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# Empirical Evaluation of a Model That Measures the Brand Loyalty for Fast Moving Consumer Goods

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**ABSTRACT** The objective of this paper is to evaluate the model to measure brand loyalty. This is achieved by using the model to measure three fast moving consumer goods (toothpaste, bread and coffee) and apply the model to measure the brand loyalty influences and their measuring criteria. If the model remains valid when applied to different FMCG products, and measures brand loyalty of the three products successfully, it implies that the model is a generic rather than specific managerial tool in the FMCG industry. The results obtained from the research in this article shows that the model to measure brand loyalty were successful and remained valid in the case of all three the products. The results are promising, showing that the model to measure brand loyalty strives towards a generic tool that can be applied in the FMCG industry in different products. However, the model needs to be scrutinised further by exposing it to a wide range of FMCG products to ensure that it really is applicable to all FMCG products. Managers will find the model valuable because they can 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. This research paper is an exploratory study of brand loyalty in the FMCG market which sets a scientific base for academia who wants to further research the concepts of brand loyalty and brand management. In addition, the model sets a scientific base for academia who wants to further research the concepts of brand loyalty and brand management.

## INTRODUCTION

Branding has surfaced as a primary tool used to distinguish a company's products from the competition's products. In this regard, branding is used to establish a competitive position by addressing one or more of the following branding purposes, namely: *product identification, repeat sales (loyalty)* and *enhancing new products* (Lamb et al. 2008: 214). Managers have recognised the importance of branding on these three levels and have discovered the benefits of retaining customers rather than seeking new ones, and firms have recognised the importance of brand loyalty as strategic competitive tool (Kotler and Keller 2006).

The concept of brand loyalty, as integral part of the brand management strategy evolved in the 1950s, while the attitude to measure brand loyalty as a construct was initiated by the composite model of Jacoby in 1971. This measuring model combined both the attitudinal and behavioural construct signalling the beginning of much interest in brand loyalty research (Rundle-Thiele 2005: 494). Using the composite model as a base, several models have emerged since offering new dimensions and influences in various industries. Most notable was the model offered by Dick and Basu (1994: 111) which identified the need to define the different manifestations of composite loyalty as separate dimensions. The concept brand loyalty became one of the most researched topics within the field of services marketing from the 1990s onwards, and the FMCG industry is also well researched to with regard to brand loyalty and brand management.

Brand equity plays an important role in brand loyalty as it refers to the marketing effects or outcomes that accrue to a product with its brand name compared to those that would accrue if the same product did not have the brand name. Brand equity is driven by consumer knowledge. Brand perception, according to Ries (2003: 11), consists of those activities by which an individual acquires and assigns meaning to stimuli. Perception begins with exposure and occurs when a stimulus comes within range of one of our primary sensory receptors. Ries (2003: 11)

maintains that people are exposed to only a small fraction of the available stimuli, and this is usually the result of "*self-selection*."

FMCG products refer to those retail goods that are generally replaced or fully used up over a short period of days, weeks, or months, and within one year (Smith 2010: 1). FMCG have a short shelf life, either as a result of high turnover or because the product perishibility. FMCG are goods of daily use bought by retail consumers, like toothpaste, soaps and detergents, deodorants, and more.

**Problem Statement**

The research by Moolla (2010) has shown that the model that measures brand loyalty is valid and reliable. However, the unresolved problem associated with the model to address is if it can be operationalised as managerial tool. Thus, is the model valid for a number of randomly selected FMCG products? If not, the model breaks down and becomes a measuring tool for a specific product (in which case it would have limited applications in management), or does this model hold for a number of products (in which case it could be used as managerial tool in the FMCG industry).

**Research Propositions**

- ***$P_1$:*** The conceptual model to measure brand loyalty is *valid* for different FMCG products and *can be operationlised* to measure brand loyalty of different FMCG products.
- ***$P_A$:*** The conceptual model to measure brand loyalty is *not valid* for different FMCG products and *cannot be operationlised* to measure brand loyalty of different FMCG products.

**Objectives**

The primary objective of this article is to evaluate the performance of the conceptual model using three randomly selected FMCG products. To address this primary objective the following secondary objectives were formulated, namely to:

- Select three FMCG products by means of scientific acceptable criteria; Validate the items that measure each of the brand loyalty influences for each of three selected products;
- Test the applicability of the data for multivariate statistical analysis for each of three selected products (such as an exploratory factor analysis);
- Determine the importance of each of the brand loyalty influences for each of three selected products;
- Test the reliability of each of the brand loyalty influences in the model for each of three selected products; and
- Determine the correlation coefficients between the brand loyalty influences of the three selected products.

**Literature Review**

Research studies by Jacoby and Chestnut (1978), Traylor (1981), Dick and Basu (1994), Park (1996), Chaudhuri and Holbrook (2002), Giddens (2001), Jensen and Hansen (2002), Schijins (2003), Musa (2005), Rundle-Thiele (2005), Punniyamoorthy and Raj (2007), Kim et al. (2008) and Maritz (2007) focus on identifying the key influences of brand loyalty. From these studies, and others, Moolla (2010) identified twelve brand loyalty influences and their relative importance to brand loyalty. These influences are: Customer Satisfaction, Switching Costs, Brand Trust, Relationship Proneness, Involvement, Perceived Value, Commitment, Repeat Purchase, Brand Affect, Brand Relevance, Brand Performance, and Culture are shown in Figure 1.

The influences identified by Moolla (2010), as displayed in Figure 1, are clarified below:

***Customer Satisfaction***

Customer satisfaction is believed to mediate consumer learning from prior experience and to explain key post-purchase behaviours such as complaining, word of mouth, repurchase intention and product usage (Westbrook and Oliver 1991: 86), while Lin (2009: 145) suggests that customer satisfaction has a significant influence on repurchase intention and that a higher level of customer satisfaction directly leads to a higher level of brand loyalty. However, according to (Back and Parks, 2003: 419) satisfaction is an insufficient solo condition for loyalty. Customers can achieve high levels of satisfaction yet not inspire any real loyalty. Therefore, satisfac-

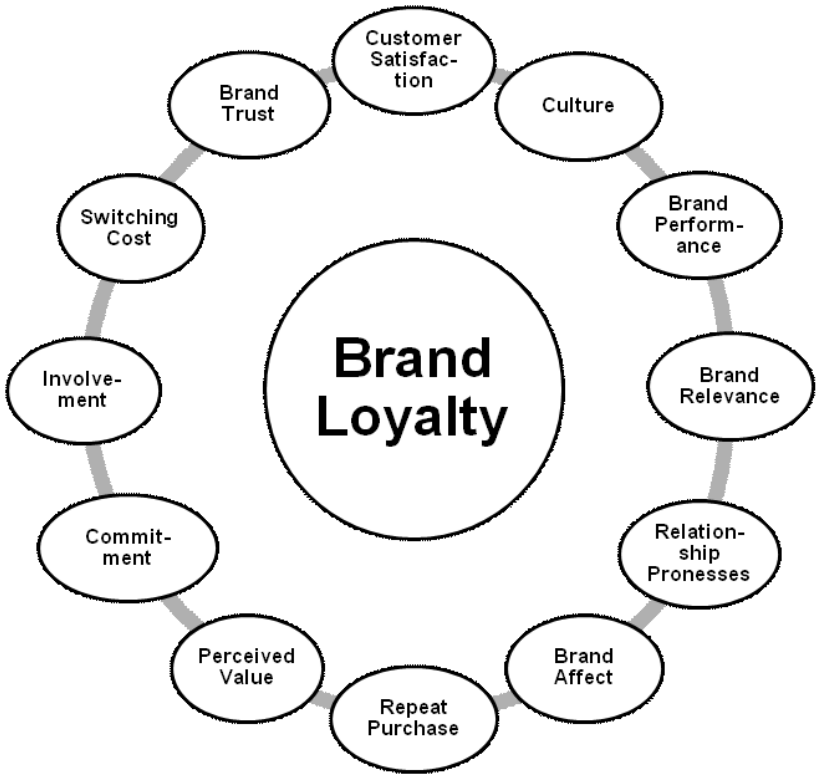


**Fig. 1. Brand loyalty influences**

tion acts merely as a proxy for loyalty to a brand in the market at any given time (Engels, 2005: 4).

### *Switching Costs*

Klemperer (1987: 376) states that consumers face non-negligible costs such as the transactional and learning costs of switching between different brands of products or services. These costs are classified as:

- *Transaction costs* are costs that occurred to start a new relationship with a provider and sometimes also include the costs necessary to terminate an existing relationship.
- *Learning costs* represents the effort required by the customer to reach the same level of comfort or facility with a new product as they had for an old product.
- *Artificial switching costs* are costs created by deliberate actions of firms and are very common in the marketplace: frequent flyer programs, repeat-purchase discounts, and "clickthrough" rewards are all examples (Aydin et al. 2005: 27).

Although switching costs have positive effects over prices, profits, and entry deterrence (Beggs and Klemperer 1992: 652; Klemperer 1987:375; Klemperer 1995: 518), switching costs can be a significant mobility barrier when considering alternative products (Morgan and Hunt, 1994: 26).

### *Brand Trust*

Research by Garbarino and Johnson (1999: 76) found a strong relationship between loyalty and brand trust. Their research suggested that there is a distinct need for trust in developing positive attitudes towards brands. According to Hess (1995:21), brand trust is the central construct for any long-term relationship and is an important contributor in attaching an emotional commitment which leads to long-term loyalty.

### *Relationship Proneness*

Relationship proneness is an individual characteristic of the buyer. It is defined as "a buyer's

relatively stable and conscious tendency to engage in relationships with sellers of a particular product category" (Odekerken-Schröder 1999: 44; Storbacka et al. 1994: 266). Similarly, Bloemer and Odekerken-Schroder (2002: 69) describes plural 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. It can be assumed that consumers, who are intrinsically inclined to engage in relationships with retailers in general, will also reveal *store loyalty* to a particular retailer (Odekerken-Schröder 1999: 45). Similarly, loyalty aimed towards a specific product or a specific brand indicate that a relationship was formed between the brand or product and the customer.

### *Brand Involvement*

Gordon et al. (1998: 44) claim that product involvement involves an ongoing commitment on the part of the consumer with regard to thoughts, feelings and behavioural response to a product category. Miller and Marks (1996: 123) state that involvement is an unobservable state of motivation, arousal or interest toward a product. Park (1996: 244) confirms that his research provided additional evidence that involvement is closely related to intentions and behaviours, corroborating evidence from numerous studies. Studies by Jacoby and Chestnut (1978), Park (1996) and Traylor (1981) that examined the relationship between product involvement and loyalty indicate a definite correlation.

### *Perceived Value*

Punniyamoorthy and Raj (2007: 233) 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. Voss et al. (2005: 32) are of the opinion that perceived value is made up of several of the following components:

- *Functional Value:* The functional value of a brand along with the emotional value and social value is collectively referred by many authors as customer value or perceived value (Affif 2008: 1).
- *Emotional Value:* According to Diep and Sweeny (2008: 400), emotional value is the utility derived from the feelings or affective states that a product generates. Emotions play a part in every purchase decision.
- *Price-worthiness Factor:* This factor denotes the utility derived from the product due to the reduction of its perceived costs (Jensen and Drozdenko 2008: 115). Higher levels of price worthiness lead to higher levels of brand loyalty (Punniyamoorthy and Raj 2007: 233).
- *Social Val* The utility derived from the product's ability to enhance social self-concept. A higher level of social value will lead to a higher level of brand loyalty (Punniyamoorthy and Raj 2007: 233).

### *Commitment*

According to Kim et al. (2007: 112), brand commitment occurs when consumers pledge or bind themselves them 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 organisation (Bansal et al. 2004: 238). There is overwhelming evidence to suggest that the higher the level of commitment, the higher the level of brand loyalty (Fullerton 2005: 105). Regarding commitment and relationship marketing, it is noteworthy that commitment occurs when consumers pledge loyalty while this may not be the case in relationship marketing. There may be a relationship but not a commitment.

### *Repeated Purchase Behaviour*

The consistent repeat purchase is one kind of "Loyalty-Prone" behaviour (Cunningham 1956: 119) 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. Saaty (1994: 20) asserts that the consumer establishes a systematic biased response or habit simply due to the frequency of encounters.

### *Brand Affect*

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 2001: 145). Brand affect can also be defined as a brand's potential to elicit a positive emotional response in the average consumer as a result of its usage (Moorman et al. 1992:34). Regarding brand effect, Ladhari (2007: 1088) found that in a retail context, a positive relationship exists between positive affect and willingness to buy, and that the positive effects of store image increases loyalty.

### *Brand Relevance*

A brand, according to Tucker (2005: 1), needs to stand for something that actually matters in a world of too many brands for human cognition. Therefore, brands relevance is a key component in ensuring brand loyalty (Kea 2008: 2).

### *Brand Performance*

Perceived performance is the customer's evaluation of product or service performance following the consumption experience. Brand performance as stated by Musa (2005: 47) is the subjective evaluation of the core product (that is, attributes of the focal product), comprising both intrinsic (effectiveness) and extrinsic (packaging) characteristics. Brand performance, as indicated by various studies, is a FMCG loyalty factor that must be considered when measuring brand loyalty (Jacoby and Chestnut 1978; Dick and Basu 1994; Chaudhuri and Holbrook 2002; Musa 2005).

### *Culture*

Kotler and Keller (2006: 177) regard reference groups as the most important consumer buying organisation in society. Sahay and Sharma (2010: 16) confirm that young individuals remain loyal to family brands until other factors take over. Lamb et al. (2008: 267) maintains that family and culture play an integral role in purchasing behaviour and brand loyalty. Bravo et al. (2007: 58) add that the family introduces a psychological dimension to brand loyalty in that it indirectly promises security and trust through generations of use.

## RESEARCH METHODOLOGY

### Sampling Procedure

This phase of the study comprised a survey held amongst FMCG consumers. A stratified sample of 550 post graduate management students in full time employment was selected for the study. The sample size exceeded the suggested 504 as per recommendation by Hair et al. (1998: 124) (using the ration ratio of 14 observations to each of the 36 variables which exceeds the required 5 observations per variable comfortably). The sample was drawn from four South African business schools namely: Management College of Southern Africa, Regent Business School, and the business schools at the University of KwaZulu-Natal and the North-West University. This also meant that the survey was conducted in major South African cities that primarily make up the South African business segment. The cities in which the survey was conducted were Durban, Johannesburg, Cape Town, Port Elizabeth, East London, Bloemfontein, Polokwane, Vanderbijlpark and Potchefstroom. The sample consisted of middle and top managers with a minimum of three years' work experience, who is currently studying towards a Post Graduate Diploma in Management or a Masters of Business Administration Degree. The rationale for selecting a sample with such characteristics is that the sample:

- sets a minimum educational level for entry into the research;
- represents a segment that is more informed about contemporary business practices;
- represents a community that is more likely to analyse their own purchasing behaviour;
- represents middle to higher income earners that have a wider choice of brands to consider in their purchasing decision;
- represents a segment of middle to higher income earners whose brand choices are shielded the economic downturn;
- represents a segment that falls between LSM 6 to LSM 10 category which according to Martins (2007: 168) is responsible for 64.1% of the food expenditure in South Africa; and
- would be able to understand the terminology and nomenclature specified in the questionnaire.

### Data Collection

The questionnaire developed by Moolla (2010) was used to capture the data. The responses on the questions that measure the 12 brand loyalty influences were recorded on a 7-point Likert scale. The data were collected from the respondents when they attended lectures and/

or study schools. The respondents in the sample were encouraged to complete the questionnaires, and 541 of the 550 participated (signifying a favourable response rate of 98%).

### Data Analysis

The *Statistical Package for the Social Sciences* Incorporated (SPSS Inc) version 17 was used to statistically analyse the data collected in the survey. The following statistical applications and choice criteria are applied in the validation of the model:

- Exploratory factor analysis. Only factor loadings of 0.4 and higher (Field 2007:668) are considered to validate the items that measure each of the brand loyalty influences (Objective 1).
- The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy is utilized to ensure that the samples used are adequate. The KMO provides an index (between 0 and 1) of the proportion of variance among the variables that might be common variance (Darlington 2005: 58). A value close to 1 indicates that patterns of correlations are relatively compact and so factor analysis should yield distinct and reliable factors. Values between 0.5 and 0.7 are mediocre and values between 0.7 and 0.8 are good, values between 0.8 and 0.9 are great and values above 0.9 are superb (Field 2007:735) (Objective 2).
- Bartlett's test of sphericity is used to examine the hypothesis that the variables are uncorrelated in the population. In other words, the population correlation matrix is an identity matrix; each variable correlates perfectly with itself ($r = 1$) but has no correlation with the other variables ($r = 0$). A value below 0.005 signifies that the data are suitable for multivariate statistical analysis such as exploratory factor analysis (Field 2007: 724) (Objective 3).
- The variance explained by the factor analysis serves as indicator to determine the relative importance of each of the brand loyalty influences (Objective 4).
- Cronbach Alpha is used to test the reliability of each of the brand loyalty influences in the model. The reliability is regarded to be satisfactory when the Alpha coefficient is equal to or exceeds 0.70 (Field 2007: 668). However, a lower Cronbach alpha coefficient was set at 0.58 by Cortina (1993) (in Field 2007: 669) when interval scales are used (such as the Likert scale in this model) to measure human behaviour.
- Pearson correlation coefficients are calculated to determine the relationships between the brand loyalty influences of the three products. Although correlations of 0.30 are regarded to mention worthy (Naidoo 2011:23; Zikmund 2008:124), this article sets a high correlation of 0.75 or higher as limit. This is done because high correlation coefficients document a higher level of association between the influences, and this article aims towards similar brand loyalty behaviour between the different products (Du Plessis 2010) (Objective 6).

## RESULTS

### Choice of Products

The three FMCG products selected are coffee, bread and toothpaste (Objective 1). As suggested by Baskerville (2010: 2), the three products were chosen on the basis that they experience the highest consumption in their FMCG product category of personal care, food and beverages respectively. Although these products were selected according to Baskerville's criteria, care was taken to ensure that the products do differ with regard to how it is used and the frequency of purchase.

### Similarities Between Influences

Each of the 12 influences was validated by means of exploratory factor analyses to determine if the three different consumer products (toothpaste, coffee and bread) do yield a similar factor or factor structure. This comparison was conducted to determine whether all three products behave similar with regard to brand loyalty influences. Comparisons per response are represented in Tables 1 to 12. A five-point test was conducted to determine the similarities between influences. This test consists of examining for similarities in the statistics loaded on the component matrix (KMO, Bartlett and if the items that loaded onto each influence by each product are the same), the variance explained by each factor and the correlation coefficients between these factors.

**Table 1: Factor analysis and correlational analysis for customer satisfaction**

| *Customer Satisfaction (CUS)* | | | |
|---|---|---|---|
| | *Component matrix* | | |
| *Question* | *Toothpaste* | *Coffee* | *Bread* |
| CUS01 | .748 | .753 | .649 |
| CUS02 | .769 | .818 | .821 |
| CUS03 | .598 | .751 | .699 |
| CUS04 | .406 | .454 | .417 |
| CUS05 | .761 | .754 | .688 |
| Variance explained | 45% | 51% | 45% |
| Pearson Correlation Coefficients | 0.916 | 0.966 | |
| | | 0.933 | |
| Adequacy: Kaiser-Meyer-Olkin | .692 | .769 | .627 |
| Sphericity: Bartlett's Test | .000 | .000 | .000 |
| Reliability: Cronbach Alpha | .681 | .751 | .675 |

Each table provides a component matrix representing values for each product in each question and explains the percentage of variance for each product factor per product category. Each product is then compared with the other by means of Pearson correlation coefficient to determine the similarity between them.

### *Customer Satisfaction*

Table 1 shows the comparative analysis pertaining to Customer Satisfaction. The Kaiser-Meyer-Olkin (KMO) measure yielded factors from .62 to .77 which falls in the mediocre to good range signifying that the sample is adequate to perform factor analysis while the Bartlett test of sphericity indicates that factor analysis can be performed because the inter-relationships between the variables are below the required 0.005.The Cronbach alpha coefficient for all three data sets exceeds .670 which is well above the 0.58 reliability margin set by Cortina (1993) and Kline (in Field 2007:668-669) when interval data is used. One factor was extracted in each consumer product. Values on the component matrix per question related to each product yielded similar results. The analyses of the Pearson correlation coefficients show that a very high correlation exists (>0.91) between all three the influences identified. All three factors declared almost the same percentage of variance and this suggests that there is no difference between toothpaste, coffee and bread as consumer products with regard to customer satisfaction in brand loyalty.

### *Switching Costs*

Table 2 shows that Switching Cost exists of two sub-factors that could be extracted in each

**Table 2: Factor analysis and correlational analysis for switching costs**

| *Switching Costs (SCR)* | | | | | | |
|---|---|---|---|---|---|---|
| | *Component matrix* | | | | | |
| *Question* | *Toothpaste* | | *Coffee* | | *Bread* | |
| | *Factor 1* | *Factor 2* | *Factor 1* | *Factor 2* | *Factor 1* | *Factor 2* |
| SCR01 | | | | | | |
| SCR02 | | | | | | |
| SCR03 | | .384 | | .443 | | .289 |
| SCR04 | -.156 | | .-198 | | .-122 | |
| SCR05 | -.377 | | .364 | | .499 | |
| Variance explained | 44% | 25% | 43% | 24% | 45% | 23% |
| Pearson Correlation Coefficients | 0.999 and 0.999 | | | | 0.993 and 0.987 | |
| | | | 0.999 and 0.984 | | | |
| Adequacy: Kaiser-Meyer-Olkin | .662 | | .656 | | .671 | |
| Sphericity: Bartlett's Test | .000 | | .000 | | .000 | |
| Reliability: Cronbach Alpha | .675 | | .651 | | .630 | |

of the consumer products. This signifies that switching costs consists of two sub factors rather than one factor. It is a good fit since the same statements (SCR01, SCR02 and SCR03) load onto factor 1 in the case of toothpaste, coffee and bread while the remaining 2 statements loaded to factor 2 in each product. The Pearson correlation coefficients show that a very high correlation exist (>0.990) between all three the influences identified. The Bartlett test of sphericity indicates that each set has no correlation with the other variables ($r = 0$). The Cronbach alpha coefficient for all three data sets exceeds .620. It is concluded that the model measures toothpaste, coffee and bread similarly.

### *Brand Trust*

The analysis of Brand Trust is shown in Table 3. The KMO measure yielded factors above .70 falling in the good range signifying that factor analysis should yield distinct and reliable factors. The Bartlett test of sphericity indicates that each set no correlation with the other variables ($r = 0$). The Cronbach alpha coefficients for all three data sets are higher than .740 which exceeds the higher coefficient set at 0.70. One factor was extracted in each consumer product. Values on the component matrix per question related to each product yielded similar results. The Pearson correlation coefficients show that a very high correlation exists (>0.990) between all three the influences identified. All three factors declared a similar % variance and this suggests that there is no difference between toothpaste, coffee and bread as consumer products with regard to brand trust in brand loyalty. It is concluded that the model measures toothpaste, coffee and bread similarly.

### *Relationship Proneness*

Table 4 shows that one factor could extracted for each consumer product. The KMO measure yielded factors above .700 falling in the good range signifying that factor analysis should yield distinct and reliable factors. The Bartlett test of sphericity indicates that each set has no corre-

**Table 3: Factor analysis and correlational analysis for brand trust**

| *Brand Trust (BTS)* | | | |
|---|---|---|---|
| | *Component matrix* | | |
| *Question* | *Toothpaste* | *Coffee* | *Bread* |
| BTS01 | .845 | .862 | .850 |
| BTS02 | .855 | .891 | .877 |
| BTS03 | .752 | .808 | .783 |
| BTS04 | .582 | .590 | .625 |
| Variance explained | 59% | 63% | 62% |
| Pearson Correlation Coefficients | 0.990 | | 0.995 |
| | | 0.998 | |
| Adequacy: Kaiser-Meyer-Olkin | .709 | .734 | .706 |
| Sphericity: Bartlett's Test | .000 | .000 | .000 |
| Reliability: Cronbach Alpha | .742 | .785 | .783 |

**Table 4: Factor analysis and correlational analysis for relationship proneness**

| *Relationship Proneness (RPR)* | | | |
|---|---|---|---|
| | *Component matrix* | | |
| *Question* | *Toothpaste* | *Coffee* | *Bread* |
| RPR01 | .728 | .739 | .732 |
| RPR02 | .846 | .837 | .845 |
| RPR03 | .741 | .764 | .773 |
| RPR04 | .795 | .768 | .800 |
| Variance explained | 61% | 61% | 62% |
| Pearson Correlation Coefficients | 0.925 | 0.966 | |
| | | 0.942 | |
| Adequacy: Kaiser-Meyer-Olkin | .769 | .772 | .776 |
| Sphericity: Bartlett's Test | .000 | .000 | .000 |
| Reliability: Cronbach Alpha | .782 | .780 | .796 |

lation with the other variables ($r = 0$). The Cronbach alpha coefficient for all three data sets equals and exceeds .780 (exceeding the higher coefficient of 0.70 with ease). Values on the component matrix per question related to each product yielded similar results. The Pearson correlation coefficients show that a very high correlation exists (>0.920) between all three the influences identified. The coefficients are almost identical for toothpaste, coffee and bread as consumer products with regards to relationship proneness. It is concluded that the model measures toothpaste, coffee and bread similarly.

***Involvement***

Table 5 shows the results of the analysis pertaining to Involvement. One factor was extracted in each consumer product. The KMO measure yielded factors above .66 falling in the good range signifying that the sample would enable a procedure such as factor analysis to yield distinct and reliable factors. The Bartlett test of sphericity indicates that each set has no correlation with the other variables ($r = 0$). The Cronbach alpha coefficient for all three data sets equals and exceeds .690 (exceeding the lower reliability limit set at 0.58). Values on the component matrix per question related to each product yielded similar results. The Pearson correlation coefficients show that a very high correlation exists (>0.990) between all three the influences identified. The coefficients for toothpaste, coffee and bread as consumer products are identical with regard to involvement. It is concluded that the model measures toothpaste, coffee and bread similarly.

***Perceived Value***

From Table 6 it is clear that two factors could be extracted for each of the consumer products. The KMO measure yielded factors above .510 falling in the mediocre range signifying that factor analysis should yield distinct and reliable

**Table 5: Factor analysis and correlational analysis for involvement**

| *Involvement (INV)* | | | |
|---|---|---|---|
| | *Component matrix* | | |
| *Question* | *Toothpaste* | *Coffee* | *Bread* |
| INV01 | .830 | .818 | .822 |
| INV02 | .851 | .840 | .852 |
| INV03 | .703 | .695 | .698 |
| INV04 | .498 | .540 | .533 |
| Variance explained | 54% | 54% | 54% |
| Pearson Correlation Coefficients | 0.998 | 0.998 | |
| | | 0.990 | |
| Adequacy: Kaiser-Meyer-Olkin | .670 | .675 | .667 |
| Sphericity: Bartlett's Test | .000 | .000 | .000 |
| Reliability: Cronbach Alpha | .696 | .700 | .706 |

**Table 6: Factor analysis and correlational analysis for perceived value**

| *Perceived Value (PVL)* | | | | | | |
|---|---|---|---|---|---|---|
| | *Component matrix* | | | | | |
| *Question* | *Toothpaste* | | *Coffee* | | *Bread* | |
| | *Factor 1* | *Factor 2* | *Factor 1* | *Factor 2* | *Factor 1* | *Factor 2* |
| PVL01 | | .772 | | .759 | | .831 |
| PVL02 | .873 | | .877 | | .875 | |
| PVL03 | | .717 | | .741 | . | .667 |
| PVL04 | .882 | | .869 | .106 | .886 | |
| Variance explained | 40% | 27% | 41% | 26% | 43% | 26% |
| Pearson Correlation Coefficients | 0.999 and 0.999 | | | | 0.993 and 0.990 | |
| | | | 0.987 and 0.985 | | | |
| Adequacy: Kaiser-Meyer-Olkin | .510 | | .524 | | .546 | |
| Sphericity: Bartlett's Test | .000 | | .000 | | .000 | |
| Reliability: Cronbach Alpha | .451 . | | .492 | | .543 | |

factors. The Bartlett's test of sphericity indicates that each set has no correlation with the other variables ($r = 0$). The Cronbach alpha coefficient for all three data sets is below the recommended 0.7, and even falls below the lower limit of 0.58. This means that similar results are less likely to occur in repetitive studies. However, future research should attempt to improve the low alpha coefficients to improve the likelihood of consistency in the FMCG model. The Pearson correlation coefficients show that a very high correlation exists (>0.980) between all three the influences identified. There is a good fit to the data since PLV01 and PVL03 load onto factor 2 and PVL02 and PVL04 loads onto factor 1 in toothpaste, coffee and bread. It is concluded that the model measures toothpaste, coffee and bread similarly.

### *Commitment*

One factor, as shown in Table 7, was extracted in for each consumer product. The KMO measure yielded factors above .80 falling in the great range signifying that factor analysis should yield distinct and reliable factors. The Bartlett test of sphericity indicates that each set has no correlation with the other variables ($r = 0$). The Cronbach alpha coefficient for all three data sets equals and exceeds .810. Values on the component matrix per question related to each product yielded similar results. The Pearson correlation coefficients show that a very high correlation exists (>0.950) between all three the influences identified. The variance explained is 59%, 58% and 60% for toothpaste, coffee and bread and this signifies strong similarities between the consumer products with regard to commitment. It is concluded that the model measures toothpaste, coffee and bread similarly.

### *Repeat Purchase*

Table 8 shows that two factors could be extracted for each consumer product. The KMO

**Table 7: Factor analysis and correlational analysis for commitment**

| *Commitment (COM)* | | | |
|---|---|---|---|
| | *Component matrix* | | |
| *Question* | *Toothpaste* | *Coffee* | *Bread* |
| COM01 | .813 | .815 | .828 |
| COM02 | .672 | .643 | .683 |
| COM03 | .807 | .801 | .804 |
| COM04 | .786 | .794 | .808 |
| COM05 | .743 | .747 | .728 |
| Variance explained | 59% | 58% | 60% |
| Pearson Correlation Coefficients | 0.990 | 0.978 | |
| | | 0.958 | |
| Adequacy: Kaiser-Meyer-Olkin | .808 | .808 | .822 |
| Sphericity: Bartlett's Test | .000 | .000 | .000 |
| Reliability: Cronbach Alpha | .819 | .815 | .826 |

**Table 8: Factor analysis and correlational analysis for repeat purchase**

| *Repeat Purchase (RPS)* | | | | | | |
|---|---|---|---|---|---|---|
| | *Component matrix* | | | | | |
| *Question* | *Toothpaste* | | *Coffee* | | *Bread* | |
| RPS01 | | .689 | | .725 | | .752 |
| RPS02 | .817 | | .827 | | .831 | |
| RPS03 | .791 | | .805 | | .787 | |
| RPS04 | | .737 | | .753 | | .735 |
| RPS05 | | .545 | .538 | | .599 | |
| Variance explained | 36% | 24% | 37% | 24% | 37% | 24% |
| Pearson Correlation Coefficients | 0.999 and 0.999 | | 0.999 and 0.999 | | | |
| | | | 0.999 and 0.999 | | | |
| Adequacy: Kaiser-Meyer-Olkin | .606 | | .617 | | .625 | |
| Sphericity: Bartlett's Test | .000 | | .000 | | .000 | |
| Reliability: Cronbach Alpha | .532 | | .555 | | .562 | |

**Table 9: Factor analysis and correlational analysis for brand affect**

| *Brand Affect (BAF)* | | | |
|---|---|---|---|
| | *Component matrix* | | |
| *Question* | *Toothpaste* | *Coffee* | *Bread* |
| BAF01 | .834 | .826 | .828 |
| BAF02 | .883 | .878 | .882 |
| BAF03 | .835 | .827 | .841 |
| Variance explained | 72% | 71% | 72% |
| Pearson Correlation Coefficients | 0.999 | 0.979 | |
| | | 0.977 | |
| Adequacy: Kaiser-Meyer-Olkin | .700 | .695 | .699 |
| Sphericity: Bartlett's Test | .000 | .000 | .000 |
| Reliability: Cronbach Alpha | .808 | .796 | .808 |

**Table 10: Factor analysis and correlational analysis for brand relevance**

| *Brand Relevance (BRV)* | | | |
|---|---|---|---|
| | | *Component matrix* | |
| *Question* | *Toothpaste* | *Coffee* | *Bread* |
| BRV01 | .790 | .767 | .777 |
| BRV02 | .829 | .821 | .840 |
| BRV03 | .843 | .845 | .837 |
| BRV04 | .663 | .684 | .717 |
| Variance explained | 62% | 61% | 63% |
| Pearson Correlation Coefficients | 0.981 | 0.991 | |
| | | 0.967 | |
| Adequacy: Kaiser-Meyer-Olkin | .775 | .773 | .790 |
| Sphericity: Bartlett's Test | .000 | .000 | .000 |
| Reliability: Cronbach Alpha | .788 | .785 | .802 |

measure yielded factors above .600 falling in the mediocre range signifying that factor analysis should yield distinct and reliable factors. The Bartlett's test of sphericity indicates that each set correlates perfectly with itself ($r = 1$) but has no correlation with the other variables ($r = 0$). The Cronbach alpha coefficients for all three data sets are below the lower reliability limit of 0.58. Although lower reliability coefficients are recorded, it is important to note that all three products behave similarly. This means that similar results are less likely to occur in repetitive studies. However, future research should attempt to improve the low alpha coefficients to improve the likelihood of consistency in the FMCG model.

Positive to the influence is the fact that there is a good fit to the data because RPS01 and RPS03 loads onto factor 1 and RPS02 and RPS04 loads onto factor 1 in toothpaste, coffee and bread. RPS05 strongly dually loads onto both factors. In the case of toothpaste, it loads onto factor 2 while with coffee and bread it loads onto factor 1. The Pearson correlation coefficients show that a very high correlation exists (>0.990) between all three the influences identified. It is concluded that the model measures toothpaste, coffee and bread similarly.

### *Brand Affect*

As shown in Table 9, one factor was extracted in each consumer product. The KMO measure yielded factors above 0.790 falling in the good range signifying that factor analysis should yield distinct and reliable factors. The Bartlett test of sphericity indicates that each set has no correlation with the other variables ($r = 0$). The Cronbach alpha coefficient for all three data sets equals and exceeds 0.790 and is thus sufficient for subsequent analytical scrutiny. Values on the component matrix per question related to each product yielded similar results. The Pearson correlation coefficients show that a very high correlation exists (>0.970) between all three the influences identified. The variance explained for all three products are almost identical. It is concluded that the model measures toothpaste, coffee and bread similarly.

**Table 11: Factor analysis and correlational analysis for brand performance**

| *Brand Performance (BPF)* | | | |
|---|---|---|---|
| | *Component matrix* | | |
| *Question* | *Toothpaste* | *Coffee* | *Bread* |
| BPF01 | .728 | .740 | .740 |
| BPF02 | .703 | .716 | .734 |
| BPF03 | .798 | .791 | .792 |
| Variance explained | 55% | 56% | 57% |
| Pearson Correlation Coefficients | 0.998 | 0.975 | |
| | | 0.988 | |
| Adequacy: Kaiser-Meyer-Olkin | .618 | .631 | .639 |
| Sphericity: Bartlett's Test | .000 | .000 | .000 |
| Reliability: Cronbach Alpha | .595 | .608 | .623 |

**Table 12: Factor analysis and correlational analysis for culture**

| *Culture (CUL)* | | | |
|---|---|---|---|
| | *Component matrix* | | |
| *Question* | *Toothpaste* | *Coffee* | *Bread* |
| CUL01 | .746 | .748 | .766 |
| CUL02 | .814 | .805 | .807 |
| CUL03 | .710 | .709 | .724 |
| CUL04 | .722 | .712 | .709 |
| Variance explained | 56% | 55% | 57% |
| Pearson Correlation Coefficients | 0.993 | 0.967 | |
| | | 0.982 | |
| Adequacy: Kaiser-Meyer-Olkin | .696 | .699 | .703 |
| Sphericity: Bartlett's Test | .000 | .000 | .000 |
| Reliability: Cronbach Alpha | .733 | .727 | .740 |

### *Brand Relevance*

As shown in Table 10, one factor was extracted in each consumer product. The KMO measure yielded factors above .770 falling in the good range signifying that factor analysis should yield distinct and reliable factors. The Bartlett test of sphericity indicates that each set has no correlation with the other variables ($r = 0$). The Cronbach alpha coefficient for all three data sets equals and exceeds .780 and is thus good for subsequent analytical scrutiny. Values on the component matrix per question related to each product yielded similar results. The Pearson correlation coefficients show that a very high correlation exists (>0.960) between all three the influences identified. The variance explained for all three products amount to 62%, 61% and 63% respectively. It is concluded that the model measures toothpaste, coffee and bread similarly.

### *Brand Performance*

Table 11 shows tha analyses pertaining to Brand Preference. One factor was extracted in each consumer product. The KMO measure yielded factors above .610 falling in the mediocre range signifying that factor analysis should yield distinct and reliable factors. The Bartlett test of sphericity indicates that each set correlates has no correlation with the other variables ($r = 0$). Values on the component matrix per question related to each product yielded similar results. The Pearson correlation coefficients show that a very high correlation exists (>0.970) between all three the influences identified. The Cronbach alpha coefficient for all three data sets exceeds .595 which is above the lower reliability limit set for this research (0.58). The variance explained for all three products amount to 55%, 56% and 57% respectively. It is concluded that the model measures toothpaste, coffee and bread similarly.

### *Culture*

The analysis of Culture is shown in Table 12. One factor was extracted in each consumer product. The KMO measure yielded factors above

**Table 13: Summary of correlations and variance explained between fmcg products**

| *Influence* | *Correlation* | | | *Variance explained* | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | *Tooth-paste and coffee* | *Coffee and bread* | *Tooth-paste and bread* | *Tooth-paste* | | *Coffee* | | *Bread* | |
| Customer sSatisfaction | 0.92 | 0.97 | 0.93 | 45% | | 51% | | 45% | |
| Switching cost | 0.99 | 0.99 | 0.99 | 44% | 25% | 43% | 24% | 45% | 23% |
| Brand trust | 0.99 | 0.99 | 0.99 | 59% | | 63% | | 62% | |
| Relationship proneness | 0.93 | 0.97 | 0.94 | 61% | | 61% | | 62% | |
| Involvement | 0.99 | 0.99 | 0.99 | 54% | | 54% | | 54% | |
| Perceived value | 0.99 | 0.99 | 0.99 | 40% | 27% | 41% | 26% | 43% | 26% |
| Commitment | 0.99 | 0.98 | 0.96 | 59% | | 58% | | 60% | |
| Repeat purchase | 0.99 | 0.99 | 0.99 | 36% | 24% | 37% | 24% | 37% | 24% |
| Brand affect | 0.99 | 0.98 | 0.98 | 72% | | 71% | | 72% | |
| Brand relevance | 0.98 | 0.99 | 0.97 | 62% | | 61% | | 63% | |
| Brand performance | 0.99 | 0.98 | 0.99 | 55% | | 56% | | 57% | |
| Culture | 0.99 | 0.97 | 0.98 | 56% | | 55% | | 57% | |
| Mean coefficient | 0.98 | 0.98 | 0.98 | | | | | | |

.690 falling in the mediocre range signifying that factor analysis should yield distinct and reliable factors. The Bartlett test of sphericity indicates that each set correlates has no correlation with the other variables ($r = 0$). The Cronbach alpha coefficient for all three data sets equals and exceeds .725. Values on the component matrix per question related to each product yielded similar results. The Pearson correlation coefficients show that a very high correlation exists (>0.960) between all three the influences identified. The variance explained for all three products amount to 56%, 55% and 57% respectively. It is concluded that the model measures toothpaste, coffee and bread similarly.

### Summary of Similarities Between Toothpaste, Coffee and Bread

The five-point test used to determine the similarity between the consumer products with regard to each influence revealed strong similarities in each category. In 9 out of the 12 cases the influences that loaded onto the component matrix, extracted one factor. In the three cases that two factors were extracted there was still a good fit between the factor loadings of factor one and factor two. The values loaded for all products in all categories were primarily consistent and similar.

There was also a strong correlation between all three products in all categories items as confirmed in Table 13. The correlation coefficients also yielded similar values and is also shown in Table 13 All three results of the three-point test suggested strong resemblance between consumer products related to influences selected. This means that the model to measure brand loyalty has passed the test for the three FMCG products, and that the model measures toothpaste, coffee and bread similarly.

## ACCEPTANCE OF RESEARCH PROPOSITIONS

From the statistical analysis it is evidend that the conceptual model is suitable to measure brand loyalty for FMCG's because it proved to be valid for all three products, coffee, toothpaste and bread. As such, the research proposition ***$P_1$:*** *The conceptual model to measure brand loyalty is valid for different FMCG products and can be operationlised to measure brand loyalty of different FMCG products is* accepted and the alternative research proposition *$P_A$: The conceptual model to measure brand loyalty is not valid for different FMCG products and cannot be operationlised to measure brand loyalty of different FMCG products,* is rejected

## CONCLUSION

From the results of the research, it is concluded that the conceptual model to measure brand loyalty in the FMCG products:

- Remained valid when tested on three different FMCG products;
- Measured three selected FMCG products similarly on the five-point test; and

- Could be operationalised and introduced to the FMCG industry (with care).

Finally, although the model has performed amicably on the five-point similarity test, it should be subjected to further evaluation to ensure that the model does measure loyalty in a wide range of FMCG products similarly. In addition to the limitation to generalise the model to all FMCG products, the model is also limited to the specific population used in this study, namely the next generation manager. The model also requires further research into other application settings, such as products that fall outside the FMCG classification as well as in the services industry. Finally, although the model is currently limited to a specific application setting, the value of this article is two-fold:

- Firstly, a validated model was developed that can now be applied of to other application settings; and
- Secondly, the validation methodology was developed and is provided in this article as to empirically validate the model when it is applied to other application settings.

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