

A Generalised Model to Measure and Manage Brand Loyalty in South Africa

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Keywords

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Abstract

This study develops 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 generalise South African brand loyalty model exists to apply to general businesses or multi-faceted enterprises. This study addresses the question of which antecedents are relevant in a general model to measure and manage brand loyalty in South Africa. Bisschoff and Moolla's simplified brand loyalty model of nine antecedents is used and applied to an existing multi-industry database on brand loyalty, consisting of 2035 cases to identify generic industry antecedents. Nine antecedents in the brand loyalty model were empirically validated to develop a general brand loyalty model for South Africa.

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.

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1. Introduction

1.1. Introduction

This study aims to develop a general model to measure and manage brand loyalty in South Africa. Brand loyalty is a strategic competitive advantage for businesses (Arslan, 2020; Denoue & Saykiewicz, 2009). However, to improve brand loyalty, business leaders need to be able to identify and manage the specific aspects that 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).

The paper's layout provides the theoretical brand loyalty basis, research methodology and results. The results are discussed, and conclusions and recommendations follow before the study concludes with managerial applications and limitations.

1.2. Problem Statement

There are many studies where brand loyalty models have been applied to specific industries. Typically these studies, locally and internationally, focus on brand loyalty in, for example, the banking industry (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), 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). Although most of these models employ well-known brand loyalty antecedents, each antecedent's contribution differs when applied in different industries. Customer service may, for example, be crucial in measuring the brand loyalty of a bank but then less important in pet food brand loyalty. Likewise, not all antecedents are relevant to all industries. The literature review shows limited research where data from multiple industries are combined to develop a general brand loyalty model. More specifically, which antecedents of brand loyalty apply to multiple industries in South Africa.

This study aims to solve this problem by developing a general model that can be applied across industries in South Africa to measure and manage brand loyalty. Therefore, this study aims to answer the question of which antecedents are relevant in a general model to measure and manage brand loyalty in South Africa. A generic model would also enable direct brand loyalty comparisons between

industries. This could greatly assist multi-industry organisations in measuring their brand loyalty across the industries. (Brand managers at Toyota, for example, could compare their brand loyalty between their material handling, robotics, automobile or textile customers.)

1.3. Research objectives

The primary objective is to develop and validate a general model to measure brand loyalty in South Africa to improve the competitiveness and sustainability of various South African businesses.

2. Literature Review on Brand Loyalty

2.1. 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.

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). More recently, the Cambridge Dictionary (2022) defines brand loyalty as "the habit of always buying a product with the same name, made by the same company" (Cambridge Dictionaries, 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).

2.2. 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. Brand loyalty is the result of repeat purchases and 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 time. Hohenberg and Taylor (2020:6) distinguish between loyalty intention and loyalty behaviour. However, whether customers will react to 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 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. Attitude, as a driver of behaviour, improves loyalty intentions, resulting in additional future sales.

Behavioural loyalty refers to consumers' ongoing brand purchases and 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).

2.3. Bisschoff and Moolla's Brand Loyalty Model

Researchers have identified many 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, namely: 1) *Customer satisfaction*, 2) *Switching costs*, 3) *Brand trust*, 4) *Relationship proneness*, 5) *Involvement*, 6) *Perceived value*, 7) *Commitment*, 8) *Repeat purchase*, 9) *Brand affect*, 10) *Brand relevance*, 11) *Brand performance* and 12) *Culture* (Bisschoff & Moolla, 2015).

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.

Bisschoff and Moolla (2015) 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.

This study uses the nine brand loyalty antecedents in Bisschoff and Moolla (2015) and Bisschoff’s (2021) model to measure brand loyalty. These nine antecedents have been classified according to the multi-dimensional brand loyalty model guidelines emanating from the theory of planned behaviour (using both attitudinal and behavioural antecedents). The *Attitudinal antecedents* are *Culture orientated brand performance*, *Brand relevance*, *Relationship proneness*, and *Brand benefits*, while the *Behavioural antecedents* are *Involvement*, *Repeat purchase*, and *Switching costs*. Two of the nine antecedents do not clearly fit into either category; they are listed as “other” antecedents (*Perceived value* and *Customer satisfaction*). Table 1 discusses these nine brand loyalty antecedents and its classification.

Table 1: Description and supporting sources of Bisschoff and Moolla’s nine brand loyalty antecedents

Antecedent	Description	Researchers
Culture orientated brand performance	Companies must engage with people through their culture. Culture is the lens through which individuals view, understand, and assess the brand's product, services, and market events. 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 establishing a connection between the culture and the brand in terms of personality, method of operation, customer experience, and values.	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' decisions to purchase a certain product or service from the same company. Repeat purchase is when consumers are more inclined to repurchase a product, 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.	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, looking into the source of loyalty is important. 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; Yao, 2019.
Customer satisfaction	Customer satisfaction is the individual consumer's impression of how well the goods or service performed compared to their expectations or if it even exceeds consumer expectations. It is the brand's ability to satisfy customers and 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, 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 concerning the marketing mix (price, product, distribution, promotion). It is the brand's exposure and placement about its competitors inside its 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.	Beyene, 2021; Johnen & Schnittka, 2020; Leischnig & Geigenmüller, 2020; Nel <i>et al.</i> , 2009; Zorraquino, 2022.

Antecedent	Description	Researchers
Perceived value	<p>Customers value products, services or goods through their utility, functionality, or other measurements based on their perspective.</p> <p>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.</p>	<p>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.</p>
Brand benefits	<p>Brand benefits represent a brand's added value. The value 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 related to its results and performance. Emotional or experiential benefits refer to customers' feelings 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 consumed and relate to consumers' needs for emotional enjoyment, self-expression, and social approval.</p>	<p>Ghantous & Christodoulides, 2020; Huang <i>et al.</i>, 2016; Keller, 1993; Stokburger-Sauer <i>et al.</i>, 2012; Sullivan, 2019; Zorraquino, 2022.</p>
Switching costs	<p>The expense associated with switching service providers is known as switching costs or barriers. If consumers stay loyal to their current service provider, they can avoid this cost. Switching costs are monetary and psychological, such as the time and effort of brand switching.</p> <p>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 intensity of switching costs mediates the relationship between customer satisfaction and customer loyalty.</p>	<p>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.</p>
Involvement	<p>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 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 decide. Involvement is when consumers are invested in a brand and are more likely to commit time and cognitive effort to learn more about it.</p>	<p>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.</p>

Further to the simplification process, brand loyalty influences were reduced from 12 to nine, and the measuring criteria from 50 to 39. The new model also improved the cumulative variance by 1.2% now

explaining 90.27%. Likewise, the sample adequacy also improved from 0.568 to 0.778. Table 2 provides a summary of the results of the statistical procedures performed.

Table 2: Criteria employed to simplify the model

Criteria	Original 12-antecedent model	First generation 9-antecedent model	Final 9-antecedent 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).

3. Research Methodology

3.1. 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. Data were collected from numerous ethically approved studies in different industries in South Africa using a Likert scale questionnaire. This study did not require any new data.

3.2. Origin of database

The database consists of data from a combination of studies on brand loyalty. All these studies used the standardised questionnaire per the Moolla (2010) model. This study and all the other studies have been approved ethically 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 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), 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 used a questionnaire to measure nine antecedents measured by 39 criteria. This model was validated empirically by Moolla and Bisschoff (2012b) and Bisschoff (2021). The questionnaire uses a seven-point Likert scale (1 = strongly agree; 7 = strongly disagree). All the studies contributing to the database were validated to ensure that the measuring criteria effectively measured 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.

3.3. 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.

The hypothesised model appears in Figure 1.

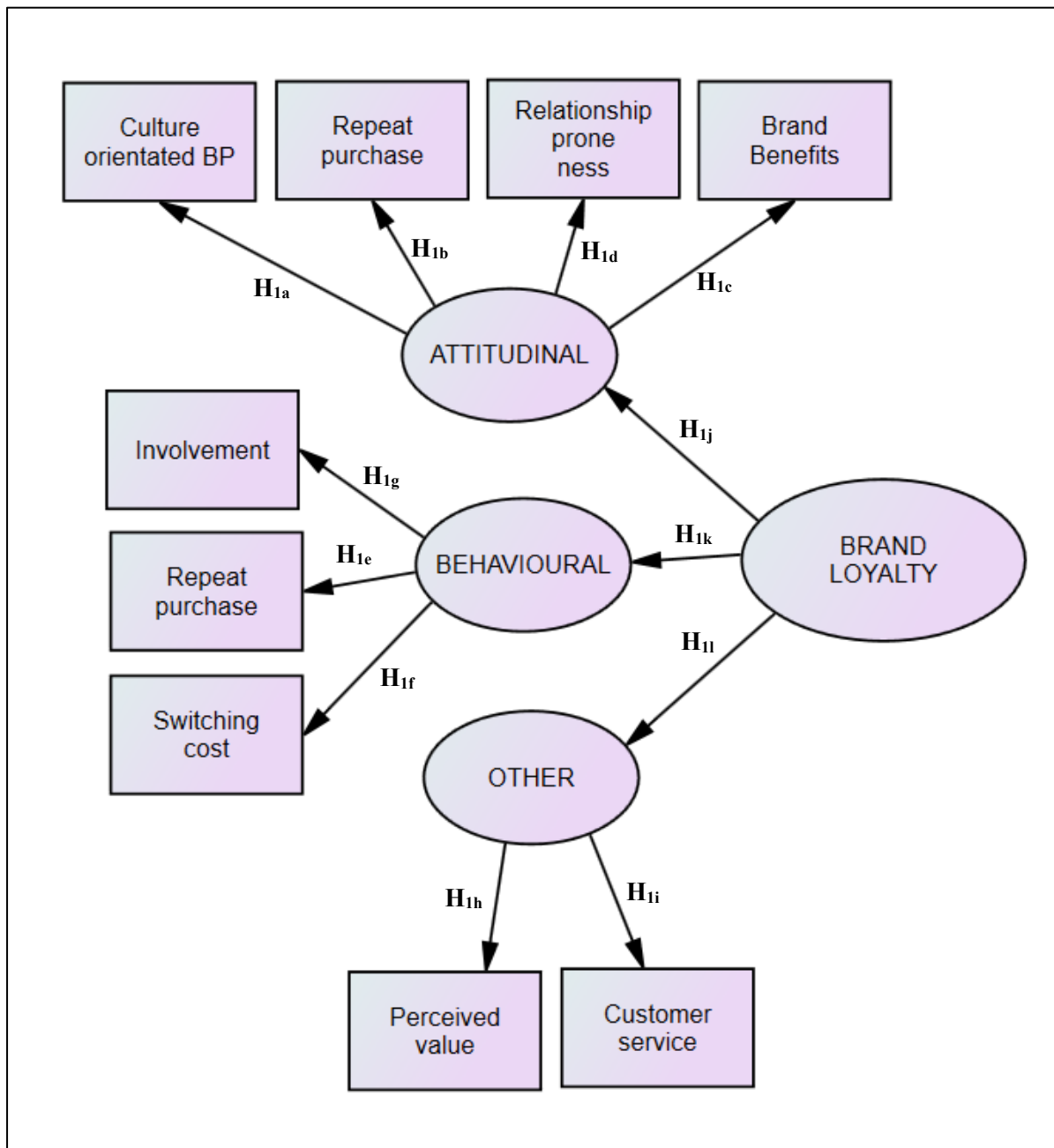


Figure 1: Hypothesised general model to measure brand loyalty

3.4. Ethics

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.

4. Results and Findings

4.1. Suitability of the data

4.1.1. Cleaning the data

The existing dataset was screened and cleaned according to guidelines suggested by Pallant (2016:44) to ensure no data errors were 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, 2021). As such, missing values were removed; and 3) finding and correcting these and other errors in the database. Properly cleaning the initial 2035 cases resulted in a reduced 1038 error-free, no-missing-values dataset.

4.1.2. Suitability of the data

4.1.2.1. 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).

4.1.2.2. Reliability

Table 3 shows the industries and collected data. It also shows the reliability of Cronbach's alpha coefficient of each industry's data 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 Table 3) (decision rule: $\alpha \geq 0.70$; 0.57).

Table 4: 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

The alpha coefficients are satisfactory; hence it is concluded that the data are reliable and suitable for use for further analyses.

4.1.2.3. 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, preferably exceed 0.4 to prove that multicollinearity does not exist (Field, 2017). The results showed 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).

The 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.

4.2. 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 2 below.

Seven of the original nine antecedents were retained in the empirical model (see Figure 2). 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 "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 a larger effect when it is linked directly to brand loyalty and not via any of the other drivers. Therefore, customer satisfaction is linked directly to brand loyalty in the model. 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.

4.2.1. Validity of the empirical model

A structural model requires construct validity to be fit for use. This is achieved if the model possesses both discriminant and convergent validity. The convergent and discriminant validity of attitudinal and behavioural drivers in the model are satisfactory (the "other" drivers were not retained in the model; hence not calculated). The AVE value exceeds 0.5; this means the model possesses convergent validity. The results show that the behavioural factors ($AVE=0.609$) possess convergent validity. However, the attitudinal factors ($AVE=0.411$) marginally do not possess convergent validity.

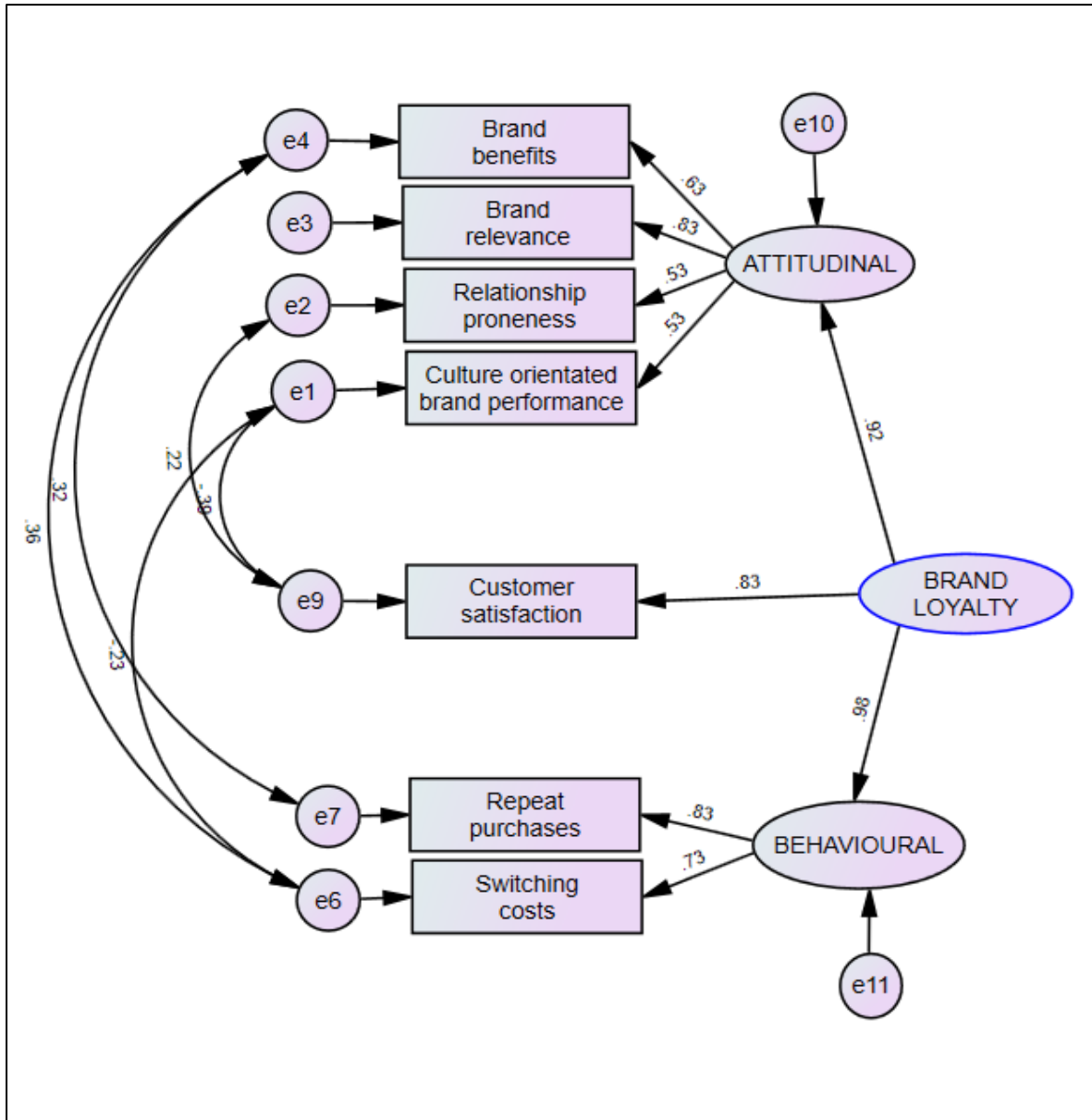


Figure 2: The Brand Loyalty Model

Regarding 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 square root AVE values do not exceed the correlation; hence the model possesses discriminant validity. In summary, the model possesses satisfactory validity. Construct validity is achieved when the model possesses both discriminant and convergent validity; this model then possesses partial construct validity.

4.2.2. 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) 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, 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.

4.2.3. Model fit analysis

Five goodness-of-model-fit indices are used to evaluate model fit. These indices include measuring incremental, non-normed, 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 a 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 and hypothesised model (DiStefano & Morgan, 2014). These indices and their respective decision rules and model fit analyses are shown in Table 5.

Table 5: Goodness of fit indices

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

Source: Compiled from analysis

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 a good model fit. In this model, the CFI (0.996) serves as the primary fit index and 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, indicating that the model deviates only 4.3% from an ideal model; this is less than the acceptable 10% deviation (Xia & Yang, 2019).

4.3. Acceptance/Rejection of the 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.

5. Managerial Implications

5.1. Implications regarding Attitudinal Antecedents

The empirical research indicates that brand loyalty is an increasingly attitudinal or emotional phenomenon instead of merely repurchasing behaviour. Although the latter remains crucial in 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.

5.1.1. Implications for Relationship Proneness

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

5.1.2. Implications for 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. Brand strength is a major predictor of future growth value, measured by differentiation and brand relevance (Beyene, 2021).

5.1.3. Implications for Brand Benefits

Brand benefits stretch beyond merely the trade-off between price and product or service. As illustrated from the literature review, it also includes social benefits. 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.

5.1.4. Implications for Culture-Orientated Brand Performance

Brands need 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. Managers must cultivate their brand culture to build a strong, positive, and distinctive brand experience that customers will associate with. Using cultural orientation as a connecting factor to mediate brand performance, brands can forge new relationships with their local markets and regional consumers.

5.2. Implications regarding Behavioural Antecedents

Behavioural antecedents that remain important to brand loyalty are repeat purchases 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 brand's customisation 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.

6. Conclusions, Limitations and Future Research

6.1. Conclusions

The primary objective of this study was to develop a general model to measure brand loyalty in South Africa with the additional aim of improving the competitiveness and sustainability of various South African businesses. This study tested nine antecedents and retained seven in the validated empirical model (Figure 1). The final empirical model for measuring and managing brand loyalty consists of two main loyalty drivers: attitudinal and behavioural. Analysis of the model results reveals that customer satisfaction has a greater effect when related directly to brand loyalty than through any "other" drivers. Therefore, customer satisfaction is linked directly 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 all except four 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 an overwhelmingly positive correlation to specifically the attitudinal drivers and brand loyalty. It also revealed that antecedent customer satisfaction directly relates to brand loyalty. Therefore, it is concluded that:

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

This study's final secondary objective 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.

6.2. Recommendations

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

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 managers specifically focus on customer satisfaction when addressing the individual antecedents to improve brand loyalty.

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 model's success 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.

6.3. Limitations

An obvious limitation of this study is its regional constraints. All the businesses under investigation are in South Africa. This means that the brand loyalty model cannot be operationalised without confirming that the findings also apply outside the geographic region. Another limitation might be that country-specific factors can influence customers and industries. 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.

6.4. 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 internationally 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 not merely to apply the brand loyalty model, 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 to maintain long-term relationships.

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