.9%	14.1%	17.2%
Polo Sedan	A0 Sedan	9.0%	6.0%	5.9%	12.0%	16.1%	15.4%	12.1%	10.2%

Source: Courtesy of Saajid Hoosen, VWSA Volume Planning, 22 August 2016.

- ¹ Lamprecht, N. (2016), “*South Africa Automotive Export Manual 2016*”, AIEC, available at: www.aiec.co.za/Reports/AutomotiveExportManual.pdf (accessed 8 August 2016).
- ² Ibid.
- ³ Townsend, S. (2016), E-mail correspondence with Saajid Hoosen, 22 August 2016.
- ⁴ Townsend, S. (2016), Interview with Mark Handley, 18 August, Sandton.
- ⁵ NAAMSA (2016), “Comment on the July 2016 new vehicle statistics”, available at: www.abrbuzz.co.za/abr-buzz-archive/3056-naamsa-comment-on-the-july-2016-south-african-new-vehicle-sales-statistics (accessed 9 November 2016).
- ⁶ Pereu, M. (2016), “What 10 million South Africans struggling with debt should know”, *Rand Daily Mail*, 12 March, available at: www.rdm.co.za/business/2016/03/08/what-10-million-south-africans-struggling-with-debt-should-know (accessed 1 November 2016).
- ⁷ Automotive Business Review (2016), “Naamsa comment on the August, 2016 South African new vehicle sales statistics”, *ABR Buzz News*, date unknown, available at: www.abrbuzz.co.za/abr-buzz-archive/3172-naamsa-comment-on-the-august-2016-south-african-new-vehicle-sales-statistics (accessed 1 November 2016).
- ⁸ Staff writer (2016), “On South Africa’s economy: worse is coming says economist”, *BusinessTech*, 22 March, available at: <http://businesstech.co.za/news/business/117638/on-south-africas-economy-worse-is-coming-says-economist/> (accessed 3 October 2016).
- ⁹ Lamprecht, N. (2016), op. cit.
- ¹⁰ VWSA (n.d.), “Volkswagen Group”, available at: www.vw.co.za/en/volkswagen-world/volkswagen-group.html (accessed 9 August 2016).
- ¹¹ Volkswagen Group (n.d.), “The Group”, available at: www.volkswagenag.com/content/vwcorp/content/en/the_group.html (accessed 9 August 2016).
- ¹² Volkswagen Group (2015), “Annual Report 2015”, available at: <http://annualreport2015.volkswagenag.com/group-management-report/sustainable-value-enhancement/sales-and-marketing.html> (accessed 12 September 2016).
- ¹³ VWSA (n.d.), “About the Company”, available at: www.vw.co.za/en/volkswagen-groupsouthafrica/about.html (accessed 9 August 2016).
- ¹⁴ Cokayne, R. (2016), “Strikes risk car industry’s reputation, says VWSA”, *IOL*, 19 May, available at: www.iol.co.za/business/companies/strikes-risk-car-industrys-reputation-says-vwsa-2023392 (accessed 9 August 2016).
- ¹⁵ VWSA (n.d.), “Proud History”, available at: www.vw.co.za/en/volkswagen-groupsouthafrica/about/history-and-milestones-test.html (accessed 9 August 2016).
- ¹⁶ Townsend, S. (2016), Interview with Mark Handley, 18 August, Sandton.
- ¹⁷ Ibid.
- ¹⁸ McNabb, M. (2016), “2017 Volkswagen up!”, *Topspeed.com*, 3 April, available at: www.topspeed.com/cars/volkswagen/2017-volkswagen-up-ar172671.html (accessed 20 September 2016).
- ¹⁹ Townsend, S. (2016), Interview with Mark Handley, 18 August, Sandton.
- ²⁰ Ibid.
- ²¹ Townsend, S. (2016), E-mail correspondence with Mark Handley, 4 October.
- ²² Ogilvy & Mather CT (2016), *Apex Awards 2016: Launch Category, entry document for the up! campaign*.
- ²³ Ibid.
- ²⁴ Townsend, S. (2016), Interview with Bridget Harpur, 28 July, Sandton.
- ²⁵ VWSA (2015), *up! Launch Communication Plan South Africa 2015*.
- ²⁶ Ibid.
- ²⁷ Townsend, S. (2016), Interview with Bridget Harpur, 28 July, Sandton.
- ²⁸ Ibid.
- ²⁹ Ogilvy & Mather CT (2016), op. cit.
- ³⁰ Townsend, S. (2016), Skype interview with Vicki Hey, 29 August.
- ³¹ Ogilvy & Mather CT (2016), op. cit.
- ³² Ogilvy & Mather CT (2015), *PRISM Awards 2016: Entry Document for the UBERup! Campaign, Category: Mobile Media*.
- ³³ Ogilvy & Mather CT (2016), op. cit.
- ³⁴ Townsend, S. (2016), Interview with Bridget Harpur, 28 July, Sandton.
- ³⁵ Ibid.
- ³⁶ Townsend, S. (2016), Skype interview with Vicki Hey, 29 August.
- ³⁷ Townsend, S. (2016), Interview with Bridget Harpur, 28 July, Sandton.
- ³⁸ Townsend, S. (2016), Skype interview with Vicki Hey, 29 August.
- ³⁹ Ogilvy & Mather CT (2016), op. cit.
- ⁴⁰ Townsend, S. (2016), Skype interview with Vicki Hey, 29 August.

⁴¹ Ibid.

⁴² Ibid.

⁴³ Ogilvy & Mather CT (2016), op. cit.

⁴⁴ Townsend, S. (2016), Skype interview with Vicki Hey, 29 August.

⁴⁵ Ogilvy & Mather CT (2016), op. cit.

⁴⁶ Townsend, S. (2016), Skype interview with Vicki Hey, 29 August.

⁴⁷ Ibid.

⁴⁸ Ibid.

⁴⁹ Money4Jam (2015), VW Survey Campaign, survey conducted by *Money4Jam*, May.

⁵⁰ Townsend, S. (2016), Interview with Bridget Harpur, 28 July, Sandton.

⁵¹ Ogilvy & Mather SA and VWSA (2015), *up! Launch Communication Plan, South Africa 2015*.

⁵² VWSA (2015), op. cit.

⁵³ Townsend, S. (2016), E-mail correspondence with Bridget Harpur, 11 October 2016.

⁵⁴ Ogilvy & Mather CT (2016), op. cit.

⁵⁵ Ibid.

⁵⁶ Ibid.

⁵⁷ VWSA (2015), op. cit.

⁵⁸ Ibid.

⁵⁹ Ogilvy & Mather CT (2016), op. cit.

⁶⁰ VWSA (2015), op. cit.

⁶¹ Ogilvy & Mather CT (2016), op. cit.

⁶² Ibid.

⁶³ Townsend, S. (2016), Interview with Mark Handley, 18 August, Sandton.

⁶⁴ Ibid.

⁶⁵ Ibid.

⁶⁶ Ibid.

⁶⁷ Ibid.

⁶⁸ VWSA (2016), *New VW up! Car Clinic*. Research on the five-door up! and Polo Vivo, 25 January.

⁶⁹ Ibid.