

Developing a model to measure and manage brand loyalty in South Africa

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ABSTRACT

This study investigates the development of a general model to measure and manage brand loyalty in South Africa. Many local and international studies have applied brand loyalty models to specific industries, however no general brand loyalty model exists which can be applied to general businesses or multi-faceted enterprises that do not specialise in selling a single product. This study, therefore, aims to provide an answer to the question of which antecedents are relevant in a general model to measure and manage brand loyalty in South Africa. Bisschoff and Moolla's (2014) simplified brand loyalty model of nine antecedents is used and applied to an existing multi-industry database on brand loyalty, consisting of 2035 cases. The aim is to identify antecedents that are generic across industries, and then also, to identify antecedents that may be industry specific. The relevance of the nine antecedents used in the selected brand loyalty model were empirically validated to arrive at a general brand loyalty model for South Africa, which was empirically tested as a generalised model. Seven of the brand loyalty antecedents were retained in the model. The model consists of two main loyalty drivers, namely attitudinal and behavioural drivers which are important for measuring and managing brand loyalty, with attitudinal drivers being the stronger of the two constructs. Furthermore, the model revealed that customer satisfaction is directly related to brand loyalty. It is recommended that the model be operationalised in the business environment to assist management in measuring and managing brand loyalty.

Keywords: Brand, confirmatory, loyalty, management, measurement, model.

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CHAPTER 1 NATURE AND SCOPE OF STUDY

1.1 INTRODUCTION

This study aims to develop a general model to measure and manage brand loyalty in South Africa. Brand loyalty is regarded to be a strategic competitive advantage for businesses (Arslan, 2020; Denoue & Saykiewicz, 2009; Tabaku & Zerellari, 2015). However, to be able to improve brand loyalty, business leaders need to be able to identify and manage the specific aspects which influence brand loyalty applicable to their business. According to Arslan (2020:11), in today's competitive business environment, products and services on offer have similar features, consumer demands and expectations are constantly changing, and a primary objective of business is to increase customer satisfaction and create loyal customers. Furthermore, Kato (2021:185) states that the technological advances in product and service functionality often exceed the standards that consumers require, which might cause people to see little difference between brands. He eludes that competitiveness between brands is shifting to a more emotional value.

Brand loyalty models are a strategic approach to business management for measuring and improving loyalty and customer retention (Tessitore, 2022). While they all have the same aim, there are many different types and forms. A key issue in marketing management is determining the antecedents of why customers feel attached to a specific brand and continuously purchase it (Denoue & Saykiewicz, 2009).

Several brand loyalty studies have been done by international researchers and even a few studies focusing on the South African context where brand loyalty models have been applied to specific industries. Such studies on brand loyalty are focused on, for example the baby care products industry (Jadhav *et al.*, 2021), the chemical emulsion market (Samudro & Susanti, 2021), the banking sector (Bisschoff & Salim, 2014; Taoana *et al.*, 2022), hospitality (Scholtz, 2014), online booking platforms (Joubert, 2020), arts festivals (Burger, 2015), the tourism industry (Eksteen, 2018), children's soft drinks (Bisschoff & Bester, 2018), agricultural buying (Bisschoff, 2021; Hill, 2017; Wiese, 2014), wholesale pharmaceuticals (Du Plooy, 2012), fresh chicken to consumers (Schmulian, 2019), pet food (Basson, 2015), and fast-moving consumer goods (Moolla & Bisschoff, 2012a), to mention only a few. However, there is no general brand loyalty model that has been tested and scientifically validated for use in South Africa across a variety of industries which provides the basis for this study.

1.2 PROBLEM STATEMENT

There are many studies where brand loyalty models have been applied to specific industries. There have been previous studies both locally and internationally focusing on brand loyalty in the banking industry (Bisschoff & Salim, 2014; Taoana *et al.*, 2022), hospitality (Scholtz, 2014), online booking platforms (Joubert, 2020), arts festivals (Burger, 2015), and the tourism industry (Eksteen, 2018), soft drinks for children (Bisschoff & Bester, 2018), agricultural buying (Bisschoff, 2021; Hill, 2017; Wiese, 2014), wholesale pharmaceuticals (Du Plooy, 2012), chicken to consumers (Schmulian, 2019), pet food (Basson, 2015), and fast-moving consumer goods (Moolla & Bisschoff, 2012a). However, there is limited research on a general brand loyalty model applicable to multiple industries in South Africa.

Although brand loyalty measuring models have been applied to various specific industries, resulting in many different brand loyalty models to exist, there is no general brand loyalty model which can be applied to a general business or multi-faceted enterprises that do not specialise in selling a single product or product line.

This study aims to solve this problem by developing a general model for South Africa to measure and manage brand loyalty. This study, therefore, aims to provide an answer to the question of which antecedents are relevant in a general model to measure and manage brand loyalty in South Africa.

1.3 OBJECTIVES

1.3.1 Primary objective

The primary objective of this research is to develop a general model to measure brand loyalty in South Africa, and thereby improve the sustainable competitive advantage of various South African businesses.

1.3.2 Secondary objectives

The secondary objectives are formulated as follows to reach the primary objective. These objectives are:

- To investigate brand loyalty models being used in the industry and identify the antecedents utilised in these brand loyalty models.
- To empirically validate the relevance of the nine antecedents used in the selected brand loyalty model in order to arrive at a general brand loyalty model for South Africa.

- To empirically test the generalised model.

1.4 LITERATURE REVIEW

1.4.1 Defining brand loyalty

According to Maheshwari *et al.* (2014:13), the marketing field first took an interest in brand loyalty on an academic level through Copeland's work in 1923, with the contextualisation that brand loyalty existed only at the behavioural level. However, other levels of loyalty were revealed throughout the years, and brand loyalty became an increasingly popular research area. Early researchers defined brand loyalty as a deeply held commitment to rebuy a preferred product or service consistently in the future, thus causing repetitive same-brand purchasing despite situational influences and marketing efforts, which have the potential to cause customers to switch brands (Oliver, 1999). Ebrahim (2020) also confirms that early views of brand loyalty focus on the behavioural perspective namely the purchasing pattern or consumers' repurchasing probability.

Chaudhuri and Holbrook (2001:82) describe brand loyalty as purchase loyalty which consists of repeated purchases of the brand, but that it also includes a degree of dispositional commitment in terms of some unique value associated with the brand. Uncles *et al.* (2002) define brand loyalty as a type of loyalty where the consumer has a strong positive attitude and belief towards a single brand. Single brand loyalty is a type of loyalty where the consumer has a strong positive attitude and belief toward a single brand (Arslan, 2020:12).

The American Marketing Association defines brand loyalty as "the situation in which a consumer generally buys the same manufacturer-originated product or service repeatedly over time rather than buying from multiple suppliers within the category" (MBN, 2022). Another modern description by Gunelius (2011) states that brand loyalty is a consumer's emotional decision to continually purchase a specific brand because of their perception that the brand meets all their expectations and satisfies their needs.

More recent definitions of brand loyalty define it as the positive association consumers attach to a particular product or brand, and that customers who exhibit brand loyalty, are devoted to a product or service, which is demonstrated by their repeat purchases (Kopp, 2021). According to Jadhav *et al.* (2021:2), branding is considered to be a cognitive approach which has a direct impact on the minds of consumers. In response to branding strategies, customers perceive either a positive or negative image of a certain brand and this is called brand equity. It is the opinion of Soedarto *et al.* (2019) that customer loyalty is regarded as a causal effect of a company's ability

to innovate brands to provide benefits to customers that encourage them to maintain relationships with corporate brands.

Brand loyalty has various definitions and Joubert (2020) concurs that people across different disciplines may perceive brand loyalty differently. Many definitions have been postulated where the emphasis is placed on repeat purchases while some regard preferences and various degrees of commitment and perceived value by consumers towards a specific brand as brand loyalty. Some regard customer satisfaction to best define brand loyalty, while many other definitions recognise the emotional and positive connections consumers have towards brands.

From the definitions developed over time, it is clear that brand loyalty consists of various elements and that brand loyalty is important to companies and businesses to ensure that customers continue to buy their products. To capitalise on brand loyalty, one must be able to measure this phenomenon through models which can be employed in marketing strategies.

1.4.2 Measuring brand loyalty

As research on the concept of brand loyalty expanded, so too did the array of brand loyalty models. Many different brand loyalty models were developed and applied to a range of business industries to measure the antecedents of brand loyalty.

Shirazi *et al.* (2013:157) state that in research on brand loyalty the main challenge is to define the brand loyalty concept and its subsequent measurement because repurchasing is not only a voluntary reaction but is also the result of psychological, emotional and normative factors. According to these researchers, a loyalty survey revealed some of the key concepts to include satisfaction, trust, and perceived value.

A study by Soedarto *et al.* (2019) found that loyalty influences consumers' willingness to consistently pay a premium price, and they predict that when consumers feel loyal to a certain brand, they will not switch to other competing brands even if the brand charges a premium price.

According to Kato (2021:195), consumers who are attracted to superficial functionality and design may easily switch brands when a different company's product offers higher functionality and a more fashionable design. However, he states that consumers who understand, sympathise with, and value a brand, display stronger brand loyalty, and that consumers who relate to the brand are more likely to have repurchase intentions.

A recent study by Jadhav *et al.* (2021) focuses on the effects of the brand on individual customers in the baby care products industry, to improve brand loyalty. In their study, they investigate brand

loyalty by measuring the effects of brand image, brand knowledge, brand relationship, perceived quality, perceived trust and brand value. They developed a framework which combines the traditional antecedents of brand loyalty namely perceived value, satisfaction, and trust according to He *et al.* (2012) with the consumer-based brand equity model (CBBE) dimensions of Keller (1993) to measure their effect on brand loyalty. They found that brand knowledge has a significant influence on brand image and that brand relationship also positively contributes to brand image, while positive perceived quality leads to perceived trust. Their study concluded that perceived trust is the most influential factor for customer brand loyalty and that brand image played a vital role to affect brand value.

In a study on developing a brand loyalty model for arts festivals, Burger (2015) reviewed the literature regarding brand loyalty and its constructs. Through analysing the constructs of brand loyalty and the items for measuring them, it was clear that a variety of constructs impact festival visitors' loyalty. However, her research revealed that six brand loyalty components are more relevant to arts festivals; these components consist of satisfaction, affective image, festival experience, loyalty, personal value, and cognitive image.

In a recent study on measuring the brand loyalty of customers towards online booking platforms, Joubert (2020) measured the relative importance of the twelve brand loyalty antecedents as postulated by Moolla and Bisschoff (2012a). His study revealed the most important brand loyalty antecedents to be customer satisfaction and brand trust, while culture is the least important brand loyalty antecedent in the online booking industry.

Moolla and Bisschoff (Moolla, 2010; Moolla & Bisschoff, 2012a; 2012b; 2013) developed and validated a brand loyalty model which can be used as a managerial tool to enhance brand loyalty. Their model identified 12 brand loyalty influences after scrutinising 56 validated antecedents from literature models. These brand loyalty antecedents are measured by 50 measuring criteria. These antecedents are customer satisfaction, switching costs, brand trust, repeat purchase, involvement, perceived value, commitment, relationship proneness, brand affect, brand relevance, brand performance, and culture. The model's antecedents are described in Table 1.1.

Table 1-1: Moolla's brand loyalty antecedents, their description and supporting studies

Antecedent	Description	Researchers
Customer satisfaction	Expected performance and actual product performance are the foundations for customer satisfaction. The difference between the actual and perceived performance results in satisfaction (positive experience), whilst negative performance causes dissatisfaction. Every time a customer uses a brand / product the result informs the consumer, resulting in them modifying their expectations of a certain brand and product. Recurring purchases (or loyalty to the brand or product) are a result of sustained satisfaction. Customer satisfaction and service quality are strongly correlated, and good post-purchase complaint handling practices further increase customer satisfaction, which in turn increases brand loyalty.	Bowden-Everson <i>et al.</i> , 2013; Delgado-Ballester & Munuera-Aleman, 2001; Dick & Basu, 1994; Dilham <i>et al.</i> , 2018; Jacoby & Chestnut, 1978; Musa, 2005; Punniyamoorthy & Raj, 2007; Rather, 2018; Schijins, 2003; Zeithaml <i>et al.</i> , 1996; Zouari & Abdelhedi, 2021.
Switching costs	Although switching between different brands, products, and services can sometimes be done with little to no cost in some market areas, doing so in other marketplaces can be expensive for consumers. There are three different switching costs namely transaction costs, artificial / contractual costs, and learning costs. Switching costs can be a barrier to switching brands, and both financial and non-financial costs (such as the time required to re-learn new software), influence whether consumers remain loyal to a certain brand or product.	Dick & Basu, 1994; Jacoby & Chestnut, 1978; Kim <i>et al.</i> , 2008; Moolla & Bisschoff, 2013; Ong <i>et al.</i> , 2018; Şahin <i>et al.</i> , 2013; Schijins, 2003; Yasin & Shamim, 2013.

Antecedent	Description	Researchers
Brand trust	Brand trust is rooted in the fact that customers will not be loyal to the brand if they do not trust and believe that the brand will fulfil its promises. Consumer confidence in a brand's capacity to provide results is known as brand trust. Customers gain confidence in a company or product when they trust the brand. Positive trust has a positive impact on brand commitment, which is essential for building brand loyalty. A good transactional attitude towards a brand can become a continuous, personal, intimate, and committed connection through brand trust. Furthermore, this strong association between brand trust and brand loyalty shows that building a favourable brand attitude, particularly requires trust. Therefore, building any kind of long-term connection with customers who want to emotionally connect with a brand and show long-term dedication to the brand, requires brand trust.	Bowden-Everson <i>et al.</i>, 2013; Chaudhuri & Holbrook, 2001; Dick & Basu, 1994; Dilham <i>et al.</i>, 2018; Ebrahim, 2020; Grant, 2021; Jacoby & Chestnut, 1978; Musa, 2005; Punniyamoorthy & Raj, 2007; Schijins, 2003; Tong <i>et al.</i>, 2018.
Relationship proneness	Relationship propensity is specific to individual customers. It is described as a customer's steady conscious inclination to develop a relationship with a brand or product. Relationship proneness is seen as a personality feature of the consumer since certain consumers are more likely to form relationships than others. In contrast to behaviour, which is based on complacency or convenience, relationship proneness is a deliberate intention. If the customer thinks the specific brand performs the best and can live up to their expectations, then relationships between the consumer and the brand can be formed and even flourish.	Chaudhuri & Holbrook, 2001; Dick & Basu, 1994; Jacoby & Chestnut, 1978; Kim <i>et al.</i>, 2008; Schijins, 2003; Soedarto <i>et al.</i>, 2019; Van der Westhuizen, 2018.

Antecedent	Description	Researchers
Involvement	Continuous consumer commitment regarding their ideas, feelings, and behaviour in reaction to a particular product category is known as product involvement. An unobservable state of desire, excitement, or interest in a product is called involvement. Both product involvement and brand loyalty, as well as involvement and attitudinal loyalty, have a definite positive association. Additionally, research shows that greater brand involvement results in greater brand loyalty.	Basson, 2015; Dick & Basu, 1994; Giddens, 2010; Jacoby & Chestnut, 1978; Kim <i>et al.</i>, 2008; Moolla & Bisschoff, 2013; Punniyamoorthy & Raj, 2007; Van der Westhuizen, 2018; Yasin & Shamim, 2013.
Perceived value	The consumer's total evaluation of a product's utility, based on perceptions of what is supplied and received is known as perceived value. Various elements constitute perceived worth. Priceworthiness considerations, emotional values, functional values, and social values are the four most common elements. Customers evaluate goods, services, and product items based on their perspective of their usefulness, functionality, or other factors.	Dick & Basu, 1994; Giddens, 2010; Jacoby & Chestnut, 1978; Molinari <i>et al.</i>, 2008; Musa, 2005; Ong <i>et al.</i>, 2018; Punniyamoorthy & Raj, 2007; Rather, 2018; Schijins, 2003; Soedarto <i>et al.</i>, 2019; Van der Westhuizen, 2018.

Antecedent	Description	Researchers
Commitment	When “consumers commit or bind themselves to buy the brand,” it is known as brand commitment. Commitment is seen in the context of brands as the consumer’s strong desire to maintain a long-term relationship with the brand. Customer commitment, which connects customers and suppliers, is a key concept in the establishment and management of marketing relationships. Commitment is an attitudinal concept that describes the process of brand loyalty as a favourable attitude towards a brand and conveys consumer intentions about maintaining a relationship with a supplier / brand. This is a unique commitment to, and preference for a brand over other similar brands. This attitude has a favourable impact on building brand loyalty.	Bowden-Everson <i>et al.</i>, 2013; Chaudhuri & Holbrook, 2001; Delgado-Ballester & Munuera-Aleman, 2001; Dick & Basu, 1994; Fournier, 1998; Fullerton, 2005; Kim <i>et al.</i>, 2008; Musa, 2005; Ong <i>et al.</i>, 2018; Schijns, 2003; Soedarto <i>et al.</i>, 2019; Tong <i>et al.</i>, 2018.
Repeat purchase	Fundamentally, brand loyalty behaviour is consistent with repeat buying behaviour. In essence, repeat purchase refers to how frequently customers repurchase the same brand over the same period. Therefore, a person’s propensity for repeat purchase and consumption patterns determines how strong their behavioural brand loyalty is. When frequently buying the product, consumers tend to form habits or consistently biased behaviours toward the brand. Once a consumer’s behaviour has been firmly established as behavioural brand loyalty, it is hard to change. It gets harder to break the habit of buying a certain brand and this pattern of repeated purchases then increases to stronger levels of brand loyalty.	Chaudhuri & Holbrook, 2001; Dick & Basu, 1994; Fullerton, 2005; Jacoby & Chestnut, 1978; Kim <i>et al.</i>, 2008; Musa, 2005; Ong <i>et al.</i>, 2018; Punniyamoorthy & Raj, 2007; Schijns, 2003.

Antecedent	Description	Researchers
Brand affect	Brand affect is the capacity of a brand to elicit favourable emotional reactions from customers when they use the product or brand. Independent positive and negative characteristics define this affect. People will always try to avoid the negative affect and rather want to experience the positive outcome of using a brand. The consumer's willingness to buy a brand is positively correlated with the favourable affect they experience in a retail setting. Additionally, the impact of shop appearance on brand loyalty may be mitigated by this favourable affect.	Chaudhuri & Holbrook, 2001; Dick & Basu, 1994; Dilham <i>et al.</i> , 2018; Jacoby & Chestnut, 1978; Moorman <i>et al.</i> , 1992; Musa, 2005; Schijins, 2003.
Brand relevance	Consumers are forced to seek out brands and determine brand relevance as a result of the market's oversaturation with increasingly meaningless (or unfamiliar) brands. Ultimately, a brand stands for "something that actually matters in the world". As a result, relevant brands are essential to building brand loyalty. Considering the rise in brand name volumes, a brand's communications must be accurate to convey more detailed meaning and to build effective brand relevance. Traditional techniques of repetition are insufficient, and relevant brands either differentiate themselves from other brands, or provide authentic novelty.	Chaudhuri & Holbrook, 2001; Dick & Basu, 1994; Dilham <i>et al.</i> , 2018; Giddens, 2010; Jacoby & Chestnut, 1978; Kim <i>et al.</i> , 2008; Musa, 2005; Schijins, 2003.
Brand performance	Perceived brand performance is the customer's assessment of the performance of the brand, the product or the service, after having used it. Their satisfaction with the performance is directly related to their experience and evaluation of brand performance. Brand performance, which includes both internal (efficiency) and extrinsic (packaging) qualities, is the subjective (perceived) evaluation of the core product (for instance, the product features).	Chaudhuri & Holbrook, 2001; Dick & Basu, 1994; Jacoby & Chestnut, 1978; Musa, 2005; Ong <i>et al.</i> , 2018; Schijins, 2003.

Antecedent	Description	Researchers
Culture	Culture has a significant impact on consumer purchasing decisions. Family and cultural influences are crucial in shaping both buying habits and brand loyalty, even among young consumers who stay with family brands until other considerations come into play. Family ties and their continued use through many years and generations, add a psychological component to brand loyalty. Another element that keeps people loyal to traditional brands and not switching to other brands, is the nostalgia they associate with a brand.	Basson, 2015; Bowden-Everson <i>et al.</i> , 2013; Chaudhuri & Holbrook, 2001; Kotler & Armstrong, 2019; Lam & Lee, 2005; Moolla & Bisschoff, 2013; Musa, 2005; Punniyamoorthy & Raj, 2007; Schijns, 2003; Yasin & Shamim, 2013.

Source: Adapted and updated from Bisschoff (2021:41).

The large number of measuring criteria are potentially daunting for managers who might be reluctant to employ this model. Bisschoff and Moolla (2014) set out to simplify the brand loyalty model by determining if all 12 of the brand loyalty antecedents are required to measure brand loyalty and to determine if all the measuring criteria are required to measure brand loyalty. The result of their study reduced the original model's 12 brand loyalty constructs to nine antecedents as a measure of brand loyalty. These nine antecedents include (1) culture orientated brand performance; (2) repeat purchase; (3) relationship proneness; (4) customer satisfaction; (5) brand relevance; (6) perceived value; (7) brand benefits; (8) switching costs; and (9) involvement. The number of validated measuring criteria was also reduced to 39.

This study uses these nine antecedents of brand loyalty as a basis to investigate whether these antecedents are relevant to measure brand loyalty across a range of industries in South Africa.

1.5 RESEARCH METHODS

This study employs literature and quantitative research designs.

The literature review seeks to investigate brand loyalty models and their antecedents. The most relevant brand loyalty influences were selected. Measuring criteria for the influences were developed. A measuring instrument was designed. The literature review includes, but is not limited to, textbooks, academic articles, governmental publications, and conference proceedings. The following electronic databases were consulted: library catalogues; internet journals; international journals; academic search lists; Ebscohost; Emerald; Psych INFO; and Sabinet. The

literature study is specifically focused on the nine antecedents already identified by Bisschoff and Moolla (2014).

Regarding the empirical study, the data in an existing multi-industry database on brand loyalty were scrutinised. The aim is to identify antecedents that are generic across industries, and then also, to identify antecedents that may be industry specific.

Data were collected by numerous ethically approved studies in different industries in South Africa using a Likert scale questionnaire.

1.5.1 Study population, sampling and method of data collection

No population or sampling is needed. The data already exist in a multi-industry database on brand loyalty. No data were collected. This study does not require any new data.

1.6 LAYOUT OF THE STUDY

For this study, the following structure was followed in developing a general model to measure and manage brand loyalty in South Africa.

Chapter 1 serves as the introduction and presents the problem statement, objectives, research methods and layout of this study.

Chapter 2 provides the theoretical basis of this study. It comprises a literature review of brand loyalty and attitudinal and behavioural constructs of brand loyalty. Brand loyalty measurement models and the simplified nine antecedents brand loyalty model of Bisschoff and Moolla are discussed.

Chapter 3 presents the research methodology and the results of the statistical data analysis. The chapter presents the empirical study and confirms the final brand loyalty model to measure and manage brand loyalty in South Africa.

Chapter 4 is the final chapter, drawing conclusions and making recommendations. Limitations to this study as well as possible future research endeavours are also discussed.

CHAPTER 2 LITERATURE REVIEW: BRAND LOYALTY

2.1 INTRODUCTION

This chapter provides the theoretical basis for this study. The chapter first introduces the concept of brand loyalty, and then continues towards the specific brand loyalty model that is used to measure brand loyalty in this study.

Brand loyalty has become a widely researched topic in the marketing industry. As brand loyalty research intensifies, various brand loyalty models have been applied to different industries resulting in them becoming more refined and more representative of the specific product or service segment in which they are utilised. The concept brand loyalty is part of a complex set of customer decision-making criteria. Knowing which antecedents contribute to brand loyalty is a complex exercise when multiple dimensions of attitude and behaviour are added in an effort to measure brand loyalty. When several variables and products and / or services are involved, it becomes challenging to construct a reliable and valid brand loyalty measuring instrument.

An increased interest exists in knowing what customers want from brands and to use this knowledge to follow a more relational approach to marketing in order to build long-term relationships with customers. A brand must reflect what consumers are looking for in the brand they buy, to promote long-term relationships with their customers. Brand awareness and new customer acquisition are still key marketing objectives, and companies continue to increase their spending to achieve these objectives (Nielsen, 2022:6). How to effectively manage brand loyalty, however, is more challenging than one might think, especially because companies do not necessarily know their customers or what exactly makes them loyal to the brand.

2.2 CONCEPTUALISING BRAND LOYALTY

Brand loyalty is intertwined with consumers' buying behaviour, and brands and brand loyalty strongly influence the consumer's decision-making process. Consumers build trust through experience, which also builds brand attitude and brand loyalty as supported by earlier research by Chaudhuri and Holbrook (2001) and before that by Lau and Lee (1999). Once trust is established between a brand and its customers, the latter start building their relationship with the brand, becoming committed to a specific brand and they are more likely to repeatedly buy from the same brand, and over time they will be less influenced by competitors' products (Pahwa, 2019).

Khoa (2020) defines brand loyalty as when consumers experience satisfactory results after using a product or service, and then repeatedly buy the product because of a positive attitude towards the brand. This demonstrates the importance of customer satisfaction and brand loyalty because of the strong relationship that exists between them.

According to Oh and Park (2020), consumers' brand loyalty, reliability and attitude are determined through the consumption and use of the product they intend to buy. This is because of the positive evaluation of using the product and the subsequent positive assessment of the brand.

Kwon *et al.* (2020:991) state that "brand loyalty has long been an important concept in marketing and that it is an indication of the degree of consumer attachment to a brand". Through understanding brand loyalty, companies can have a clearer indication of the likelihood that a consumer will remain true to the brand, regardless of price changes, resulting in the retention of customers and not losing them to competitors.

Brand loyalty is the positive association that customers attach to a certain brand regardless of price and attracting customers who consistently purchase their products, is a key factor contributing to a brand's success (Grant, 2021).

More recently, the Cambridge dictionary defines brand loyalty as "the habit of always buying a product with the same name, made by the same company" (Cambridge Dictionaries Online, 2022), while the American Marketing Association defines brand loyalty to be "the situation in which a consumer generally buys the same manufacturer-originated product or service repeatedly over time rather than buying from multiple suppliers within the category" (MBN, 2022).

Managing brand loyalty is essential. Oh and Park (2020) state that the strategy of increasing brand loyalty to encourage repeat buying behaviour by consumers, can lead to higher profits. Increased brand loyalty can reduce marketing costs, resulting in more habitual purchases at premium prices because loyal customers can also be a competitive advantage as they are less price sensitive (Pahwa, 2019). Brand loyalty also minimises customers' willingness to select competitors' products as alternatives (Oh & Park, 2020:158). As a result, brand loyalty as competitive strategy leads to increased profits. However, Pahwa (2019) states that to establish brand loyalty and reaping its benefits of habitual and repeated purchases, requires a high level of customer attachment that coincides with the brand fulfilling its brand promise, and customers who advocate the brand, using word-of-mouth marketing.

2.3 ATTITUDINAL AND BEHAVIOURAL CONSTRUCTS OF BRAND LOYALTY

According to Kim *et al.* (2008) early research on brand loyalty was mainly focused on the operational definition of behavioural aspects (i.e., repeat purchase) of brand loyalty. The theory of planned behaviour is used to predict and understand behaviours. The model posits that behavioural intention dictates behaviour, which in turn, is determined by 1) attitudes toward behaviour; 2) subjective norms; and 3) perceived behavioural control (Kan & Fabrigar, 2017). However, seminal research by Jacoby and Chestnut (1978) formalised both attitudinal and behavioural aspects as the two main drivers of brand loyalty (Aaker, 1991, 1996; Jacoby & Chestnut, 1978).

The attitudinal construct of brand loyalty informs the behavioural construct. The idea of brand loyalty is the result of repeat purchases along with the commitment to a brand that occurs because of a positive attitude. Dandis and Eid (2022:447) agree and describe brand loyalty as the preferred attitude and subsequent behavioural response from clients to a brand or product, over a period of time. Hohenberg and Taylor (2020:6) distinguish between loyalty intention and loyalty behaviour. However, whether customers will react on their intention of remaining loyal to a brand and converting this intention into actual behaviour, remains unknown.

This is reinforced by Hohenberg and Taylor (2020:4) commenting on the importance of distinguishing between intentions and actual behaviour and not only looking at variables related to the repurchases. These authors also state that investments in a customer loyalty programme could increase customers' satisfaction and improve their attitudes. As a driver of behaviour, attitudes improve loyalty intentions, which then result in additional future sales.

Behavioural loyalty refers to consumers' ongoing brand purchases as well as their recurring intention to do so in the future. Attitudinal loyalty includes an emotional component as it refers to customers' level of commitment and attitude toward the brand (Huang *et al.*, 2016).

2.4 MEASURING BRAND LOYALTY

Effective brand loyalty management requires the use of appropriate metrics and efficient measurements.

According to Hohenberg and Taylor (2020:1), measuring customer satisfaction and customer loyalty is a key challenge for firms and consequently researchers and practitioners have developed multiple options on how to assess the phenomena associated with brand loyalty.

Measuring brand loyalty can be difficult because there is not one specific metric that can quantify brand loyalty. In fact, there are several metrics involved in determining brand loyalty. According to Grant (2021) customer satisfaction, brand value, brand awareness, and brand trust are among the most common metrics used in marketing research to gauge a company's brand loyalty.

Jadhav *et al.* (2021) set out to develop a framework which combines the traditional antecedents of brand loyalty, namely perceived value, satisfaction and trust, with the consumer-based brand equity model (CBBE) dimensions of Keller (1993), to measure their effect on brand loyalty.

Hohenberg and Taylor (2020:5) suggest that for brands to “achieve sustainably high sales success with their existing customer base, firms need to systematically assess and manage customers' loyalty as well as their satisfaction level”. Amongst others, they suggest measuring customer loyalty through objective data, such as a company's customer relationship management system, subjective data from customer surveys, and loyalty programmes.

Samudro and Susanti (2021) developed a model integrating rational, emotional, and value constituents to measure industrial branding, demonstrating a direct relationship between the constructs in the model and brand loyalty. Their model determined how industrial customers view branding and the significance of functional and emotional features so that marketers deliver the right message. Ultimately both rational brand quality and emotional brand associations are significant in the purchasing choice. However, rational features affect brand loyalty more than emotional aspects (Samudro & Susanti, 2021:14).

Models of sensory experiences of consumers are used to measure brand loyalty (Ong *et al.*, 2018). Riza and Wijayanti (2018) proposed a model which explains how sensory stimulation influences brand loyalty through consumer brand experience, called triangle sensory marketing. Sensory marketing can affect the perception, judgement and behaviour of consumers. Positive brand experiences can influence customers' purchasing decisions, their level of satisfaction, and their brand loyalty. They found sensory attributes to have a significant impact on customer evaluations, emotional commitment, choices, and purchase intentions, and as such, they have the power to significantly alter consumer attitudes (Riza & Wijayanti, 2018:60). This is because brand-related stimuli elicit cognitive and behavioural reactions that are associated with the brand and brand identity. Consumers' favourable view of the brand image instils brand loyalty and lifetime consumer relationships.

Watson *et al.* (2015) found that when behavioural and attitudinal loyalty dimensions are separated, the antecedents have differential effects on each dimension. Conclusions regarding the effectiveness of brand loyalty can vary depending on which loyalty construct is being

measured. They warn that separating attitudinal and behavioural loyalty leads to results which cannot be generalised. Consequently, managers may overestimate or underestimate loyalty based on consumer attitudes or behaviours because they do not understand what true consumer brand loyalty is (Watson *et al.*, 2015:804). Ultimately there should be a balance between behavioural and attitudinal antecedents when measuring brand loyalty.

2.5 BISSCHOFF AND MOOLLA'S MODEL AND ITS ANTECEDENTS OF BRAND LOYALTY

Researchers have identified a myriad of brand loyalty antecedents over the years (Dandis & Eid, 2022; Dandis & Wright, 2020; Dick & Basu, 1994; Jacoby & Chestnut, 1978; Ong *et al.*, 2018). However, these researchers commonly found that irrespective of the number of antecedents used to measure brand loyalty, the seminal multi-dimensional model of Jacoby and Chestnut (1978) remains important, and that both the attitudinal and behavioural antecedents are required to measure brand loyalty. Therefore, this perspective proposes that brand loyalty measurement must include attitudinal and behavioural elements. Based on Dick and Basu's (1994:108) multi-dimensional model of brand loyalty, Dandis and Eid (2022) conclude from their study that the strongest conceptualisation of brand loyalty is to use a multi-dimensional approach that considers both attitudinal and behavioural aspects.

Locally, after an extensive study of past and present brand loyalty models, Moolla (2010:150) initially identified more than 100 potential antecedents to measure and manage brand loyalty from multiple applications and industries. Scrutinising the popularity of the antecedents, Moolla identified 96 validated brand loyalty antecedents from his theoretical analysis of the brand loyalty models. Later Moolla and Bisschoff (2013) reduced the number of brand loyalty antecedents to 26, and then to 12 (Bisschoff & Moolla, 2015).

This final list of 12 antecedents was retained after their relevance in modern measurement applications was confirmed by the literature review. These 12 antecedents and their respective measuring criteria have, since then, also been tried, tested and statistically validated in more than 15 other industries (Bisschoff, 2021:40). Examples of these industries include the banking industry (Bisschoff & Salim, 2014; Taoana *et al.*, 2022), hospitality (Scholtz, 2014), pet food (Basson, 2015), fresh chicken (Schmulian, 2019), generic and branded medication (Du Plooy, 2012), membership services (Muller, 2012), cosmetics (Mashava, 2016), and even in the children's soft drink market (Bisschoff & Bester, 2018). The model was also used in the agricultural industry, where studies by Wiese (2014) and Hill (2017) validated the model to measure brand loyalty of farmers towards their agribusinesses.

The original model consisted of 50 questions designed to measure the 12 brand loyalty influences. These include customer satisfaction, switching costs, brand trust, relationship proneness, involvement, perceived value, commitment, repeat purchase, brand affect, brand relevance, brand performance, and culture.

Bisschoff and Moolla (2014) further refined and validated their model into a working model to measure brand loyalty. The original 12 brand loyalty antecedents were reduced to nine. Further refinement also meant that the original 50 measuring criteria were reduced to 39 in the new empirical model, which simplified the model significantly and made it more practically usable in the business world. Based on successful operationalisation in the various industries (as mentioned above), Bisschoff (2021) recently postulated that the nine brand loyalty antecedents can be used to measure loyalty.

In this study, the nine brand loyalty antecedents in Bisschoff and Moolla (2014) and Bisschoff's (2021) model are used to measure brand loyalty. These nine antecedents have been classified according to the guidelines of the multi-dimensional model of brand loyalty emanating from the theory of planned behaviour (using both attitudinal and behavioural antecedents). However, two of the nine antecedents do not clearly fit into either category and they are listed as "other" antecedents. These antecedents are perceived value and customer satisfaction. Table 2.1 shows the classification of the nine brand loyalty antecedents.

Table 2-1: Classification of antecedents

Driver	Antecedent
Attitudinal	Culture orientated brand performance Brand relevance Relationship proneness Brand benefits
Behavioural	Involvement Repeat purchase Switching costs
Other drivers	Perceived value Customer satisfaction

Source: Adapted from Bisschoff (2021:45).

The nine brand loyalty influences are (1) culture orientated brand performance; (2) repeat purchase; (3) relationship proneness; (4) customer satisfaction; (5) brand relevance; (6) perceived value; (7) brand benefits; (8) switching costs; and (9) involvement, and they are defined and described in Table 2.2.

Table 2-2: Description and supporting sources of Bisschoff and Moolla's nine brand loyalty antecedents

Antecedent	Description	Researchers
Culture orientated brand performance	It is necessary for companies to engage with people through their culture. Culture is the lens through which individuals view, understand, and assess the product, services, and market events of the brand. Consumer preferences can be influenced by culture. Consumers are more likely to recognise a brand that speaks to their culture. It is simpler for them to interact with these companies. Consumers' attitudes and behaviours are influenced by culture, which impacts their decision-making processes and purchase behaviour. The brand itself is also a culture. Iconic brands are ideologies which transcend the benefits and characteristics of the product. Brand culture is the process of establishing a connection between the culture and the brand in terms of personality, method of operation, customer experience, and values. Organisations with strong innovative culture can build successful brands by developing new methods to provide greater perceived value to customers which contributes to brand performance.	Baghi & Gabrielli, 2019; Bisschoff, 2020a, 2020b; Carter, 2017; Kapferer, 2013; Kotler & Armstrong, 2019; Moolla & Bisschoff, 2013; O'Cass & Ngo, 2007; Ong <i>et al.</i>, 2018; Pratap, 2017; Thompson <i>et al.</i>, 2010; Unurlu & Uca, 2017.

Antecedent	Description	Researchers
Repeat purchase	Repurchase intentions are consumers' individual decisions to repurchase a certain product or service from the same company. Repeat purchase refers to when consumers are more inclined to buy a product again, recommend it to others and be less prone to buy competing brands. Loyal customers make repeat purchases, and prior purchasing behaviour frequently predicts future behaviour. The availability, service or product, service atmosphere, service delivery, knowledge, and dependability are major aspects of repeat customer behaviour. Decisions to repeat consuming patterns are influenced by additional external variables including accessibility, convenience, or the absence of suitable alternatives.	Arslan, 2020; Dlamini & Chinje, 2019; Huang <i>et al.</i> , 2016; Kopp, 2021; Riza & Wijayanti, 2018; Singh <i>et al.</i> , 2017.
Relationship proneness	Relationship proneness is a consumer's willingness to establish and maintain a relationship with a brand. Consumer and brand relationships can be well established if the consumer believes that the brand has the best performance and can meet consumers' expectations. Customers stay in relationships for a reason; therefore, it is important to look into the source of loyalty. This may be due to lock-in constraints imposed by the seller or valued elements like rational quality, emotional brand connotations, or pricing.	Fetscherin <i>et al.</i> , 2021; Bahia, 2020; Samudro & Susanti, 2021; Soedarto <i>et al.</i> , 2019; Taoana <i>et al.</i> , 2022; Watson <i>et al.</i> , 2015; Yao, 2019.

Antecedent	Description	Researchers
Customer satisfaction	Customer satisfaction is the individual consumer's impression of how well the goods or service performed in comparison to their expectations or if it even exceeds consumer expectations. It is not only the brand's ability to satisfy customers but also why they feel satisfied. Product quality leads to customer satisfaction. Offering clients more responsive and personalised services may boost customer satisfaction and loyalty. A leading indicator of consumer loyalty and repurchasing intentions is customer satisfaction. Customer satisfaction leads to repeat business, brand loyalty and referrals and recommendations to other consumers.	Basson, 2015; Farris <i>et al.</i> , 2015; Grant, 2021; Mudanganyi <i>et al.</i> , 2019; Otto <i>et al.</i> , 2020; Samudro & Susanti, 2021; Shirazi <i>et al.</i> , 2013; Singh <i>et al.</i> , 2017; Yao, 2019; Zouari & Abdelhedi, 2021.
Brand relevance	Brand relevance measures how consumers view a brand in relation to the marketing mix (price, product, distribution, promotion). It is the brand's exposure and placement in relation to its competitors inside its own industry. It is the ability to form bonds with consumers and to guarantee that people share this with their circle of influence. The capacity of a brand to have personal significance is what makes it relevant. If a brand is not personally appropriate or relevant to consumers, it will not attract or retain them. Brand relevance is the degree to which the brand impacts customer decision-making and the importance they attach to brand criterion.	Beyene, 2021; Johnen & Schnittka, 2020; Leischnig & Geigenmüller, 2020; Nel <i>et al.</i> , 2009; Zorraquino, 2022.

Antecedent	Description	Researchers
Perceived value	Customers value products, services or goods through the utility, the functionality, or other measurements based on their perspective. Perceived value is how the quality and value of the brand personally relate to the consumer. It is a consumer's perception that the brand is superior in value or quality compared to other brands. Perceived value can be regarded as the added value proposition which initiates purchase behaviour and boosts brand equity. It also enhances a brand's market appeal. The brand offering and the price are considered to determine perceived value, which is a trade-off between total benefits obtained and total sacrifice made by consumers.	Grant, 2021; Mudanganyi <i>et al.</i>, 2019; Samudro <i>et al.</i>, 2020; Samudro & Susanti, 2021; Soedarto <i>et al.</i>, 2019; Thompson <i>et al.</i>, 2010.
Brand benefits	Brand benefits represent a brand's added value. The value that consumers experience from utilising a product or service is known as brand benefits. A distinction can be made between functional (rational), emotional (experiential) and symbolic benefits. Functional benefits refer to the product attributes and features which relate to its results and performance. Emotional or experiential benefits refer to what customers feel when using the product or service. It is the consumer's sensory and cognitive reactions to the brand. Symbolic benefits refer to a brand's intrinsic advantages when it is consumed and relate to consumers' needs for emotional enjoyment, self-expression and social approval. The effective utilisation of functional and symbolic benefits increases businesses' overall performance by increasing client trust, loyalty and commitment.	Ghantous & Christodoulides, 2020; Huang <i>et al.</i>, 2016; Keller, 1993; Stokburger-Sauer <i>et al.</i>, 2012; Sullivan, 2019; Zorraquino, 2022.

Antecedent	Description	Researchers
Switching costs	The expense associated with switching service providers is known as switching costs or barriers. If a consumer stays loyal to their current service provider, they can avoid this cost. Switching costs are not only monetary, but also psychological, such as the time and effort of brand switching. Other examples include the cost of searching for a new brand, customer habits and emotional cost. The cost of switching brands deters consumers from changing brands. As a result, the relationship between customer satisfaction and customer loyalty is mediated by the intensity of switching costs. Switching costs always have a beneficial influence on consumer loyalty, whether direct or indirect.	Demir <i>et al.</i> , 2021; Ganaie & Bhat, 2021; Gao <i>et al.</i> , 2014; Samudro <i>et al.</i> , 2018; Singh <i>et al.</i> , 2017.
Involvement	Involvement is a consumer's interaction and engagement with the brand. Consumers' perceptions of products or brands are motivated by brand involvement. It refers to the extent of a customer's interest in a certain brand or product. Involvement measures the degree of brand interest and the brand's importance to the customer. The degree of involvement indicates how personally significant or intriguing the product is and how much knowledge the customer needs to make a decision. Involvement is when consumers are invested in a brand and are more likely to commit time and cognitive effort to learn more about it. Customers that are highly involved are also interested, and sense personal significance in the brand. This makes them enthusiastic about the brand, and to actively participate in their brand experience.	Barreto & Ramalho, 2019; Bian & Haque, 2020; Cho, 2021; Dahlgren, 2011; De Vries & Carlson, 2014; France <i>et al.</i> , 2016; Gligor & Bozkurt, 2021; Yang <i>et al.</i> , 2022.

Further to the simplification process of the brand loyalty influences and the measuring criteria, the new model also improved the cumulative variance by 1.2% now explaining 90.27% of the

variance. Likewise, the sample adequacy also improved from 0.568 to 0.778. Table 2.3 provides a summary of the results of the statistical procedures performed.

Table 2-3: Criteria employed to simplify the model

	Original model	Improved model	Final model
KMO test of sample adequacy	0.568	0.778	0.778
Bartlett's test of sphericity	0.000	0.000	0.000
No. of factors extracted	10	9	9
Cumulative variance explained %	89.07%	88.86%	90.27%
No. of statements	50	41	39
Statements omitted	5, 13, 20, 27, 28, 30, 37, 42 & 43	12 & 29	***

Source: Bisschoff & Moolla (2014:1117).

This study aims to confirm the refined Bisschoff and Moolla nine antecedent model to measure brand loyalty, determine the regression weights of the antecedents and test the model fit. Ultimately, this confirmatory analysis will provide a verdict on the model's suitability and whether the model can be operationalised with confidence.

2.6 CONCLUSION

Hohenberg and Taylor (2020:1) state that existing measurement approaches differ vastly in terms of their complexity, sophistication, and information quality, and many firms struggle to identify the most appropriate measurement tools and approaches for their particular situation. It is against this background that this study aims to create a general brand loyalty model which can be used by marketing managers to measure brand loyalty.

This study makes a comparison of several brand loyalty measurement studies that were conducted in different industries, using the brand loyalty measurement model developed by Moolla and Bisschoff (2012a, 2012b), and later refined by Bisschoff and Moolla (2014). This study aims to determine whether the theoretical model applied to these industries can be reengineered to apply to all industries resulting in a general brand loyalty measurement model.

CHAPTER 3 RESEARCH METHODOLOGY AND RESULTS

3.1 INTRODUCTION

The research methodology and the statistical analysis of the data are presented in this chapter. Hypotheses are formulated, tested and discussed, resulting in an empirical model to measure brand loyalty.

3.2 RESEARCH METHODOLOGY

This study employs a literature and quantitative research design.

The literature review seeks to investigate brand loyalty models and their antecedents. The most relevant brand loyalty influences are chosen. Measuring criteria for the influences are developed. A measuring instrument is designed. The literature review includes, but is not limited to, textbooks, academic articles, governmental publications, and conference proceedings. The following electronic databases were consulted: library catalogues; internet journals; international journals; academic search lists; Ebscohost; Emerald; Psych INFO; and Sabinet. The literature study specifically focuses on the nine antecedents already identified by Bisschoff and Moolla (2014).

Regarding the empirical study, the data in an existing multi-industry database on brand loyalty is scrutinised. The aim is to identify antecedents that are generic across industries, and then also, to identify antecedents that may be industry specific.

Data were collected by numerous ethically approved studies in different industries in South Africa using a Likert scale questionnaire.

3.2.1 Study population, sample and method of data collection

No population or sampling was used because the data already exist in a multi-industry database on brand loyalty. As such, no data were collected. This study does not require any new data.

3.2.2 Origin of database

The theoretical model was developed from a myriad of seminal brand loyalty models developed as far back as 1940. Common brand loyalty antecedents and their respective relevant measuring criteria were identified and operationalised into a theoretical model to measure brand loyalty (see Table 2.2).

The database consists of data from a combination of studies on brand loyalty. All these studies have used the standardised questionnaire as per the Moolla (2010) model. This study, as well as all the other studies, have been ethically approved by the NWU's faculty of Economic and Management Sciences Ethics Committee. The collected data therefore adhere to all the ethical requirements as exercised and approved. Typical examples of the database data and industries are banking (Bisschoff & Salim, 2014; Taoana *et al.*, 2022), hospitality (Scholtz, 2014), online booking platforms (Joubert, 2020), arts festivals (Burger, 2015), the tourism industry (Eksteen, 2018), soft drinks for children (Bisschoff & Bester, 2018), agriculture (Bisschoff, 2021; Hill, 2017; Wiese, 2014), wholesale pharmaceuticals (Du Plooy, 2012), chicken to consumers (Schmulian, 2019), pet food (Basson, 2015), and fast-moving consumer goods (Moolla & Bisschoff, 2012a).

The initial theoretical model contains a questionnaire of 12 brand loyalty antecedents which are measured by 50 criteria, later reduced to nine antecedents and 39 measuring criteria (see Annexure A: Questionnaire). The questionnaire, empirically validated by Moolla and Bisschoff (2012b) and Bisschoff (2021), was used to capture the perceptions of the respondents using a seven-point Likert scale (1 = strongly agree; 7 = strongly disagree). The data were analysed using the IBM statistical programme for social sciences (versions 23-27).

All the studies that contributed to the database were validated to ensure that the measuring criteria effectively measure the brand loyalty antecedents (using exploratory factor analysis). The data were also tested for reliability. All these studies returned favourable alpha coefficients above 0.70. The database consists of 2035 cases.

No demographic data are presented because of the study's collective data structure.

3.2.3 Statistical analysis

The statistical techniques used in this study are listed in Table 3.1 below.

Table 3-1: Statistical techniques employed and decision criteria

Statistical technique	Decision criteria	Substantiating source
Descriptive statistics	***	Field, 2009
Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy	KMO $\geq$ 0.9 (Excellent) KMO $\geq$ 0.8 (Very good) KMO $\geq$ 0.7 (Good) KMO $\geq$ 0.6 (Acceptable) KMO $\leq$ 0.6 (Unsatisfactory)	Field, 2009 Fields & Bisschoff, 2013 Imandin, 2015
Bartlett's test of sphericity	$p < 0.05$	Field, 2009 UCLA, 2017

Statistical technique	Decision criteria	Substantiating source
Cronbach's alpha reliability coefficients	$\alpha \geq 0.70$ (Reliable) $0.57 \leq \alpha \leq 0.70$ (Acceptable) $\alpha \leq 0.57$ (Not reliable)	Field, 2017 Cortina, 1993 Field, 2009
Exploratory factor analysis (Orthogonal Varimax rotation)	Factor loading ≥ 0.40 Variance $\geq 50\%$ (Acceptable) Variance $\geq 60\%$ (Desirable) Eigenvalue ≥ 1	Field, 2017 Field, 2009 Arbuckle, 2012 UCLA, 2017
Confirmatory factor analysis	CMIN/df ≤ 5 CFI ≥ 0.95 ; ≥ 0.85 GFI ≥ 0.90 ; ≥ 0.80 TLI ≥ 0.95 ; ≥ 0.85 RMSEA ≤ 0.08 ; ≤ 0.10	Kumar, 2015a Bentler, 1990 Xia & Yang, 2019 Tucker & Lewis, 1973 DiStefano & Morgan, 2014 Brown & Cudeck, 1997
Pearson correlation coefficient	$-0.30 \geq p \geq 0.30$ $p \geq 0.05$; 0.10	Pallant, 2016 Du Plessis, 2010 Zikmund, 2008

Source: Adapted from Asvat (2018) and Naidoo (2011) using Field (2009), Pallant (2016) and Arbuckle (2012).

3.2.4 Ethical considerations

The North-West University's Ethical Committee (Faculty Economic and Management Sciences) evaluated this study for compliance to its ethical standards, practices and requirements and issued the formal ethics number NWU-00631-22-A4.

3.2.5 Hypotheses

The following hypotheses apply to the model to measure and manage brand loyalty.

- H_0 : There are no significant positive relationships between the antecedents and brand loyalty.
- H_1 : There are significant positive relationships between the antecedents and brand loyalty.
- H_{1a} : There is a significant positive relationship between the antecedent culture orientated brand performance and the driver attitudes.
- H_{1b} : There is a significant positive relationship between the antecedent brand relevance and the driver attitudes.
- H_{1c} : There is a significant positive relationship between the antecedent brand benefits and the driver attitudes.
- H_{1d} : There is a significant positive relationship between the antecedent relationship proneness and the driver attitudes.
- H_{1e} : There is a significant positive relationship between the antecedent repeat purchase and the driver behaviour.

- H_{1f} : There is a significant positive relationship between the antecedent switching costs and the driver behaviour.
- H_{1g} : There is a significant positive relationship between the antecedent involvement and the driver behaviour.
- H_{1h} : There is a significant positive relationship between the antecedent perceived value and the driver “other” antecedents.
- H_{1i} : There is a significant positive relationship between the antecedent customer satisfaction and the driver “other” antecedents.
- H_{1j} : There is a significant positive relationship between the driver attitudes and brand loyalty.
- H_{1k} : There is a significant positive relationship between the driver behaviour and brand loyalty.
- H_{1l} : There is a significant positive relationship between the driver “other” antecedents and brand loyalty.

3.3 SUITABILITY OF THE DATA

3.3.1 Cleaning the data

The existing dataset was screened and cleaned according to guidelines suggested by Pallant (2016:44) to ensure that no data-errors are present. This process incorporated 1) checking for out-of-data range errors by calculating the minimum and maximum values; 2) the screening also investigated missing values because the IBM AMOS software cannot calculate modified indices required for model development in structural equation modelling (Arbuckle, 2020). As such, missing values had to be removed; 3) finding and correcting these and other errors.

Properly cleaning the initial dataset of 2035 cases resulted in a reduced 1038 error-free, no-missing-values dataset which was used in the analysis.

3.3.2 Suitability of the data

3.3.2.1 Sample adequacy and sphericity

The data must be suitable to perform structural equation modelling. To test the data for suitability, the sample must be adequate (Kaiser-Meyer-Olkin test), have acceptable sphericity levels (Bartlett’s test), be reliable (Cronbach’s alpha) and finally, not possess data multicollinearity. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was used to measure sample adequacy. The KMO value for this study is 0.884 (decision rule: $KMO \geq 0.70$). The Bartlett’s sphericity is significant ($p=0.00$) (decision rule: $p \leq 0.05$) (Field, 2017) (see Table 3.2).

Table 3-2: Sample adequacy and sphericity (KMO and Bartlett's test)

Kaiser-Meyer-Olkin measure of sampling adequacy.		0.884
Bartlett's test of sphericity	Approx. chi-square	40611.178
	df	1225
	Sig.	0.000

3.3.2.2 Reliability

Cronbach's alpha coefficient determined the reliability and internal consistency of the data in each industry that contributed to the dataset (Field, 2017). Likewise, the reliability of the total dataset was also determined. The dataset has high data reliability ($\alpha=0.95$) (Cortina, 1993). The individual reliability of the individual industries is somewhat lower, although these individual datasets exceed the minimum alpha coefficient of 0.57 with ease (Cortina, 1993; Field, 2017) (see Tables 3.3 and 3.4) (decision rule: $\alpha \geq 0.70$; 0.57).

Table 3-3: Industries measured, response rates and reliability coefficients

Industry	Responses (n)	Reliability (α)
Soft drinks for children	603	0.765
Agriculture Province 1	43	0.698
Agriculture Province 2	121	0.681
Wholesale pharmaceuticals (Generic)	203	0.797
Wholesale pharmaceuticals (Original)	203	0.866
White meat (chicken)	112	0.759
Pet food (upper market dog)	209	0.876
Fast-moving consumer goods	541	0.702
Total	2035	0.952

Table 3-4: Reliability of the data

Cronbach's alpha	N of items
0.952	39

It is concluded that the data are reliable and suitable for use for further analyses.

3.3.2.3 Multicollinearity

The multicollinearity in the data was also tested using the variance inflation factor (VIF) and Slovin's tolerance thresholds. The VIF should, ideally, be lower than 3, preferably below 5, and not exceed 10. Slovin's tolerance threshold values must exceed 0.2, and preferably exceed 0.4 to prove that multicollinearity does not exist (Field, 2017). Table 3.5 shows the multicollinearity results.

Table 3-5: Multicollinearity of antecedents

Drivers and antecedents	Slovin's tolerance	VIF
Attitudinal		
Culture orientated brand performance	0.653	1.532
Brand relevance	0.443	2.256
Relationship proneness	0.550	1.817
Brand benefits	0.510	1.916
Behavioural		
Switching costs	0.487	2.055
Repeat purchase	0.289	2.573
Involvement	0.525	1.905
Other antecedents		
Customer satisfaction	0.392	2.551
Perceived value	0.703	1.423

*** *Dependent variable: BRAND_LOYALTY*

The results show that multicollinearity is within acceptable limits. All the antecedents' VIF and tolerance ranges are satisfactory ($VIF \leq 3$; Slovin's tolerance ≥ 0.2 ; 0.4). These results (see also the sample adequacy, sphericity, and reliability) show that the data are suitable for multivariate analysis such as confirmatory factor analysis or structural equation modelling.

3.4 THE MODEL TO MEASURE AND MANAGE BRAND LOYALTY

The structural equation model was used to develop and empirically evaluate the theoretical model to measure brand loyalty. The IBM AMOS (version 27) statistical software was used. The structural model appears in Figure 3.1 below.

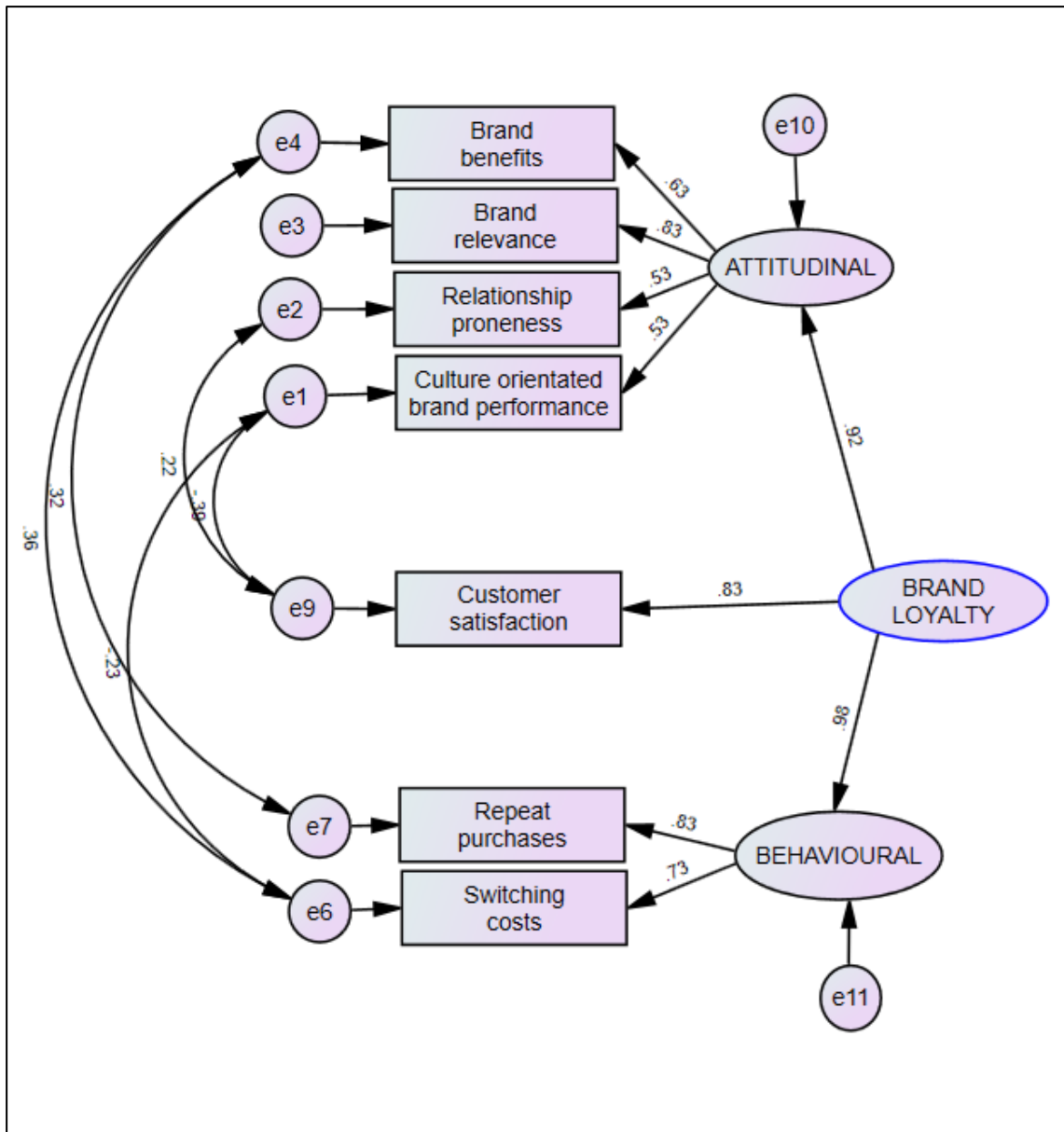


Figure 3-1: The brand loyalty model

In the empirical model (Figure 3.1) seven of the original nine antecedents were retained. The attitudinal antecedents retained are brand benefits, brand relevance, relationship proneness, and culture orientated brand performance. Regarding the behavioural antecedents, repeat purchase and switching costs were retained. Interestingly, the so-called “other” drivers indicated only customer satisfaction as a worthy antecedent to retain. However, scrutiny of the model shows that customer satisfaction has a higher regression weight (0.83), hence larger effect, when it is linked directly to brand loyalty and not via any one of the other drivers. Therefore, in the model, customer satisfaction is linked directly to brand loyalty. Resultantly, the empirical model to measure and manage brand loyalty then consists of only two brand loyalty drivers, namely attitudinal ($r^2=0.92$) and behavioural ($r^2=0.98$) driver categories.

3.4.1 Validity of the empirical model

A structural model requires construct validity to be fit for use. This condition is achieved if the model possesses both discriminant and convergent validity. Table 3.6 shows the convergent and discriminant validity of attitudinal and behavioural drivers in the model (the “other” drivers were not retained in the model, hence not calculated).

Table 3-6: Construct validity analysis

Indicator variable		Latent variable	Standardised loading	Square regression weight	Sum squared regression weights	Number indicators on latent variables	AVE	Sqrt AVE	Correlations between latent variables
Attitudinal				0.282	1.645	4	0.411	0.641	0.867
Culture orientated brand performance	<---	Attitude	0.531						
Relationship proneness	<---	Attitude	0.527	0.278					
Involvement	<---	Attitude	0.833	0.694					
Brand benefit	<---	Attitude	0.625	0.391	1.219	2	0.609	0.780	0.867
Behavioural				0.533					
Repeat purchase	<---	Behaviour	0.730						
Switching costs	<---	Behaviour	0.828	0.686					

If the AVE value exceeds 0.5, the model possesses convergent validity. Based on this criterion, the behavioural factors (AVE=0.609) possess convergent validity. However, the attitudinal factors (AVE=0.411) marginally do not possess convergent validity. To determine discriminant validity, the correlation between the two factors ($r^2=0.867$) should be greater than the square root of the AVE for each (Attitude=0.641; Behaviour=0.780). Both the root AVE values do not exceed the correlation; hence the model possesses discriminant validity. In summary, the model possesses satisfactory validity. Both factors have discriminant validity, and behaviour also possesses convergent validity. Construct validity is achieved when the model possesses both discriminant and convergent validity; this model then possesses partial construct validity.

3.4.2 Composite reliability of the model

Composite reliability is used to assess the internal consistency and reliability of the brand loyalty drivers (attitudinal and behavioural drivers in Table 2.1) in the structural model (Kumar, 2015a). It is not used to calculate reliability coefficients for individual antecedents. In exploratory research, composite reliability values above 0.60, but preferably above 0.70, are acceptable. However, composite reliability values above 0.90 are undesirable (Hamid *et al.*, 2017).

The model to measure brand loyalty has excellent composite reliability regarding the attitudinal driver (0.81), but it does not have satisfactory reliability for the behavioural driver (0.50) (Munim, 2022). Hair *et al.* (2010) explain that this could be a result of limited antecedents (below five) that are grouped together in one driver, or that these antecedents “are not hanging together very well and probably do not represent a unidimensional driver”. This explanation is plausible as the behavioural driver has only two antecedents.

3.4.3 Model fit analysis

Five goodness-of-model-fit indices are used to evaluate model fit. These indices include measuring incremental fit, non-normed fit, and absolute fit (Kumar, 2015a, 2015b). They are the degrees of freedom (CMIN/df), normed fit index (NFI), comparative fit index (CFI), Tucker-Lewis index (TLI), and root mean square error of approximation (RMSEA) (Kumar, 2015b). The CFI and TLI indices measure the incremental fit of a model compared to the baseline model (a baseline model is described as the worst possible fit for a model) (Xia & Yang, 2019). The normed fit is measured using the NFI index and the Tucker-Lewis index measures the non-normed model fit (Kumar, 2015b). Finally, RMSEA is an absolute fit index. RMSEA determines the deviation between a perfect model and the hypothesised model (DiStefano & Morgan, 2014). These indices and their respective decision rules and model fit analyses are shown in Table 3.7.

Table 3-7: Goodness of fit indices

Index	Decision rule (preferred; minimum)	Model score	Outcome	Source
CMIN/df	≤ 5	2.579	Good fit	Kumar, 2015b
CFI	≥ 0.95 ; ≥ 0.85	0.996	Good fit	Bentler, 1990
NFI	≥ 0.90 ; ≥ 0.80	0.993	Good fit	Kumar, 2015b
TLI	≥ 0.95 ; ≥ 0.85	0.987	Good fit	Xia & Yang, 2019; Tucker & Lewis, 1973
RMSEA	≤ 0.08 ; ≤ 0.10	0.043	Good fit	DiStefano & Morgan, 2014; Brown & Cudeck, 1997

Source: Bisschoff (2021:54).

All the model fit indices are satisfactory. They have indices larger than the required values as stipulated by the decision rules in the table. The indices all exceed the higher margins and indicate good model fit. In this model, the CFI (0.996) serves as the primary fit index, and it is supported by the NFI index (0.993). These indicators signify a good model fit (Bentler, 1990; Kumar, 2015b). The CMIN/df index ($18.052/7=2.579$) shows a very good fit (Kumar, 2015b). The RMSEA has an excellent model fit, and it indicates that the model deviates only 4.3% from an ideal model; this is less than the acceptable 10% deviation (Xia & Yang, 2019). Although this is an exploratory model and it would be optimistic to expect superb fit indices, this model does have a superb fit and, as such, constitutes a model that can be fully operationalised (Bisschoff, 2021; Flint, 2021).

3.5 DISCUSSION OF HYPOTHESES

The hypotheses postulated for the model to measure and manage brand loyalty rejects H_0 and accepts H_1 because the model shows that various significant positive relationships exist between the antecedents, drivers, and brand loyalty.

H_1 : There are significant positive relationships between the antecedents and brand loyalty.

Hypotheses H_{1a} to H_{1d} are all accepted because significant positive relationships exist between the antecedents and the attitudinal driver of brand loyalty ($r^2=0.53$, $r^2=0.83$, $r^2=0.63$, $r^2=0.53$; $p<0.01$, respectively).

H_{1a} : There is a significant positive relationship between the antecedent culture orientated brand performance and the driver attitudes.

H_{1b} : There is a significant positive relationship between the antecedent brand relevance and the driver attitudes.

H_{1c} : There is a significant positive relationship between the antecedent brand benefits and the driver attitudes.

H_{1d} : There is a significant positive relationship between the antecedent relationship proneness and the driver attitudes.

Hypotheses H_{1e} and H_{1f} are both accepted because significant positive relationships exist between the antecedents and the behavioural driver of brand loyalty ($r^2=0.83$, $r^2=0.73$; $p<0.01$, respectively).

H_{1e} : There is a significant positive relationship between the antecedent repeat purchase and the driver behaviour.

H_{1f} : There is a significant positive relationship between the antecedent switching costs and the driver behaviour.

Hypothesis H_{1g} is rejected because no significant positive relationship exists between the antecedent involvement and the behavioural driver of brand loyalty.

Hypothesis H_{1h} is rejected because no significant positive relationship exists between the antecedent perceived value and the driver “other” antecedents.

Hypothesis H_{1i} is partially accepted because although no significant positive relationship exists between the antecedent customer satisfaction and the driver “other” antecedents, customer satisfaction shows a strong significant positive relationship ($r^2=0.83$; $p<0.01$) directly towards brand loyalty.

Hypotheses H_{1j} and H_{1k} are both accepted because significant positive relationships exist between both attitude and behaviour as drivers of brand loyalty ($r^2=0.92$, $r^2=0.98$; $p<0.01$, respectively).

Hypotheses H_{1l} that there is a significant positive relationship between the driver “other” antecedents and brand loyalty is rejected. The “other” drivers were not retained in the model.

CHAPTER 4 CONCLUSIONS AND RECOMMENDATIONS

4.1 INTRODUCTION

In this final chapter of this study the research findings from the literature review and the empirical data analysis are discussed in order to draw conclusions and make recommendations.

This study aimed to determine whether the simplified model to measure brand loyalty can be operationalised in all industries. To achieve this, a number of diverse studies were compared by using the specific nine antecedent model to measure brand loyalty under a variety of different customers and industries.

Limitations of this study, as well as possible future research are also briefly explored in this chapter.

4.2 CONCLUSIONS

The primary objective of this study was to develop a general model to measure brand loyalty in South Africa with the additional aim to improve the competitiveness and sustainability of various South African businesses. In doing so this study tested nine antecedents and retained seven of them in the validated empirical model (Figure 3.1). The final empirical model for measuring and managing brand loyalty consists of two main loyalty drivers, namely attitudinal and behavioural drivers. Analysis of the model results reveals that customer satisfaction has a greater effect when it is related directly to brand loyalty rather than through any of the “other” drivers. Therefore, customer satisfaction is directly linked to brand loyalty in this model. It is therefore concluded that:

- 1. Attitudes and behaviour are still key drivers of brand loyalty.*
- 2. Attitudes and behaviour are still strongly supported by the literature on brand loyalty.*
- 3. The seven antecedents have been empirically validated as brand loyalty measures, hence these antecedents can be operationalised.*

The secondary objective, to investigate brand loyalty models used in the industry and to identify the antecedents utilised in these brand loyalty models, was achieved through a literature review of several brand loyalty models. Although various models and antecedents to measure brand loyalty are used when measuring brand loyalty in the marketing industry, researchers conclude that both attitudinal and behavioural brand loyalty antecedents are necessary to measure brand loyalty adequately. As such, it is concluded that:

4. A strong theoretical foundation is critical in developing measuring models.

The empirical validation of the relevance of the nine antecedents used in the selected brand loyalty model to arrive at a general brand loyalty model for South Africa, was tested through the hypotheses postulated in Chapter 3. The data analysis showed that ten of the fourteen generated hypotheses were accepted, indicating a significant positive relationship with seven of the nine antecedents of the brand loyalty model. It shows that there is an overwhelmingly positive correlation to specifically the attitudinal drivers and brand loyalty. It also revealed that the antecedent customer satisfaction has a direct relationship towards brand loyalty. Therefore, it is concluded that:

5. Customer satisfaction is a core construct of brand loyalty.

The final secondary objective of this study was to test the generalised model empirically. This was achieved through the application of statistical techniques. The data are reliable, and the model was successfully validated to ensure a satisfactory structural equation model. The structural model revealed that seven of the simplified nine antecedents in Bisschoff and Moolla's model should be applied to the general model to measure brand loyalty. The model demonstrated satisfactory construct validity, composite reliability of the attitudinal constructs, and a good model fit. It is thus concluded that:

6. The model is a valid tool for measuring and managing brand loyalty.

7. The model can be operationalised with confidence as a managerial tool.

This study concludes that both attitudinal and behavioural drivers are important when it comes to measuring brand loyalty. In general, customer satisfaction leads directly to brand loyalty. Drawing a more specific conclusion, attitudinal drivers of brand loyalty are stronger than behavioural constructs.

4.3 RECOMMENDATIONS

Based on the data analysis findings and scrutinising the hypotheses accepted in this study, the following recommendations for managers and marketers are presented.

Regarding the specific conclusions drawn above, the following recommendations are made:

Conclusions 1, 2, 3 and 4 all refer to the strong literature and empirical evidence of attitudes and behaviour as drivers of brand loyalty.

1. As such, it is recommended that all studies and managerial interventions to measure and manage brand loyalty include both attitudes and behaviour.

Regarding conclusion 5, it is evident that customer satisfaction is a key antecedent of brand loyalty.

2. It is therefore recommended that when managers address the individual antecedents to improve brand loyalty, they specifically focus on customer satisfaction.

3. It is also recommended that customer satisfaction should be the antecedent to address in this quest to improve brand loyalty.

Conclusions 6 and 7 deal with model suitability.

4. The model is recommended to be operationalised in the business environment to assist management in measuring and managing brand loyalty.

5. It is also recommended that the success of the model be revalidated in future. During operationalisation the data should be retained, and the model revalidated after collecting a large dataset spanning many industries and geographical areas.

6. It is thus recommended that the researcher requests management who use the model to provide them with the data for further refinement of the model in future.

4.3.1 Recommendations regarding attitudinal antecedents

The empirical research indicates that brand loyalty is an increasingly attitudinal or emotional phenomenon as opposed to merely repurchasing behaviour. Although the latter remains crucial in terms of financial and business success, the overall positive correlation to the attitudinal drivers of brand loyalty indicates that managers must identify and strengthen the attitudinal aspect of brand loyalty, emphasising a stronger focus on why consumers are loyal to brands.

4.3.1.1 Relationship proneness

Marketing professionals can build more profound and satisfying relationships with their clients by reflecting the brand benefits that consumers value in the products they choose to purchase (Nielsen, 2022:29).

4.3.1.2 Brand relevance

Marketers and managers must ensure that their brand remains relevant. This can be achieved through brand differentiation and distinguishing the brand from competitors in the market. Brands must also focus on what their customer base regards as important or relevant such as being eco-friendly or socially responsible. By focusing on trending consumer issues, brands can remain relevant in the eyes of their clients. A major predictor of future growth value is brand strength, measured by differentiation and brand relevance (Beyene, 2021).

4.3.1.3 Brand benefits

Brand benefits stretch beyond merely the trade-off between price and product / service. As illustrative from the literature review it also includes social benefits, amongst others. Brands must set out to harness these other benefits. Enhancing social benefits, such as the status linked to someone buying the brand, can lead to loyal consumers. Marketers and managers should promote positive reasons for consumers to choose their brand above that of competitors.

4.3.1.4 Culture orientated brand performance

It is important for brands to measure their cultural relevance (AMA, 2022). Marketers and managers must carefully apply the cultural lens to observe how consumers view their brand and how culture affects or modifies their impression of the brand. To build a strong, positive, and distinctive brand experience that customers will associate with, managers must cultivate their brand culture. By using cultural orientation as a connecting factor to mediate brand performance, brands can forge new relationships with their local markets and regional consumers.

4.3.2 Recommendations regarding behavioural antecedents

Behavioural antecedents that remain important to brand loyalty are repeat purchase and switching costs. Loyalty programs or other incentives are tools which can be employed to promote repeat purchases from consumers. Switching costs can be used as an advantage to gain more customers. Advantage-related switching costs include the customisation of the brand to suit consumers' needs, the quality of the brand offering, and interface quality (Gao *et al.*, 2014). Focusing on incorporating these elements into the brand can result in enticing consumers away from competitors.

4.3.3 Conclusion

Brand loyalty is much more than merely selling and promoting products. Rather it is a tool to measure consumer experience and satisfaction with the aim of improvement. This can be achieved by offering clients personalised and more responsive services to boost customer satisfaction. Customer satisfaction results in repeat business, brand loyalty, referrals, and recommendations to other customers, which can be measured and managed through this model.

Consumers have higher expectations for the goods and services they purchase as well as the brands they support, and businesses of all sizes need to be aware of this trend to better understand their clientele (Raphael, 2022).

In the future, retail businesses that truly know their consumers, and who are willing to be more open for their customers to know the brand in return, will be the most successful. Companies who can understand to go beyond merely being a well-known company or product, and instead create a brand that consumers trust, will endure in an ever-changing retail and service industry.

4.4 LIMITATIONS

An obvious limitation to this study is its regional constraints. All the businesses under investigation are located in South Africa. This means that the brand loyalty model cannot be operationalised without confirming that the findings also apply outside the geographic region.

An inherent limitation to this study is the fact that the model was applied to multiple industries and not a specific service or product sector, as the aim was to develop a general model to measure brand loyalty.

Other limitations might include the fact that customers and industries can be influenced by country-specific factors. This was not specifically tested in this study, but users of the model should consider this possibility when utilising the model outside the Republic of South Africa.

Some of the brand loyalty antecedents used in this model might not be applicable to all industries and can potentially vary in product versus service-orientated retail markets, thus potentially limiting the brand loyalty model from being universally applicable.

4.5 FUTURE RESEARCH

The limitations guide future research towards validating the findings of this study in other geographical regions. Future research could include an even wider scope of industries and consumers. Applying this model on an international scale is also a possible avenue to explore.

Investigating the brand loyalty model outcomes between different cultures can also spark interesting insights.

Considering that brand loyalty is a continuously evolving concept, future studies might do well to not merely apply brand loyalty models but to go further and attempt to gain a deeper understanding of why consumers are loyal to brands and what they search for in brands in order to maintain long-term relationships.

4.6 SUMMARY

The primary objective of this research was to develop a general model to measure brand loyalty in South Africa.

Chapter 1 identified the primary as well as secondary research objectives of this study. It also looked at brand loyalty, how it is measured, and why it is important to marketing professionals and company success. The 12 antecedent brand loyalty model of Moolla and Bisschoff was used as starting point for this research.

Chapter 2 provided a theoretical overview of brand loyalty and models used to measure this phenomenon. The simplified brand loyalty model (Bisschoff & Moolla, 2014) and the identified nine brand loyalty antecedents were discussed.

Chapter 3 presented the research methodology that was followed and the statistical data analysis of the empirical results of this study. The theoretical model to measure brand loyalty was empirically evaluated, and the general brand loyalty model was presented.

Chapter 4 is the final chapter of this study which provided conclusions regarding the results of this study, and recommendations for managers and marketers alike were stated. Limitations of this study and potential future research were briefly discussed.

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ANNEXURE A: QUESTIONNAIRE

Questionnaire questions to determine brand loyalty influences in fast moving consumer goods (FMCG) (Source: Moolla, 2010).

Scale: 1= Strongly agree; 7 = Strongly disagree

No	Question	SA	A	AS	N	DS	D	SD
1	I am very satisfied with the listed FMCG brands I purchase	1	2	3	4	5	6	7
2	Distinctive product attributes in FMCG keep me brand loyal	1	2	3	4	5	6	7
3	My loyalty towards a particular FMCG brand increases when I am satisfied about that brand	1	2	3	4	5	6	7
4	I do not repeat a purchase if I am dissatisfied about a particular FMCG brand	1	2	3	4	5	6	7
6	I do not switch FMCG brands because of the high cost implications	1	2	3	4	5	6	7
7	I do not switch FMCG brands because of the effort required to reach a level of comfort	1	2	3	4	5	6	7
8	I avoid switching FMCG brands due to the risks involved	1	2	3	4	5	6	7
9	I switch FMCG brands according to the prevailing economic conditions	1	2	3	4	5	6	7
10	I prefer not to switch FMCG brands as I stand to lose out on the benefits from loyalty programmes	1	2	3	4	5	6	7
11	I trust the FMCG brands I am loyal towards	1	2	3	4	5	6	7
14	The reputation of a FMCG brand is a key factor in me maintaining brand loyalty	1	2	3	4	5	6	7
15	I prefer to maintain a long term relationship with a FMCG brand	1	2	3	4	5	6	7
16	I maintain a relationship with a FMCG brand in keeping with my personality	1	2	3	4	5	6	7
17	I maintain a relationship with an FMCG brand that focuses and communicates with me	1	2	3	4	5	6	7
18	I have a passionate and emotional relationship with the FMCG brands I am loyal to	1	2	3	4	5	6	7
19	Loyalty towards a FMCG brand increases the more I am involved with it	1	2	3	4	5	6	7

21	I consider other FMCG brands when my involvement with my FMCG brand diminishes	1	2	3	4	5	6	7
22	My choice of a FMCG brand is influenced by the involvement others have with their FMCG brand	1	2	3	4	5	6	7
23	My FMCG brand loyalty is based on product quality and expected performance	1	2	3	4	5	6	7
24	I have an emotional attachment with the FMCG brands I am loyal towards	1	2	3	4	5	6	7
25	Price worthiness is a key influence in my loyalty towards FMCG brands	1	2	3	4	5	6	7
26	The FMCG brands that I am loyal to enhance my social self-concept	1	2	3	4	5	6	7
31	I remain committed to FMCG brands even through price increases and declining popularity	1	2	3	4	5	6	7
32	My loyalty towards FMCG brands is purely habitual	1	2	3	4	5	6	7
33	I do not necessarily purchase the same FMCG brands all the time	1	2	3	4	5	6	7
34	I always sample new FMCG brands as soon as they are available	1	2	3	4	5	6	7
35	I establish a FMCG brand purchasing pattern and seldom deviate from it	1	2	3	4	5	6	7
36	Loyalty programmes are reason I repeat FMCG brand purchases	1	2	3	4	5	6	7
38	The FMCG brands that I am loyal towards makes a difference in my life	1	2	3	4	5	6	7
39	I am distressed when I am unable to use/purchase a particular FMCG brand	1	2	3	4	5	6	7
40	The FMCG brands that I am loyal towards stands for issues that actually matters	1	2	3	4	5	6	7
41	The FMCG brands that I am loyal towards has freshness about them and portray positive significance	1	2	3	4	5	6	7
44	I evaluate an FMCG brand based on perceived performance	1	2	3	4	5	6	7

45	I will switch FMCG brand loyalty should a better performing FMCG brand be available	1	2	3	4	5	6	7
46	I am loyal only towards the top performing FMCG brand	1	2	3	4	5	6	7
47	My choice of FMCG brands is in keeping with the choice made by other members in my ethnic group	1	2	3	4	5	6	7
48	My loyalty towards an FMCG brand is based on the choice of FMCG brand used by my family	1	2	3	4	5	6	7
49	Religion plays a role in my choice and loyalty of FMCG brands	1	2	3	4	5	6	7
50	Family used FMCG brands indirectly assure brand security and trust	1	2	3	4	5	6	7
DISCARDED QUESTIONS								
X5	I attain pleasure from the FMCG brands I am loyal towards	1	2	3	4	5	6	7
X12	I have confidence in the FMCG that I am loyal to	1	2	3	4	5	6	7
X13	The FMCG brands I purchase do have consistently high quality	1	2	3	4	5	6	7
X20	Involvement with an FMCG brand intensifies my arousal and interest towards that brand	1	2	3	4	5	6	7
X27	I have pledged my loyalty to particular FMCG brands	1	2	3	4	5	6	7
X28	I do not purchase/sample other FMCG brands if my FMCG brand is unavailable	1	2	3	4	5	6	7
X29	I identify with the FMCG brands that I consume and feel part of the brand community	1	2	3	4	5	6	7
X30	The more I become committed to an FMCG brand, the more loyal I become	1	2	3	4	5	6	7
X37	I attain a positive emotional response through the usage of an FMCG brand	1	2	3	4	5	6	7
X42	I know that an FMCG brand is relevant through the brand messages communicated.	1	2	3	4	5	6	7
X43	The FMCG brands that I am loyal towards are constantly updating and improving so as to stay relevant	1	2	3	4	5	6	7