

BRAND LOYALTY: ARE BLACK URBAN AREA CONSUMERS' MORE LOYAL?

M.C. Cant*, M. Gopaul**, L.L. Manley***

Abstract

Black urban area consumers' are a major economic force in the South African economy and represent a considerable portion of the economic and social setting of South Africa (Hummel, M, In: McCann World group, 2008). However this segment has long been neglected by marketers due to the segregation that was experienced within the country pre-1994. Prior to independence, black urban area communities were mostly catered for by 'spaza' shops, or informal retailers run from inside a home that presented residents with a limited variety of products. Residents in traditional black urban areas mostly purchased at these retailers due to financial constraints and limited accessibility to other larger retail outlets as well as due to security fears, and in so doing formed a loyalty towards brands offered by spaza shops. Post-1994 however has seen a dramatic increase in black urban area income, enhanced public transportation and greater retail development within these areas, which has allowed for many residents to become more exposed to alternative brands. The primary aim of this study therefore was to examine the degree of brand loyalty consumers' of black urban areas of Tshwane, South Africa hold today in relation to retail brands. In order to satisfy the research objective of the study, a self-administered location based survey was distributed to the residents of Shoshanguve, Mamelodi and Atteridgeville; black urban areas within the Tshwane region of South Africa.

Keywords: Brands, Brand Loyalty, Black Urban Areas, Tshwane, South Africa

**Department of Marketing and Retail Management, University of South Africa. Pretoria.*

Tel: +27-12 429 4456

Email: cantmc@unisa.ac.za

***Department of Marketing and Retail Management, University of South Africa. Pretoria.*

Tel: +27-12 429 8689

Email: gopaum@unisa.ac.za

****Department of Marketing and Retail Management, University of South Africa. Pretoria.*

Tel: +27-12 429 2643

Email: manlell@unisa.ac.za

1. Introduction

South Africa has a number of townships which has a large concentration of black consumers, and these are also referred to as black urban areas and represent a large portion of the economic and social landscape of South Africa (Hummel, M. In: McCann World Group, 2008), which generates approximately R308 billion in consumer spend annually (41% of total consumer spend in South Africa) (My Subs, N.d; Dlamini, 2011; Livewired, N.d). However this is a market segment within the country that has long been overlooked and excluded by retailers due mainly to the apartheid mentality that prevailed before 1994 – when the first independent elections were held (Cohen, 2008).

During this period of time, black urban area consumers were predominantly catered for by small informal traders known as 'spaza shops' that offered consumers a limited choice of products (Ligthelm, 2008:37). Consumers within these areas were generally regarded as having a lower income, and

these consumers therefore kept to brands they knew and trusted as they did not have the resources or financial freedom to experiment with different varieties of merchandise. This resulted in consumers having had a particular loyalty to specific brands that were offered by spaza shops (van Loggerenberg & Herbst, 2010:14). However, since independence in 1994, black urban area consumers have migrated into a middle-income group which has thereby attracted the attention of retail developers to these previously ignored and under-utilised areas (SA Property Review, 2010: 28; Ligthelm, 2008:37-38; Tustin & Strydom, 2006:48). Increased retail development within these communities, implies that consumers residing within these areas have become more exposed to various other branded merchandise and outlets, thereby suggesting that loyalty to specific brands or outlets might no longer exist or be strong due to enhanced accessibility to larger retail outlets and increased financial freedom.

Even though business growth has started to take place within black urban areas, there is still a lack of knowledge regarding the market and the expenditure patterns of these consumers (Hummel In: McCann World Group, 2008). Radebe (2005), Dlamini (2011) and Ismail (BusinessLIVE, 2011) further state that very limited research has been conducted regarding consumers of black urban areas/townships within South Africa, which therefore insinuates that a large and potentially lucrative market has been left unattended to – one that offers huge opportunities and potential. Therefore the aim of this study is to investigate the brand loyalty consumers' of black urban areas of Tshwane, South Africa hold in relation to retail brands.

2. Aim and objectives of the research

The aim of this study was to establish the degree of loyalty that black urban area consumers' of Tshwane, South Africa hold in relation to retail brands. In order to achieve the aim of this study, the following research objective was devised:

To investigate the degree of brand loyalty black urban area consumers' of Tshwane, South Africa hold in relation to retail brands.

3. Literature review

Competition between goods and services has increased dramatically within the marketing environment over the past few years (van Eck, Grobler & Herbst, 2004:2). The ultimate aim therefore for a retailer is to attract and retain customers, and in the process ensure their loyalty to select their brand and bond to it (Robertson, 2009).

Importance and value of branding and brand loyalty

A brand according to Pride and Ferrell (2014:446) can be defined as "A name, term, design, symbol, or other feature that identifies one seller's product as distinct from those of other sellers." Branding of a product is important for a manufacturer as it is a means of identifying products, is used to legally protect a products characteristics, has an assurance of quality, is a means of giving products unique features, is a tool for creating competitive advantage and quite importantly is a customer relationship building mechanism (Keller, 2008:7; Kapferer, 2004:24). Branding also offers many advantages to the consumer, but the most important thereof is that a branded product will reduce a consumers' perceived risk or anxiety that occurs when a consumer is subjected to choice before a purchase (Pride & Ferrell, 2014:447; Ind, 2007:15).

Besides the multitude of benefits that branding a product may have to an organisation, the true success

of a brand in the marketplace largely depends on the consumer loyalty the brand has associated to it, as it is this loyalty that contributes to the organisations competitive positioning within the market environment (Anandan, 2009:159; Pride & Ferrell, 2014:449). Therefore in order for a brand to remain competitive in the market place, the brand requires consumers to purchase their products repeatedly and not once off and then switch to alternative brands or get tempted by other brands (Beneke, 2010:205; Anandan, 2009:159). When loyalty amongst consumers are secured organisations will experience reduced costs of acquiring new consumers and the consumer loyalty will enable organisations to have a long term standing within the market place and sail through tough times with ease (Anandan, 2009:159).

Customers who experience value creation through use of a branded product to which no other product can emulate; brand loyalty is formed between the consumer and the brand (Beneke, 2010:205). The value that a branded product or service has rendered in the past can be directly linked to greater trust and overall reliability that the consumer will link to the brand in the future (Okonkwo, 2009:119). Brand loyalty can be realised by offering consumers a suitable combination of product quality and price as well as forming the correct image of the brand in the mind of the consumer (Rai, 2013:164).

Brand loyalty is the ultimate destination of retailers in their quest for greater market share and higher profits (Robertson, 2009). However, there are many psychological, social and situational factors that have an impact on brand loyalty (Rai, 2013:164). For the purpose of this study however, the degree of brand loyalty affected by situational factors is under investigation. Various definitions exist as to what brand loyalty actually means. However it is extremely difficult to pin point one definition that can be regarded as universally acceptable. Therefore for the purpose of this study, the definition of brand loyalty provided by Pride and Ferrell (2012:400) shall be utilised to define brand loyalty as "... a customer's favourable attitude towards a specific brand".

Brand loyalty within black urban areas of South Africa

Prior to independence, informal settlements, townships or otherwise referred to as black urban area consumers' were predominantly serviced by small informal traders often referred to as 'spaza shops'. These outlets offered low-income consumers a limited variety of products, as access to other branded products was restricted to 'outshopping' (Ligthelm, 2008:37). However, low-income consumers often did not have the access to large retail stores due to the fact that such retailers were located in suburban areas and public transportation at the time made it extremely difficult to access these retailers (Beneke, 2010: 205; Mkhasibe, N.d). Financial constraints also played a

large role in accessing private label brands, as consumers would rather stick to brands they knew, trusted and had confidence in as they did not have large amounts of disposable income to experiment with (van Loggerenberg & Herbst, 2010:14; Mkhasebe, N.d). Lastly security also played a role in their buying behaviour with many consumers preferring to buy at these outlets as it meant less use of public transport and shorter distances to travel, and thereby reducing the risk of robbery. Continued loyalty towards brands offered by spaza shops is in many instances a result of the fact that many black urban areas consumers worked which implied that most of the household chores were done by the children of the families – resulting in many children becoming accustomed to certain branded products at a very young age and were often the ones that did the household purchases (van Loggerenberg & Herbst, 2010:14). De Bruyn and Freathy (2011:539) state however that since the end of ‘Apartheid’ South African consumers’ tastes and demands have changed considerably due to a range of factors, thereby suggesting a definite shift in loyalty since 1994.

Once democracy had been achieved in South Africa, the flow of money into black urban areas increased which reduced the overall level of poverty as more individuals were able to partake in a functioning market system (SA property review, 2010:28). This upward movement along the national LSM profile resulted in a higher level of retail demand within black urban areas (SA Property Review, 2010:29). With the shift in the LSM profile within these communities townships have attracted the attention of retail developers (Ligthelm, 2008:37) and, according to Spark (2011) and Dlamini (2011) many organisations are trying to position their brands within these communities in order to secure future business growth.

However, one of the main concerns governing brand success in South Africa, is that South African retailers are not yet making full use of the potential in different consumer communities as marketers within South Africa lack knowledge about emerging black markets (van Loggerenberg & Herbst, 2010:13-14). This paper seeks to gain further clarity into the black emerging markets in order for retailers to better position themselves within these markets.

4. Methodology

In order to achieve the stated research objective of the study, secondary and primary data was utilised in order to conduct a quantitative analysis. Secondary data or otherwise known as “desk research” is data that has already been collected previously for purposes other than the current study at hand and in essence is data that can assist researchers in solving new research questions (Tustin, Ligthelm, Martins & van Wyk, 2005:120). The sources of secondary data that were utilised for the research at hand were: the

internet, journal articles, academic textbooks as well as other past research studies.

Once sufficient secondary data had been obtained the study then conducted primary research in order to adequately satisfy the research objective. Primary data collection was done by means of distributing a self-administered location based questionnaire directly to black urban area consumers residing in the areas of Tshwane. The questionnaire contained a total of three close-ended questions, whereby the degree of brand loyalty consumers have was asked by means of a 7 point Likert-type scale, ranging from “*strongly disagree*” to “*strongly agree*”. The main rationale behind asking respondents this question in this format is so that the researcher is able to determine the strength of the respondent’s opinion with regards to the particular statement being made (McDaniel & Gates, 2010:297-299). Data collection commenced on the 25th of April 2012- 10th of May 2012, by means of a non-probability convenience sampling approach, this sampling method was deemed most suitable as it allowed the researcher to collect data quickly and easily (Anderson, Sweeney & Williams, 2011:318); 40 responses were received.

Once all responses had been received, the data obtained was then cleaned, quantified and analysed with the assistance of the software programme SPSS. Distribution analysis or frequency occurrence was then conducted in order to organise and tabulate respondent’s scores that were the same and then position them from highest to lowest (Gravetter & Wallinau, 2009:37). Once the distribution analysis had been conducted, variables were then tabulated so that the degree of overall black urban area consumers’ brand loyalty could be evaluated.

5. Research findings

The literature review within the research paper discussed the key concepts of the study and provided valuable insight into what was investigated within the field of black urban area consumers’ brand loyalty towards retail brands; the research methodology was then discussed. The following section shall now present and explain the research findings that were obtained through the distribution of the questionnaire to respondents.

The degree to which black urban area consumers are brand loyal towards retail brands

The question posed to respondents regarding the degree of brand loyalty they have towards retail brands included nine statements, which were measured on a 7-point Likert scale. Table 1 below illustrates the mean scores, standard error of mean and standard deviations of the degree of brand loyalty which individuals hold in relation to retail brands.

Table 1. Consumer brand loyalty towards retail brands*

Statement	Mean	Std. Error of Mean	Std. Deviation
1. I consider myself a loyal customer for the brands I buy	5.150	0.257	1.626
2. I will continue to buy my brands even if there are cheaper alternatives	4.575	0.291	1.838
3. I trust the brands I buy	5.100	0.293	1.851
4. I intend to keep purchasing my brands	4.625	0.255	1.612
5. I only say positive things about my brands to other people	4.200	0.243	1.539
6. I encourage friends and family to try my brands	5.150	0.231	1.460
7. I seldom consider switching away from my brands	3.750	0.237	1.498
8. I doubt that I would ever switch from my brands	3.050	0.209	1.319
9. To me my brands are the best	4.575	0.275	1.738
Total	4.464	0.254	1.609

* The measurement in table 1 was done on a 7-point Likert scale, whereby 1 = Strongly disagree and 7 = Strongly agree.

As illustrated in table 1 above, it can be seen that the highest degree of agreement was for statement 1 and 6, "I consider myself a loyal customer for the brands I buy" (5.150) and "I encourage friends and family to try my brands" (5.150) followed by statements 3 "I trust the brands I buy" (5.100), statements 2 and 9 saw a bit of a drop in agreement, "I will continue to buy my brands even if there are cheaper alternatives" (4.575) and "To me my brands are the best" (4.575), statement 4, 5 and 7 saw a further drop in agreement "I intend to keep

purchasing my brands" (4.625), "I only say positive things about my brands to other people" (4.200), "I seldom consider switching away from my brands" (3.750). The lowest degree of agreement was found to have come from statement 8 "I doubt that I would ever switch from my brands" (3.050).

Table 2 below illustrates the percentage of agreement, disagreement and neither agreement nor disagreement respondents felt towards each statement that was posed:

Table 2. Degree of consumer brand loyalty*

Statement	Mean	% of agreement	% of disagreement	% of neither agreement or disagreement
1. I consider myself a loyal customer for the brands I buy	5.15	67.50	17.50	15.00
2. I will continue to buy my brands even if there are cheaper alternatives	4.575	57.50	35.00	7.50
3. I trust the brands I buy	5.100	70.00	25.00	5.00
4. I intend to keep purchasing my brands	4.625	52.50	17.50	30.00
5. I only say positive things about my brands to other people	4.200	45.00	40.00	15.00
6. I encourage friends and family to try my brands	5.150	72.50	15.00	12.50
7. I seldom consider switching away from my brands	3.750	36.70	48.60	14.70
8. I doubt that I would ever switch from my brands	3.05	12.80	61.60	25.60
9. To me my brands are the best	4.575	56.40	25.70	17.90

* The measurement of table 2 was done on a 7-item Likert scale, whereby 1 = Strongly disagree and 7 = Strongly agree.

It is apparent from table 2 above that respondents were either positive or negative in terms of their agreement towards the presented statements that were asked in the form of a 7-point Likert scale. However, it can be seen from the results obtained that most questions asked with regards to consumer loyalty towards retail brands were answered in agreement (Statements 1, 2, 3, 4, 6 and 9), but interestingly from the results it can be seen that when consumers were asked statement 8 "I doubt that I would ever switch from my brands" 61.6% of respondents were in disagreement with the statement,

likewise for statement 7 "I seldom consider switching away from my brands" 48.6% of respondents were also in disagreement with this statement, thereby indicating that brand switching is an option for several respondents. Another statement that indicated interest was statement 5 "I only say positive things about my brands to other people", whereby majority of respondents agreed to this statement (45%), 40% of respondents however disagreed with this statement, thereby indicative that 45% of individuals would support their brand choice while 40% when

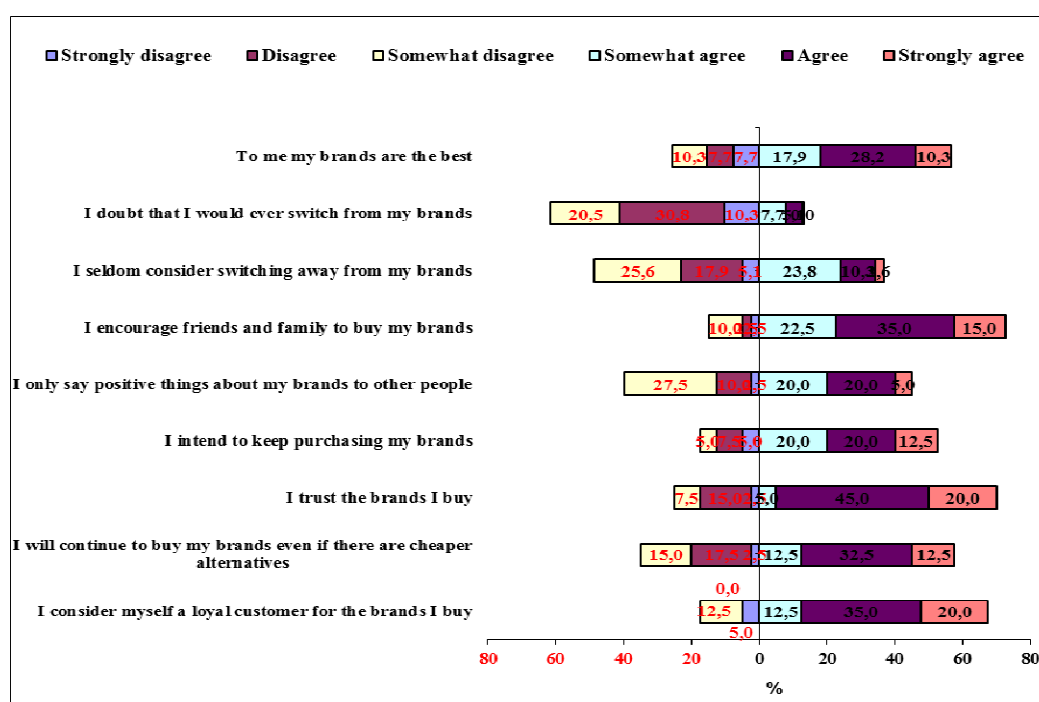
confronted with a bad brand scenario, would talk badly about that particular brand.

Finally statement 4 showed interesting results, because even though 66.7% of respondents agreed to the statement “I intend to keep purchasing my brands”, 30% of respondents indicated that they were unsure if they intended to keep purchasing their brands, future research could probe as to why many

individuals are impartial as to whether or not they would continue to purchase current brands.

For the purpose of the study, the degree of agreement and disagreement was pivotal to the fulfilment of the research objective. Figure 1 below illustrates the various percentages of agreement and disagreement respondents felt towards each statement:

Figure 1. Consumer brand loyalty towards retail brands



As depicted in figure 1 above it can be seen that 67.5% of respondents agreed with the first statement “I consider myself a loyal customer for the brands I buy”. This resultant could be due to individuals feeling that they know their brands well and thus there is no risk attached to the purchase of the product, as opposed to trying a new brand. A further reason for this resultant is that in the past, pre-1994 individuals within black urban areas purchased certain branded products continually as they did not have extra money to try-out alternative brands, therefore through purchasing brands they knew consumers were guaranteed the product would work how they wanted it to work. Future research should however probe as to what particular branded product categories consumers are more or less loyal towards. As individuals might only be loyal to cleaning goods or foods as opposed to different varieties of clothing or cosmetics for example.

Statements 2 “I will continue to buy my brands even if there are cheaper alternatives” showed a positive resultant with 57.5% of respondents agreeing to this statement. The percentage of agreement received for this statement was not highly positive, thereby indicative that respondents could be weighing up their options to purchase cheaper

alternatives, this therefore suggests that consumers brand loyalty towards specific branded products could be weakening. Future research could consider doing a comparative analysis of the level of satisfaction consumers feel towards old trusted brands and cheaper new alternatives.

Statement 3 “I trust the brands I buy” received a 70% level of agreement, this indicates that consumers that have had multiple purchases of the same branded products have grown to trust the brands they purchase as it has yet to fail them and thus a relationship has been formed with these brands. However in contrast to this statement, the results for statement 4 “I intend to keep purchasing my brands” revealed that 52.5% of respondents agreed that they intend to keep purchasing their brands whereas 17.5% said that they would not and a large 30% were unsure if they would continue to purchase these brands. This result thus indicates that even though the majority of respondents were in agreement that they intend to repurchase their brands, that close to half doubted that they would not or were unsure if they would, therefore indicative that brand loyalty towards previously favoured branded products is beginning to fade.

Statement 5 presented interesting results as only 45% of individuals agreed with the statement, “I only

say positive things about my brands to other people”, this figure is interesting as if one looks to statement 1, 67.5% of respondents indicated that they “consider themselves to be loyal to the brands they buy”, this then poses the question, that if 67.5% of people considered themselves to be brand loyal, why then do only 45% indicate that they only speak positively about their brands? Future research should investigate further in relation to the mentioned resultant.

The results obtained for statement 6, indicated that 72.5% agreed with the statement, “I encourage friends and family to try my brands”, this high resultant could be due to the level of satisfaction that consumers receive from having utilised that particular brand, and thus a recommendation is made to friends and family so that they too can feel this level of satisfaction with the brands they purchase. Once again, further research should investigate what types of products consumers recommend to friends and family as it could vary amongst different product categories.

Once again from statement 1, it can be seen that 67.5% of respondents indicated that they consider themselves brand loyal. However in statement 7, only 48.6% of respondents stated that they seldom consider switching away from their brands, but when respondents were asked if they would ever switch brands (statement 8) a mere 12.8% indicated that they would remain loyal to their current brands. These figures thus indicate that even though consumers consider themselves to be brand loyal they are not opposed to the idea of switching brands, and thus brand loyalty is diminishing amongst black urban area consumers.

Lastly statement 9 “To me my brands are the best” received a positive 56.4%, this indicates that

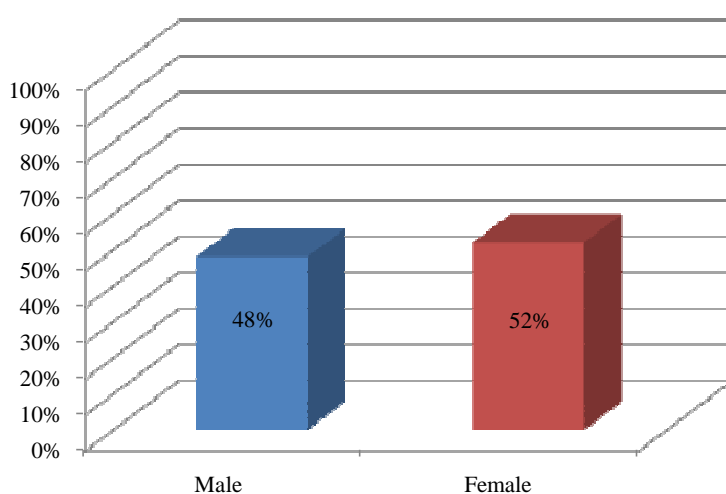
consumers are happy with the brands they purchase, however as previously mentioned in statement 8 12.8% of the respondents indicated that they would never consider switching to another brand whereby 61.6% indicated that they were not opposed to brand switching and a further 25.6% were indecisive as to whether they would consider switching brands. This therefore supports the statement that brand loyalty within black urban areas is diminishing.

From the statements that were asked and the overall analysis thereof, it can be seen that the general loyalty that consumers of black urban areas hold towards that of retail brands is positive in nature, however even though loyalty towards branded products exist consumers are not opposed to switching to alternative brands. This therefore indicates that past brand loyalty could slowly be diminishing with the greater amount of brand alternatives that are reaching black urban area consumers, through enhanced retail development, financial upliftment and greater accessibility to a variety of brands. Marketers should therefore take into account this shift in brand loyalty and thus position their brands in the mind of the consumer as products that offer superior value. The following section addresses the demographic make-up of the respondents.

Respondent demographic data

The demographic questions which were posed to respondents that answered the questionnaire covered both gender and age. Figure 2 below therefore represents the distribution between male and female respondents:

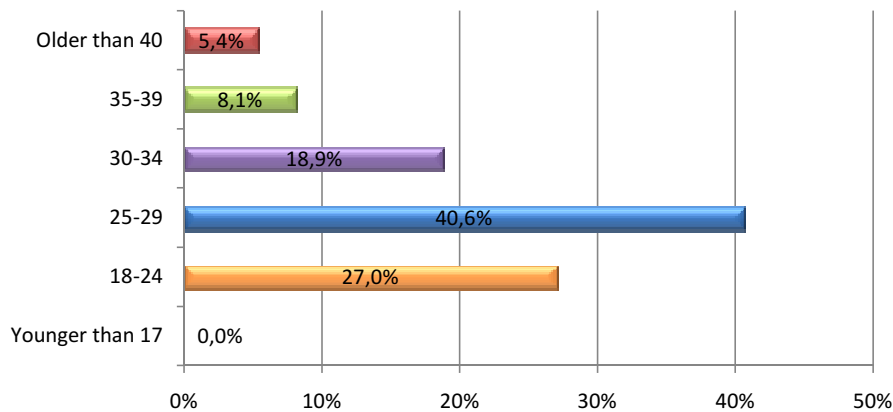
Figure 2. Gender distribution of respondents



Of the respondents that participated in the research on consumer brand loyalty within the Tshwane region, 52% were female and 48% were male; this figure presented a fairly balanced distribution between male and female respondents and

was also in line with the national average. Respondents were then asked to indicate which age group they fell into. The age distribution of respondents is thus represented in figure 3 below:

Figure 3. Age distribution of respondents



Of the respondents having participated in the research on consumer brand loyalty with regards to retail brands in the Tshwane region, the age distribution was as follows: 27% were aged between 18-24, 40.6% were aged between 25-29, 18.9% were aged between 30-34, 8.1% were aged between 35-39 and 5.4% were aged 40 years old and older. The distribution of age proved to be favourable to consumers below 30 years of age, representing 67.6% of the respondent total, therefore the research findings are most influenced by these individuals. The results of this study might however vary if different age groups are targeted separately, therefore future research might wish to investigate the brand loyalty held amongst various age groups.

6. Limitations

The research study undertaken to investigate the degree of consumer brand loyalty in black urban areas of Tshwane, South Africa has limitations that need to be addressed.

Firstly the sample that was utilised to gain research data was limited to 40 individuals and therefore cannot be used to represent all black urban area communities within Tshwane and in South Africa. Secondly, respondents were selected through the use of a convenience sampling methodology, which once again restricted the study in generalizing findings to the entire black urban areas. Lastly, respondents that participated in the research only came from three black urban areas within Tshwane

(Shoshanguve, Mamelodi and Atteridgeville), whereas there are other black urban area communities within the Tshwane region that were not represented.

7. Recommendations

Several opportunities for future research exist for overcoming the current research limitations, namely future research should consider expanding the sample size to include all black urban areas countrywide or alternatively covering all Tshwane black urban areas. Another important aspect that future researchers should consider is that of testing the correlations between consumers of different age and gender groupings.

8. Conclusion

The main objective of this research was to investigate brand loyalty consumers of black urban areas of Tshwane, South Africa hold in relation to retail brands. The investigation into consumers' brand loyalty of branded merchandise within black urban areas revealed that consumers are generally loyal to the brands they buy, but are not opposed to brand switching, which in essence could bring about the demise of current brand loyalty.

References

1. Anandan, C. 2009. *Product management*. 2nd ed. New Delhi: Tata McGraw-Hill.

2. Anderson, D.R., Sweeney, D.J.; Williams, T.A. 2011. *Essentials of Modern business statistics*. 5th ed. [Online] Available from: http://books.google.co.za/books?id=BCeX8GFpx1oC&pg=PA318&dq=convenience+sampling&hl=en&sa=X&ei=IznZT_riBcXIhAfTg6nSAw&ved=0CF0Q6AEwBw#v=onepage&q=convenience%20sampling&f=false [Accessed: 2013-07-17].
3. Beneke, J. 2010. Consumer perceptions of private label brands within the retail grocery sector of South Africa. *African Journal of Business Management*, Vol. 4(2), pp. 203-220.
4. BusinessLIVE. 2011. *Business lacks info to access township markets*. [Online] Available from: <http://www.businesslive.co.za/Feeds/inet/2011/03/17/business-lacks-info-to-access-township-markets>. [Accessed: 2013-07-17].
5. Cohen, M. 2008. *South Africa has black middle class of 3 million study finds*. [Online] Available from: <http://www.bloomberg.com/apps/news?pid=newsarchive&sid=aDqtrjMgObHc>. [Accessed: 2013-07-17].
6. de Bruyn, P., Freathy, P. 2011. Retailing in post-apartheid South Africa: the strategic positioning of Boardmans. *International journal of retail & distribution management*, Vol. 39 (7), pp.538-54.
7. Dlamini, P. 2011. *Township markets*. [Online] Available from: <http://www.sowetanlive.co.za/news/business/2011/10/03/township-markets>. [Accessed: 2013-07-17].
8. Gravetter, F.J., Wallnau, L.B. 2009. *Statistics for the behavioural sciences*. 8th ed. [Online] Available: <http://books.google.co.za/books?id=wWFmkwxSUfUC&pg=PA37&dq=frequency+distribution&hl=en&sa=X&ei=5Z7ZT42IMsfLhAfvh9jpAw&ved=0CDIQ6AEwAA#v=onepage&q=frequency%20distribution&f=false>. [Accessed: 2013-07-17].
9. Hummel, M. In: McCann World group. 2008. *New insights into future 'township' markets*. [Online] available from: <http://www.bizcommunity.com/PressOffice/PressRelease.aspx?i=119950&ai=28432>. [Accessed: 2012-07-12].
10. Ind, N. 2007. *Living the brand: How to transform every member of your organisation into a brand champion*. 3rd ed. London, United Kingdom: Kogan Page.
11. Kapferer, J. 2004. *The new strategic brand management: Creating and sustaining brand equity long term*. 3rd ed. London, United Kingdom: Kogan Page.
12. Keller, K.L. 2008. *Strategic brand management: Building, measuring, and managing brand equity*. 3rd ed. Upper Saddle River, New Jersey: Pearson, Prentice Hall.
13. Ligthelm, A.A. 2008. The impact of shopping mall development on small township retailers. *South African Journal of Economic and Management Sciences*, Vol. 1 (1), pp. 37-53.
14. Livewired. Not dated. Rural and township shopping centres provide opportunities for retailers. [Online] Available from: <http://www.livewired.co.za/2011/07/14/rural-and-township-shopping-centres-provide-opportunities-for-retailers> [Accessed: 2012-07-11].
15. McDaniel, C., Gates, R. 2010. *Marketing research essentials*. 7th ed. United States of America: John Wiley & Sons.
16. Mkhlasibe, G. N.d. *Has the demise of black consumer loyalty arrived?* [Online] Available from: <http://www.brandsandbranding.co.za/has-the-demise-of-black-consumer-loyalty-arrived/>. [Accessed: 2012-09-14].
17. My Subs. Not dated. *Selling to South Africa's townships*. [Online] Available from: http://www.mysubs.co.za/Article/s_318493/3/0/Selling-to-South-Africa%E2%80%99s-townships. [Accessed: 2012-07-11].
18. Pride, W.M. & Ferrel, O.C. 2012. *Marketing: 2012 Edition*. Mason, USA: South-Western Cengage Learning.
19. Pride, W.M. & Ferrel, O.C. 2014. *Marketing: 2014 Edition*. Mason, USA: South-Western Cengage Learning.
20. Radebe, S. 2005. *Township shopping: It's not Sandton Doll*. [Online] Available from: <http://secure.financialmail.co.za/05/0729/property/aprop.htm>. [Accessed: 2012-06-25].
21. Rai, A.K. 2013. *Customer relationship management: Concepts and cases*. 2nd ed. New Delhi: PHI Learning Private Limited.
22. Robertson, G. 2009. *Are South Africans brand loyal?* [Online] Available from: <http://www.tgi.co.za/brand.pdf>. [Accessed: 2013-07-17].
23. SA Property review. 2010. *Do township and rural retail centres work?* [Online] Available: http://www.urbanlandmark.org.za/newsletter/issue/0503/download/rural_retail_centres.pdf. [Downloaded: 2013-07-17].
24. Spark, J. 2011. *Township economies hit the brand radar screen*. [Online] Available from: http://www.themarketingsite.com/live/content.php?Item_ID=5644. [Accessed: 2013-07-17].
25. Tustin, D.H. & Strydom, J.W. 2006. The potential impact of formal retail claims' expansion strategies on retail township development in South Africa. *Southern African Business review*, Vol. 10 (3), pp. 48-66.
26. Tustin, D.H., Ligthelm, A.A., Martins, J.H., van Wyk, H de J. 2005. *Marketing research in practice*. Unisa Press.
27. van Loggerenberg, M., Herbst, F. 2010. Brand-building: a telling story. *USB Leaders' Lab*, Vol. 4, No. 2. [Online] Available from: <http://www.usb.ac.za/Media/News/brand-building-a-telling-story.pdf>. [Downloaded: 2013-07-17].