

A Model to Measure the Brand Loyalty for Fast Moving Consumer Goods

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ABSTRACT This paper develops a model to measure brand loyalty. This is achieved by researching historical brand loyalty models from the literature, and to identify from these models the constructs that influence behaviour related to brand loyalty. An exploratory research perspective examined a broad range of survey-based loyalty influences and then reduced these influences to the twelve more important ones. These twelve influences were further examined and a number of valid questions to measure each influence, were formulated from the literature review. This culminated in the final result, namely the model to measure brand loyalty. The research is of value to management, especially marketing and brand managers, as well as academics and other researchers. Managers will be able to apply the model to determine which specific influences are the most important for their products or services, while also identifying where their brand loyalty fails.

INTRODUCTION

It is commonly accepted in the marketing discipline that it is far cheaper to retain an existing customer than it is to attract a new customer (Salim 2011: 6 in support of Reichheld 1996:74) and that loyalty can be linked to company growth (Reichheld 2003: 91). Czepiel et al. (1983: 118) and Foster (2006: 4) claim that seeking new customers can be up to six times higher in cost than retaining an existing one, and companies should strive to retain their customers by what means they have in their marketing toolbox. One such marketing tool is to employ brand loyalty as competitive advantage, and it is, therefore, no surprise that the concept of brand loyalty has aroused an enormous interest among academics as well as practitioners within the field of marketing and consumer behaviour. Brand loyalty also plays an important role in the profitability of a brand and strongly influences the choice the consumer makes. In this regard, brand loyalty is defined by The American Marketing Association (AMA 2011) 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 (sales promotion definition); and

- ♦ The degree to which a consumer consistently purchases the same brand within a product class (consumer behaviour definition).

McCain (2011) in support of Better business (2010) highlights the importance of brand loyalty as competitive tool to the company by stating that a brand name:

- ♦ Establishes a reputation for a customer;
- ♦ Incorporates easy recognition to a product or service;
- ♦ Carries a perceived guarantee of value;
- ♦ Eradicates uncertainty regarding the product or service quality and/or experience;
- ♦ Increases sales figures and profit margins; and
- ♦ Positively reinforces satisfied customers with every repeat purchase.

In addition, Rao and Perry (2002:602) states that since brand loyalty was identified in 1990 as competitive marketing tool, it has become one of the most researched topics within the field of services marketing. As brand loyalty research intensifies, the brand loyalty models become more refined and representative of the products and segments they occupy. One challenge,

however, often experienced by researchers is the construction of a reliable and valid measuring instrument for brand loyalty research to be confirmed statistically. It becomes even more challenging when a number of variables and products are involved. It then becomes most complex when multiple dimensions of behaviour and attitude are added.

OBJECTIVES

The primary objective of this paper is to develop a structural framework to measure brand loyalty.

To achieve this objective, the secondary objectives of this paper are to:

- ♦ Identify and research historical brand loyalty models from the literature;
- ♦ From these models, identify the constructs that influences behaviour related to brand loyalty; and
- ♦ Select from the literature research the more important brand loyalty influences.

METHODOLOGY

The methodology employed focuses on the development of a model to measure brand loyalty. Brand loyalty research is predominantly conducted through questionnaires. This requires the development of a measuring instrument; in this case a structured questionnaire based on the brand loyalty influences. The questionnaire becomes a critical instrument for the outcome of the study. The questionnaire for this research study was constructed in four steps as shown in Figure 1.

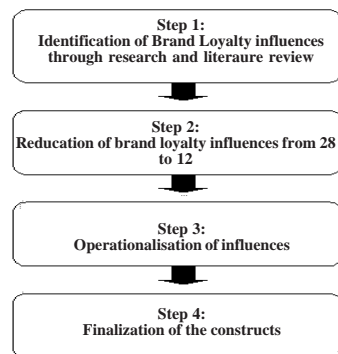


Fig. 1. Steps in developing the model

OBSERVATIONS AND DISCUSSION

Historical Overview of Brand Loyalty

The concept of brand loyalty first appeared in the 1940's as a uni-dimensional construct. Two separate loyalty concepts then evolved, one to measure attitude and one to measure behaviour in the 1950's. The bi-dimensional construct or composite model presented by Jacoby and Chestnut in 1971 which combined both the attitudinal and behavioural construct signalled the beginning of much interest in brand loyalty research. Using the composite model as a base, several models have since emerged offering new dimensions and influences in various industries. Most notable was the model offered by Dick and Basu (1994) which identified the need to define the different manifestations of composite loyalty as separate dimensions (Rundle-Thiele 2005: 493).

Brands continue to stimulate interest, even though so many prophets and experts have recently claimed they have no future. Managers have also rediscovered that the best kind of loyalty is brand loyalty, not price loyalty or bargain loyalty, even though as a first step it is useful to create behavioural barriers to exit (Kapferer 2004: 22).

Ehrenberg (1972: 32) has shown through 40 years of panel data analysis that product penetration is correlated with purchase frequency. In other words, big brands have both a high penetration rate and a high purchase frequency per buyer. Growth will necessarily take these two routes, and will not only be triggered by customer loyalty. This concurs with the view of Brodie and de Chernatony (2009: 99), who state that pioneer and dominant brands pulls buyers towards them with minimal marketing investment.

The success of a firm depends largely on its capability to attract consumers towards its brands. In particular, it is critical for the survival of a company to retain its current customers, and to make them loyal to the brand. Firms with large groups of loyal customers have been shown to have large market shares, and market share, in turn, has been shown to be associated with higher rates of return on investment (Jensen 2006: 442; Reichheld and Sasser 1990: 89).

A highly contentious issue among marketing experts is, in fact, the definition of a brand. Experts have varying options of what a brand is

and each one comes up with his or her own definition, or nuance to the definition (Kapferer 2004: 9).

A brand, according to Kotler and Keller (2006: 274), is an attribute related to a product or service that adds dimensions that differentiate it in some way from other products or services designed to satisfy the same need. These differences may be functional, rational, or tangible-related to the product performance of the brand. They may also be more symbolic, emotional, or intangible-related to what the brand represents.

Kotler and Keller (2006: 274) indicate that brands identify the source or maker of a product and allow consumers to assign responsibility to a particular manufacturer or distributor. Consumers learn about brands through past experiences with the product and its marketing programme.

Brand Loyalty

Perhaps one of the most elaborate conceptual definition of brand loyalty is that offered by Jacoby and Chestnut (1978: 80) where *brand loyalty is defined as (3.2.1) biased, (3.2.2) behavioural response, (3.2.3) expressed over time, by (3.2.4) some decision-making unit, (3.2.5) with respect to one or more alternative brands out of a set of such brands, and (3.2.6) is a function of psychological (decision-making, evaluative) processes.*

Brand loyalty has been described as a behavioural response and as a function of psychological processes (Jacoby and Kyner 1973). Loyalty is also defined as a deeply held commitment to repurchase or repatronised a preferred product/service consistently over time, despite situational influences and marketing efforts that might have the potential to cause switching behaviour (Oliver 1999). Brand loyalty can, therefore, be described as a function of both attitudes and behaviour (habit).

Dick and Basu (1994) suggest that brand loyalty favours positive word-of-mouth and greater resistance among loyal customers to competitive strategies. Obviously, such findings encourage marketers to build and maintain brand loyalty among customers. When striving for such goals, information on factors determining the creation of brand loyalty among customers becomes an important matter.

Maintaining brand loyalty remains the ultimate goal of a marketer. Brand loyalty is the consumer's conscious or unconscious decision, expressed through intention or behaviour, to repurchase a brand continually. It occurs because the consumer perceives that the brand offers the right product features, image, or level of quality at the right price.

Benefits of Brand Loyalty

Ambler et al. (2002: 18) state that firms selling brands with a high rate of loyal consumers reduce the marketing costs of the firm. Brand loyal consumers reduce the marketing cost of the firm as compared to the cost of attracting a new customer. Similarly Holt (2008: 78) confirms that in tough economic times when costs escalate, credit access shrinks and competition increases, a strong and resilient brand has a competitive advantage in the market.

Brand loyal consumers are willing to pay higher prices and are less price sensitive (Villas-Boas 2004: 136; McCain 2011; Reichheld and Sasser 1990: 119). Brand loyalty also provides the firm with trade leverage and valuable time to respond to competitive moves (Aaker 1991: 66). In sum, loyalty to the firm's brands represents a strategic asset that has been identified as a major source of the brands' equity. Commonly identified benefits of brand loyalty are as follows (Aaker 1996:145; Buchanan and Gilles 1990: 20; Orth and Malkewitz 2005: 74; McCain 2011; Better Business 2010):

- ♦ The cost of acquisition occurs only at the beginning of a relationship, so the longer the relationship, the lower the amortised cost;
- ♦ Account maintenance costs decline as a percentage of total costs (or as a percentage of revenue);
- ♦ Loyal customers tend to be less inclined to switch, and also tend to be less price sensitive which can result in stable unit sales volume and increases in dollar-sales volume;
- ♦ Loyal customers may initiate free word-of-mouth promotions and referrals;
- ♦ Loyal customers are more likely to purchase ancillary products and high margin supplemental products;
- ♦ Customers who stay with a brand tend to be satisfied with the relationship and are less

likely to switch to competitors, making it difficult for competitors to enter the market or gain market share;

- ♦ Regular customers tend to be less expensive to service because they are familiar with the process, require less brand education, and are consistent in their order placement;
- ♦ There is increased customer retention and loyalty makes the employees jobs easier and more satisfying. In turn, happy employees feed back into better customer satisfaction in a virtuous circle;
- ♦ Premium pricing can be attained with brand loyal customers;
- ♦ Increased satisfaction of customer base;
- ♦ Increased habitual buyers of brand products;
- ♦ Loyalty of brand is transferred to other products of same brand; and
- ♦ Increased sales and profit margins result.

Brand Loyalty Constructs

The concept of loyalty first appeared in the 1940s. In its earliest days loyalty was proposed as a uni-dimensional construct, which was related to the measurement perspective taken by the researcher. Two separate loyalty concepts evolved, namely, “brand preference” (Guest 1944; Guest 1955), which was later referred to as attitudinal loyalty and “share of market” (Cunningham 1956), which was later referred to as behavioural loyalty. Nearly 30 years after loyalty first appeared in the academic literature researchers (for example, Day 1969) proposed that loyalty may be more complex and that it may comprise both attitudinal and behavioural loyalty. This bi-dimensional concept has since been combined and referred to as composite loyalty (for example, Jacoby 1971).

The composite definition of loyalty has become the basis for much loyalty research that has since been undertaken (for example see, Jacoby and Kyner, 1973; Bloemer and Kasper 1995; Bennett 2001). The composite definition of loyalty considers that loyalty should always comprise favourable attitudes, intentions and repeat-purchases (see Jacoby and Chestnut 1978). Some researchers (see Oliver 1999) suggest that loyalty evolves and that there are stages of loyalty. In 1994, Dick and Basu subsequently identified the need to define the different manifestations of composite loyalty as separate dimensions.

Following Dick and Basu’s (1994) conceptual model, multi-dimensional views of loyalty emerged in the literature (for examples see Zeithaml et al. 1996; Bloemer et al. 1999; Narayandas 1999; Yu and Dean 2001). In a personal sense, loyalty is a feeling or an attitude of devoted attachment and affection. Table 1 outlines the evolution of the brand loyalty concept and also indicates the research instrument and contributing researcher(s).

The constructs identified from the literature research were reduced to the twelve more important ones. In this regard Mazibuko (2010:67) points out that constructs may differ between industries, and found in his research that breakfast cereal (as an FMCG) places emphasis on the construct of brand performance while Salim (2011) found that banking clients are more concerned with customer satisfaction and brand trust. Salim (2011) also heeds that care should be taken when constructing the questions that measure these constructs. Customer satisfaction can be measured by means of different questions. None of these researchers discards the influences of brand loyalty as identified from the literature, but they do warn that different industries could have different emphases. The observations are step-wise determined by means of the research methodology.

Table 3: Aggregate set of influences

1	Customer satisfaction	15	Image
2	Switching costs/Risk aversion	16	Habit
3	Brand trust	17	Awareness
4	Relationship proneness	18	Religion
5	Involvement	19	Experience
6	Perceived value	20	Reputation
7	Commitment	21	Social value
8	Repeat purchase	22	Brand credibility
9	Brand affect	23	Emotional value
10	Brand relevance	24	Celebrity influence
11	Brand Performance	25	Functional value
12	Culture	26	Attitude
13	Price worthiness	27	Cognitive conviction
14	Equity	28	Market share

Step 1: Identification of Brand Loyalty Influences through Research and Literature Review

The number of multidimensional brand loyalty measures over the past decade has

Table 1: Evolution of the brand loyalty constructs

<i>Year</i>	<i>Construct</i>	<i>Research Instrument</i>	<i>Researcher(S)</i>
1940	Uni-dimensional related to the measurement perspective taken by the researcher.	Questionnaire	Unknown
1944	Brand preference measure related to attitudinal loyalty	Questionnaire	Guest
1955	Brand preference measure related to attitudinal loyalty	Questionnaire	Guest
1956	Behavioural Loyalty	Questionnaire	Cunningham
1969	Bi-dimensional related to attitudinal and behavioural loyalty	Questionnaire	Day
1971	Composite loyalty related to the combination of attitudinal and behavioural loyalty	Questionnaire	Jacoby
1973	Composite loyalty related to the combination of attitudinal and behavioural loyalty	Questionnaire	Jacoby and Kyner
1978	Composite loyalty related to the combination of attitudinal and behavioural loyalty	Questionnaire	Jacoby and Chestnut
1994	Multi-dimensional loyalty treating composite loyalty as separate dimensions	Questionnaire	Dick and Basu
1995	Composite loyalty related to the combination of attitudinal and behavioural loyalty	Questionnaire	Bloemer and Kasper
1996	Multi-dimensional loyalty treating composite loyalty as separate dimensions	Questionnaire	Bloemer and Ruyter
1996	Multi-dimensional loyalty treating composite loyalty as separate dimensions	Questionnaire	Narayandas
1996	Multi-dimensional loyalty treating composite loyalty as separate dimensions	Questionnaire	Ziethaml, Berry and Parasuraman
1999	Composite with stages of loyalty	Questionnaire	Oliver
2001	Composite loyalty related to the combination of attitudinal and behavioural loyalty	Questionnaire	Bennett
2001	Multi-dimensional loyalty treating composite loyalty as separate dimensions	Questionnaire	Yu and Dean
2004	Multi-dimensional loyalty with the focus on brand equity as the most important antecedent of brand loyalty	Questionnaire	Taylor, Celuch and Goodwin
2006	Multi-dimensional loyalty for the next generation	Questionnaire	Esch et al.
2008	Examining the Antecedents of Brand Loyalty from an Investment Model Perspective	Questionnaire	Xiang and Petrick

Source: Adapted Rundle-Thiele (2005:494); Punniyamoorthy and Raj (2007: 224); Xiang and Petrick (2008: 224).

increased. The majority of the measures presented examine the key influences on brand loyalty. Table 2 reflects more recent studies that were conducted on brand loyalty influences from which influences for this study were extracted.

Based on the influences extracted and tested by the research studies listed in Table 2, as well as influences that appear in a literature review, the following 28 influences listed in Table 3 have been identified as the most commonly appearing influences in brand loyalty studies.

Step 2: Reduction of Brand Loyalty Influences from 28 to 12

In order to get a more parsimonious set of variables without losing the ability to measure the construct of interest, the influences identified in Table 3 were reduced to 12 influences

represented in Table 4. The process of elimination involved exploring brand loyalty studies conducted to determine those influences that received overwhelming support. The influence and as well as the remarks appears in Table 4 below.

The source of the 12 identified influences to be used in the questionnaire as well as a definition of each influence appears in Table 5 below.

Step 3: Operationalisation of Influences

The remaining 12 influences were operationalised to reflect the understanding of the concepts within the context of the present study. The complete set of operationalisations appears in Table 6.

Table 2: Brand loyalty models and constructs examined

<i>Researcher(s)</i>	<i>Type of construct</i>	<i>Influences tested</i>
Chaudhuri and Hoibrook (2001)	107 brands from three separate surveys of consumers and brand managers	<ul style="list-style-type: none"> • Brand trust; • Brand affect; • Purchase loyalty; • Attitudinal loyalty; • Market share; and • Relative Ppice.
Giddens (2001)	Multiple brands across several industries of current and potential customers	<ul style="list-style-type: none"> • Awareness; • Perceived relevance; and • Perceived value
Schijns (2003)	Multidimensional model in the insurance sector	<ul style="list-style-type: none"> • Customer satisfaction; • Trust; • Switching costs; • Reputation; • Relationship proneness
Musa (2005)	Multidimensional model using a chaining process in the beauty and healthcare sector	<ul style="list-style-type: none"> • Performance; • Subsystem satisfaction; and • Overall satisfaction; • Perceived value; • Attitudinal loyalty; • Behavioural loyalty; • Trust
Punniyamoorthy and Raj (2007)	Multidimensional model in the newspaper sector	<ul style="list-style-type: none"> • Involvement; • Functional value; • Price worthiness; • Emotional value; • Social value; • Brand trust; • Satisfaction; • Commitment; • Repeat purchase
Maritz Inc (2007)	Multidimensional model in the services sector	<ul style="list-style-type: none"> • Marketplace factors; • Individual psychographic differences; • Customer experience; • Brand image; • Brand equity
Kim, Morris and Swait (2008)	Multidimensional model across multiple product categories	<ul style="list-style-type: none"> • Cognitive conviction; • Brand Credibility; • Attitude strength; • Affective conviction; and • Brand commitment.

Source: Chaudhuri and Hoibrook (2001); Giddens (2001); Schijns (2003); Musa (2005); Punniyamoorthy and Raj (2007); Maritz Inc (2007); Kim et al. (2008)

The model for brand loyalty is shown in Figure 2.

The operationalisation in Table 6 was based on the relevant definitions in the literature sources indicated. In some cases, operationalisation was slightly adapted to reflect the objectives of the present study or the industry under study.

Step 4: Finalising the influences

Upon finalisation of the 12 influences, items to measure the influences were also identified.

These questions, its literary origin and the relevant constructs appear in Table 7.

CONCLUSION

This research took a step back from loyalty theory to re-define the concept of loyalty. An exploratory perspective was taken to examine a broad range of brand loyalty influences and survey-based loyalty measures that had been used in the literature. Although 28 influences were identified, 12 were selected as the most

Table 5: Description and sources of influences

<i>Influence</i>	<i>Description</i>	<i>Researchers</i>
1 <i>Customer Satisfaction</i>	Customer satisfaction is believed to mediate consumer learning from prior experience and to explain key post-purchase behaviours such as complaining, word of mouth, and repurchase intention and product usage. Customer satisfaction has a significant influence on repurchase intention and post purchase complaint and that the higher level of customer satisfaction will lead to a higher level of brand loyalty.	Punniyamoothy and Raj (2007), Musa (2005), Schijins (2003), Delgado and Munuera-Aleman (2001), Dick and Basu (1994), Jacoby and Chestnut (1978).
2 <i>Switching Costs</i>	In many markets, consumers face non-negligible costs of switching between different brands of products or services. There are at least three types of switching costs: transaction costs, learning costs, and artificial or contractual costs. Switching costs have been theoretically shown to have positive effects over prices, profits, and entry deterrence, and have been linked to a variety of competitive phenomena such as price wars and deep discounts offered by firms to attract new customers.	Kim et al. (2008), Maritz (2007), Schijins (2003), Dick and Basu (1994), Jacoby and Chestnut (1978).
3 <i>Brand Trust</i>	Trust exists when one party has confidence in an exchange partner's reliability and integrity. It is suggested that trust positively affects commitment and is the basis for loyalty. Research by Garbarino and Johnson (1999: 66) found a strong relationship between loyalty and brand trust. Their research suggested that there is a distinct need of trust in developing positive and favourable attitudes towards brands. Brand trust is the central construct for any long-term relationship and is an important contributor in attaching a kind of emotional commitment that leads to long-term loyalty.	Punniyamoothy and Raj (2007), Musa (2005), Schijins (2003), Chaudhuri and Hoibrook (2001), Garbarino and Johnson (1991), Dick and Basu (1994), Jacoby and Chestnut (1978).
4 <i>Relationship Proneness</i>	Relationship Proneness is an individual characteristic of the buyer, and is defined as "a buyer's relatively stable and conscious tendency to engage in relationships with sellers of a particular product category" Relationship proneness as the stable tendency of a consumer to engage in relationships with retailers and can therefore be considered as a part of a consumer's personality. In addition, relationship proneness is a conscious tendency to engage in relationships as opposed to a tendency to engage in relationships based on inertia or convenience.	Kim et al. (2008), Schijins (2003), Chaudhuri and Hoibrook (2001), Odekerken-Schroder (1999), Dick and Basu (1994), Jacoby and Chestnut (1978).
5 <i>Involvement</i>	Product involvement involves an ongoing commitment on the part of the consumer with regard to thoughts, feelings and behavioural response to a product category. Involvement is an unobservable state of motivation, arousal or interest toward a product. Studies by Jacoby and Chestnut, (1978); Park (1996); Traylor (1981) and LeClerc (1997) that examined the relationship between product involvement and loyalty indicate a definite correlation. LeClerc and Little (1997) found that brand loyalty interacted with product involvement. In a similar vein, Park (1996) in his study found that involvement and attitudinal loyalty were highly correlated. Research conducted therefore suggests that higher level of involvement with a brand leads to higher level of brand loyalty.	Kim et al. (2008), Punniyamoothy and Raj (2007), Musa (2005), Giddens (2001), Park (1996), Dick and Basu (1994), Jacoby and Chestnut (1978).

Table 5: contd...

<i>Influence</i>	<i>Description</i>	<i>Researchers</i>
6 <i>Perceived Value</i>	Punniyamoorthy and Raj (2007) describe perceived value as the consumer's overall assessment of the utility of a product based on perceptions of what is received and what is given. Perceived value is made up of several components. The four most common components identified that represents perceived value are: Functional value.	Emotional value- Price-worthiness factor- Social value Kim et al. (2008), Punniyamoorthy and Raj (2007), Musa (2005), Schijins (2003), Giddens (2001), Garbarino and Johnson (1991), Dick and Basu (1994), Jacoby and Chestnut (1978).
7 <i>Commitment</i>	Brand commitment according to Kim et al. (2008: 2) occurs when consumers pledge or bind themselves to purchase the brand. Customer commitment is a central construct in the development and maintenance of marketing relationships because it is a key psychological force that links the consumer to the selling organization (Bansal, Irving and Taylor (2004). The nature of commitment according to Fullerton (2005: 161) is that it is an attitudinal construct representing customer feelings about the act of maintaining a relationship with a commercial partner. Delgado and Munuera-Aleman (2001:299) argues that commitment explains the process by which it is presumed that a customer is loyal because he/she has a favourable attitude toward the brand and is also a frequent buyer of that brand. This process is a feature of brand communities in which consumers share identification with a brand they consume as individuals and as part of the community (McAlexander, Schouten, and Koenig, 2002: 18). Intuitively, affective commitment would lie at the heart of a consumer – brand relationship because consumers come to be identified with and be involved with many of the brands they regularly consume (Fournier, 1998: 41). There is overwhelming evidence to suggest that the higher the level of commitment, the higher the level of brand loyalty (Fullerton, 2005: 162).	Kim et al. (2008), Punniyamoorthy and Raj (2007), Musa (2005), Schijins (2003), Chaudhuri and Hoibrook (2001), Garbarino and Johnson (1991), Dick and Basu (1994), Jacoby and Chestnut (1978).
8 <i>Repeat Purchase</i>	The consistent repeat purchase is one kind of "Loyalty-Prone" behaviour (Cunningham, 1956: 29) which forms the base for brand loyalty. Repeated purchase behaviour is an axiomatic term that simply refers to the extent to which consumers re-purchase the same brand in any equal-length period of time (Ehrenberg, 1988: 176). The strength of behavioural brand loyalty is, therefore, directly a function of the repetitive occurrence of purchase or consumption behaviour. The consumer according to Gordon (2003: 333) establishes a systematic biased response or habit simply due to the frequency of encounters. Once the behavioural brand loyalty is strongly manifested by the consumer, it is very difficult to change the systematic bias away from the brand thus resulting in repeat purchase pattern leading to higher level of brand loyalty (Chaudhuri and Holbrook, 2002: 43).	Kim et al. (2008) Punniyamoorthy and Raj (2007), Musa (2005), Schijins (2003), Chaudhuri and Hoibrook (2001), Garbarino and Johnson (1991), Dick and Basu (1994), Jacoby and Chestnut (1978).
9 <i>Brand Affect</i>	Brand affect is defined as the potential in a brand to elicit a positive emotional response in the average consumer as a result of its usage (Chaudhuri and Holbrook, 2002; Morgan and Hunt (1994). In another study, brand affect is defined as a brand's	Musa (2005), Schijins (2003), Chaudhuri and Hoibrook (2001), Moorman et al. (1992), Dick and Basu (1994), Jacoby and Chestnut (1978).

Table 5: contd...

<i>Influence</i>	<i>Description</i>	<i>Researchers</i>
	<p>potential to elicit a positive emotional response in the average consumer as a result of its usage (Moorman, et al. 1992).</p> <p>Most commonly, affect is characterized in terms of two independent dimensions: positive and negative. Several authors suggest that people strive to experience positive affect and avoid negative affect. Furthermore, Baker et al. (1992) find a positive relationship between positive affect experienced in a retail context and willingness to buy. Moreover, they report that the positive affect may mediate the effects of store image on loyalty. In line with Watson and Tellegen (1985) we define positive affect as <i>the extent to which an individual affirms a zest for life</i>.</p>	
10 <i>Brand Relevance</i>	<p>With the geometric proliferation of increasingly meaningless brands in the marketplace, consumers are now seeking brands that establish relevance Moore (2008: 920). A brand according to Tucker (2005: 87) needs to stand for something that actually matters in a world of too many brands for human cognition. Brands that are relevant (<i>it has freshness about them and portray positive significance</i>) are according to Liddy (2001: 17) a key component in ensuring brand loyalty. As businesses, nonprofits, and governmental entities alike are embracing branding and spending more money on marketing, their brand messages need to become more complex and orchestrated to carry more meaning and to establish effective brand relevance. The traditional strategies of repetition are inadequate of themselves to create either the “authentic newness” or the “individual.</p>	Kim et al. (2008), Tucker (2005), Musa (2005), Schijns (2003), Chaudhuri and Hoibrook (2001), Giddens (2001), Dick and Basu (1994), Jacoby and Chestnut (1978).
11 <i>Brand Performance</i>	<p>Perceived performance is the customer’s evaluation of product or service performance following the consumption experience. Brand performance according to Musa (2005: 47) is the subjective evaluation of the core product (i.e., attributes of the focal product), comprising both intrinsic (effectiveness) and extrinsic (packaging) characteristics. Direct seller performance refers to performance-delivery elements including the direct salesperson’s characteristics and services offered (Endut, 1999; Raymond and Tanner, 1994).</p>	Musa (2005), Schijns (2003), Chaudhuri and Hoibrook (2001), Endut (1999), Dick and Basu (1994), Jacoby and Chestnut (1978).
12 <i>Culture</i>	<p>Kotler and Keller (2006: 177) regard culture as the most important consumer buying organization in society. Grant (2005: 54) confirms that young individuals remain loyal to family brands until other factors take over. Mann (2007: 2) maintains that family and culture plays an integral role in purchasing behaviour and brand loyalty. Simons (2004: 112) adds that family introduces a psychological dimension to brand loyalty in that it indirectly assures security and trust through generations of use. Simons (2004: 112) also maintains that nostalgia is a related factor that keeps individuals loyal to classical brands.</p>	Punniyamoothy and Raj (2007), Mann (2007), Musa (2005), Schijns (2003), Chaudhuri and Hoibrook (2001), Dick and Basu (1994), Jacoby and Chestnut (1978).

Table 6: Operationalisation of influences

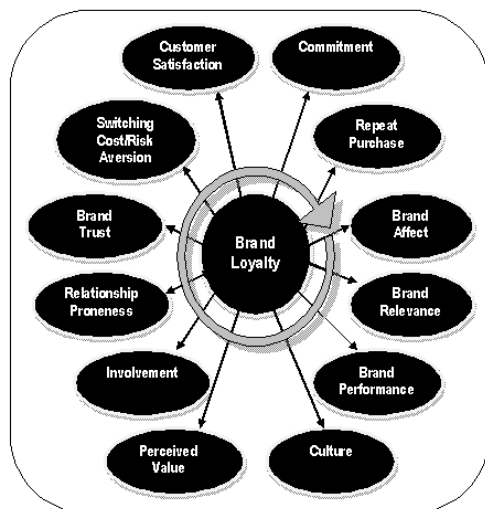
<i>No. Influence</i>	<i>Definition</i>	<i>Source</i>	<i>Operationalisation</i>
1 <i>Customer Satisfaction</i>	The degree to which customer expectations of a brand are met or exceeded.	Walker (2009: 4)	An overall positive evaluation over time of all aspects of a customer-brand relationship
2 <i>Switching Costs/Risk Aversion</i>	The costs incurred by switching brands	Lee and Cunningham (2001: 27) Farrell and Klemperer (2007: 116)	A consumer faces a switching cost between sellers when an invest must be duplicated for a new seller ment pecific to his current seller The perceived cost of ending a relationship and securing a new relation ship
3 <i>Brand Trust</i>	Feeling of security held by the consumer in his/her interaction with the brand, that it is based on the perceptions that the brand is reliable and responsible for the interests and welfare of the consumer.	Delgado and Munuera-Aleman (2001: 1238)	The perceived credibility of a brand in which one has confi dence
4 <i>Relationship Proneness</i>	Brand relationship proneness is the consequence of how a given customer perceives her relationshi p with a brand over time	Parish and Holloway (2010: 61)	The benefits a customer receives from all aspects of a relationship
5 <i>Involvement</i>	Involves an ongoing commitment on the part of the consumer with regard to thoughts, feelings and behavioural response to a product category.	Gordon and McKeage (1998: 44) Miller and Marks (1996: 129)	An unobservable state of motiva- tion, arousal or interest toward a product. Reflects the perceived relevance of a brand to the individual on an ongoing basis.
6 <i>Perceived Value</i>	Customer's opinion of a brand's value to him or her. It may have little or nothing to do with the brand market price, and depends on the brand's ability to satisfy his or her needs or requirements.	Punniyamoorthy and Raj (2007: 233)	The value a customer receives from a brand
7 <i>Commitment</i>	The degree to which a customer is committed to a given brand in that they are likely to re-purchase /re-use in the future. The level of commitment indicates the degree to which a brand's customer franchise is protected from competitors	Raju (2008) et al. (2008: 855)	An enduring desire to maintain a loyal relationship
8 <i>Repeat Purchase</i>	An axiomatic term that simply refers to the extent to which consu- mers re-purchase the same brand in any equal-length period of time	Ehrenberg (1988: 450)	Establishment of a systematic bi- ased response or habit simply due to the frequency of encounters.
9 <i>Brand Affect</i>	A brand's potential to elicit a posi- tive emotional response in the ave- rage consumer as a result of its use.	Matzler et al. (2006: 430)	The perceived positive emotional response as a result of brand us- age
10 <i>Brand Relevance</i>	The alignment of a brand's stra- tegy and identity to provide a clearly stated benefit that addresses a need, want or desire of a given consumer or consumer segment.	Ashworth (2007: 520)	The perceived relevance of a brand that provides satisfaction
11 <i>Brand Performance</i>	The subjective evaluation of the core product (i.e., attributes of the focal product), comprising both intrinsic (effectiveness) and extrinsic (packaging) characteristics.	Musa (2005: 47)	Evaluation of product or service performance following the con- sumption experience
12 <i>Culture</i>	Integrated pattern of human know- ledge, belief, and behaviour that is both a result of an integral to the human capacity for learning and trans- mitting knowledge and purchase behaviour to succeeding generations	Schroeder et al. (2006: 191)	Psychological dimension to brand loyalty assuring security and trust through generations of use

Table 7: Origins of questionnaire items

<i>Dimension</i>	<i>Code</i>	<i>Item</i>	<i>Source</i>
<i>Customer Satisfaction</i>	CUS01	I am very satisfied with the FMCG brands I purchase	Delgado and Munuera-Aleman (2001: 54)
	CUS02	Distinctive product attributes in FMCG keep me	Saaty (1994: 121). brand loyal
	CUS03	My loyalty towards a particular FMCG brand increases when I am satisfied about that brand	Anderson (1993: 125)
	CUS04	I do not repeat a purchase if I am dissatisfied about a particular FMCG brand	Chen and Lue (2004: 26)
	CUS05	I attain pleasure from the FMCG brands I am loyal towards	Leuthesser and Kohli (1995: 17)
<i>Switching Cost/Risk Aversion</i>	CR01	I do not switch FMCG brands because of the high Switch cost implications	Klemperer (1987: 388)
	SCR02	I do not switch FMCG brands because of the effort required to reach a level of comfort	Beggs and Klemperer (1995: 56)
	SCR03	I avoid switching FMCG brands due to the risks involved	Self generated item
	SCR04	I switch FMCG brands according to the prevailing economic conditions	Kim et al. (2003: 27)
	SCR05	I prefer not to switch FMCG brands as I stand to lose out on the benefits from loyalty programmes	Klemperer (1995: 520)
<i>Brand Trust</i>	BTS01	I trust the FMCG brands I am loyal towards	Halim (2006: 1)
	BTS02	I have confidence in the FMCG that I am loyal to	Morgan and Hunt (1994: 23)
	BTS03	The FMCG brands I purchase has consistently high quality	Reast (2005: 11)
	BTS04	The reputation of a FMCG brand is a key factor in me maintaining brand loyalty	Raimondo (2000: 33)
<i>Relationship</i>	RPR01	I prefer to maintain a long term relationship with Proneness	Dwyer (1987: 14) a FMCG brand
	RPR02	I maintain a relationship with a FMCG brand in keeping with my personality	Bloemer et al. (1999: 106)
	RPR03	I maintain a relationship with an FMCG brand that focuses and communicates with me	Davis and Halligan (2002: 10)
	RPR04	I have a passionate and emotional relationship with the FMCG brands I am loyal to	Reast (2005: 10)
<i>Involvement</i>	INV01	Loyalty towards a FMCG brand increases the more I am involved with it	Quester and Lim (2003: 29)
	INV02	Involvement with a FMCG brand intensifies my arousal and interest towards that brand	Knox and Walker (2001: 121)
	INV03	I consider other FMCG brands when my involvement with my FMCG brand diminishes	Self generated item
	INV04	My choice of a FMCG brand is influenced by the involvement others have with their FMCG brand	Quester and Lim (2003: 25)
<i>Perceived Value</i>	PVL1	My FMCG brand loyalty is based on product quality and expected performance	Olson (2008: 246)
	PVL02	I have an emotional attachment with the FMCG brands I am loyal towards	Petromilli (2002: 22)
	PVL03	Price worthiness is a key influence in my loyalty towards FMCG brands	Punniyamoorthy and Raj (2007: 233)
	PVL04	The FMCG brands that I am loyal to enhances my social self concept	Punniyamoorthy and Raj (2007: 233)
<i>Commitment</i>	COM01	I have pledged my loyalty to particular FMCG brands	Kim et al. (2008: 111)
	COM02	I do not purchase/sample other FMCG brands if my FMCG brand is unavailable	Self generated item
	COM03	I identify with the FMCG brands that I consume and feel as part of the brand community	McAlexander et al. (2002: 18).
	COM04	The more I become committed to a FMCG brand, the more loyal I become	Fullerton (2005: 100)
	COM05	I remain committed to FMCG brands even through price increases and declining popularity	Foxall (2002: 18)
<i>Repeat Purchase</i>	RPS01	My loyalty towards FMCG brands is purely habitual	Gordon (2003: 333)
	RPS02	I do not necessarily purchase the same FMCG brands all the time	Self generated item

Table 7: Contd...

<i>Dimension</i>	<i>Code</i>	<i>Item</i>	<i>Source</i>
	RPS03	I always sample new FMCG brands as soon as they are available	East and Hammond (1996: 31)
	RPS04	I establish a FMCG brand purchasing pattern and seldom deviate from it	Heskett (2002: 356)
	RPS05	Loyalty programmes are reason I repeat FMCG brand purchases	Sharp (2003: 20)
<i>Brand Affect</i>	BAF01	I attain a positive emotional response through the usage of a FMCG brand	Chaudhuri and Holbrook (2002: 146)
	BAF02	The FMCG brands that I am loyal towards makes a difference in my life	Moorman et al.(1992: 45)
	BAF03	I am distressed when I am unable to use/purchase a particular FMCG brand	Matzler (2006: 430)
<i>Brand Relevance</i>	BRV01	The FMCG brands that I am loyal towards stands for issues that actually matters	Minninni (2005: 24)
	BRV02	The FMCG brands that I am loyal towards has freshness about them and portray positive significance	Henkel et al. (2007: 311)
	BRV03	I know that an FMCG brand is relevant through the brand messages communicated.	Moore (2008: 922)
	BRV04	The FMCG brands that I am loyal towards are constantly updating and improving so as to stay relevant	Self generated item
<i>Brand Performance</i>	BPF01	I evaluate a FMCG brand based on perceived performance	Musa (2005: 47)
	BPF02	I will switch FMCG brand loyalty should a better performing FMCG brand be available	Baldauf (2003: 222)
	BPF03	I am loyal only towards the top performing FMCG brand	Wong and Merrilees (2008: 377)
<i>Family / Culture</i>	CUL01	My choice of FMCG brands is in keeping with the choice made by other members in my race group	Self generated item
	CUL02	My loyalty towards an FMCG brand is based on the choice of FMCG brand used by my family	Kotler and Keller (2006: 177)
	CUL03	Religion plays a role in my choice and loyalty of FMCG brands	Self generated item
	CUL04	Family used FMCG brands indirectly assure brand security and trust.	McDougall et al. (2004: 9)

**Fig. 2. A brand loyalty model**

frequently used and influential dimensions of brand loyalty.

An examination of literature, research studies and brand loyalty models ensured that the influences along with questions for the measuring instrument were scientifically selected, even though verification and validation tests were not performed at this stage.

The use of multiple dimensions in loyalty assessment will improve the explanatory potential for both marketing managers and academics. There is value in considering the types of loyalty and in specifying these types. In other words, loyalty is more than one or two combined things.

RECOMMENDATIONS

- From the research, it is recommended that:
- ♦ The model to measure brand loyalty be empirically evaluated to determine the validity of the influences as well as the items.

- ♦ The model be subjected to two or preferably three commonly-used fast-moving consumer products to empirically evaluate if the model holds for different products.
- ♦ The reliability of each of the data sets be determined to ensure that the model has satisfactory levels of reliability.
- ♦ The model be subjected to the fitness measures such as the *Comparative Fit Index* (CFI), the *Hoelter's Fit Index* and the *RMSEA measure of model fit* to determine how well the model fits.

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