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Corporate Repositioning of the Durban Chamber of Commerce and Industry

By

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Abstract

Organisations operate in business environments that are constantly changing, largely due to changes in the economic, social, political and technological landscape. To strategically respond to these changing circumstances, an organisation must review its corporate strategy, and chart a new path to success. This is achieved by repositioning the organisation within new and dynamic environments. Amongst the various models available to reposition an organisation, the Four Ps of the marketing mix (product, price, place and promotion) provide a simple solution in developing strategic tactics to respond to turbulent environments. The aim of this study was to determine how the Durban Chamber of Commerce and Industry (DCCI) could use the tools in the marketing mix to reposition the organisation. A sample of 346 members of the DCCI was drawn from a population of 2,800 members. An internet based questionnaire developed by the researcher was used to collect data. The data collected was analysed using descriptive and inferential statistics, and relationships were revealed. Some of the salient findings indicated that members who did not obtain value for money highlighted that this was due to there being no tangible benefits to membership, while a large proportion of these members were not aware of the available services on offer by the DCCI. The majority of members indicated that they did not visit the DCCI offices and cited the parking constraints at the DCCI offices as the main reason. The DCCI website was not viewed by the majority of members and the daily electronic newsletter was read infrequently. Those members who were not satisfied with the DCCI indicated that this was due to insufficient business information being provided to them and insufficient lobbying and advocacy activities of the DCCI. It is recommended that tangible benefits be created for members, including the provision of a member loyalty discount program and a business linkage program. A significant limitation encountered in this study was the dearth of academic literature and research relating to chambers of commerce generally. The empirical findings provide a useful starting point for recommendations from which further research may be undertaken, so that ultimately all chambers of commerce can strategically reposition themselves in industry, reinforce their significant influence and continue to advocate as the collective voice of business, in order to develop the economies they operate in.

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CHAPTER ONE

Overview of Study

1.1 Introduction

Organisations operate in business environments that are constantly changing, largely due to the peaks and troughs encountered in the business cycle. Economic, social, political and technological changes also contribute to the ebb and flow encountered in the business landscape therefore it is critical for organisations to respond to the changes occurring in their environments in order for them to remain relevant. To strategically respond to these circumstances, an organisation may review and revise its corporate strategy thereby charting a new path to success by repositioning itself in the changed environment with a revitalised value proposition.

These circumstances are exceedingly true of chambers of commerce, which are old organisations that have been in existence for hundreds of years and have borne witness to rapidly changing business landscapes over time. While the role of chambers of commerce has remained relatively unchanged, it is crucial for these organisations to strategically position themselves in industry so as to reinforce their influence and the contribution they make to the development of the economies they operate in.

This chapter presents an overview of the research project where the motivation for the study will be contextualised and will highlight the current reality. The focus of the study will then be detailed and the problem statement identified. The research question is presented together with the specific research objectives that will be studied so as to answer the research question. The limitations of the study will be explained. Finally, an outline will be provided so as to logically develop the research process undertaken.

1.2 Motivation for the study

Corporate repositioning may be achieved using various techniques and models, the most popular of which will be reviewed in this study. While there are volumes of literature surrounding repositioning strategies, there is a dearth of literature

relating to chambers of commerce generally. While some international studies have sought to determine the impact of the voluntary aspect of participation at chamber board and council level and others have looked at the effectiveness of lobbying, literature regarding the repositioning of chambers is scarce. This study will therefore immediately benefit the academic domain by contributing research to an area of study that has been severely neglected. This will be the unique contribution made by this study.

This study has been undertaken using the Durban Chamber of Commerce and Industry (DCCI) as its location; hence this organisation will derive the most direct benefit from the study. The research undertaken will provide significant insight into how the leadership of the DCCI may reposition the organisation and amend the corporate strategy, using the recommendations outlined here.

The members of the DCCI will also benefit as the recommendations for repositioning the organisation will arise from their direct contribution into the research process as the participants in the study. Their participation will ensure that the strategy of the DCCI is driven by what the members of the organisation expect of the chamber, and will therefore ensure that the organisation is relevant, providing products and services that member's desire.

Other stakeholders of the DCCI will benefit from this study to the extent that the chamber will be a value-adding organisation contributing to the economic development of the region. Local and provincial government and society at large will benefit from robust chamber programmes which will aid in the achievement of public-private partnerships.

Other chambers of commerce could apply the findings of this research project to their chamber strategies; hence this study could also assist other chambers of commerce to reposition themselves.

1.3 Focus of the study

The DCCI is a membership-based organisation, where members are businesses which operate in the Durban region. Members pay an annual subscription fee to the chamber and are able to access various services in return. The focus of this

study was confined to members of the DCCI who were part of the membership database as at 01 January 2013. Non-members have not been included.

The strategy selected to reposition the DCCI will be based on a model that will highlight the changes required at an operational level. Repositioning relating to restructuring an organisation and organisational change management will not be included in this study.

This study is the first to explore the ways in which a chamber of commerce may use tools to reposition their organisations, and may provide a starting point for further research to be conducted by other chambers in South Africa and internationally.

1.4 Problem statement

The DCCI is an organisation that was established in 1856 under the Natal Law Act 31, making the organisation 157 years old. Over these years there have been many changes in leadership of the chamber, with the President of the organisation changing every two years and numerous changes in the position of Chief Executive Officer, which have made it exceedingly difficult for the organisation to implement its strategies. Further to this, shrinking membership numbers and the constant pressure exerted by all stakeholders for the chamber to identify what benefit and value it adds to the business sector threatens the sustainability of the movement. A loss of the confidence of the business sector may ultimately see the demise of the chamber.

The literature reviewed in Chapter Two advises that the strategic response of organizations' to counter the changes occurring in their operational and economic environments is for the organisation to engage a repositioning strategy. It is argued that unless chambers of commerce are able to redefine their roles, revitalise their corporate strategies and reposition themselves in the current economic landscape, they will become irrelevant organizations' and perish, however, very little research is available regarding how chambers can reposition themselves.

This raises the question: What can the Durban Chamber of Commerce and Industry do to reposition itself?

This study therefore has sought to determine how the DCCI could use the elements of the marketing mix (price, product, place and promotion) to reposition the organisation.

1.5 Aim and Objectives

The aim of this study is to establish whether or not the elements of the marketing mix could be used to reposition the DCCI. The objectives of this study have been formulated in order to address the research question, and are as follows:

- To establish the current members' degree of satisfaction with the DCCI.
- To determine if the price of membership of the DCCI is appropriate.
- To determine the relevance of the products and services that the DCCI provides to its members.
- To determine the effectiveness of the promotions elements (including the advertising) of the DCCI.
- To establish whether the physical location (the place) of the DCCI is suitable and accessible to members.
- To identify what improvements members would want to see in the DCCI marketing mix.

1.6 Limitations of the study

The most significant limitation encountered in this study was the dearth of academic literature and research relating to chambers of commerce generally. While some international studies have determined the impact of the voluntary aspect of participation at chamber board and council level and others have looked at the effectiveness of lobbying, no research could be found into the matter of the repositioning of chambers. Other limitations included the type of repositioning model used in the study and the fact that non-probability convenience sampling was used so that data was collected from members who were conveniently available to provide it. These limitations are fully documented in Chapter Five.

1.7 Outline of the study

The research process undertaken was conducted in a systematic and structured manner and followed a logical flow from start to end. The study is documented and presented in five chapters as illustrated in Table 1.1.

Table 1.1 Structure of this study

Chapter	Content
Chapter One	This chapter provides an overview of the research study and an introduction into the research process, where the motivation for the study is contextualised and the focus of the study is detailed. The problem statement and the research question are presented together with the specific research objectives that will be studied so as to answer the research question. The limitations of the study are also documented.
Chapter Two	Chapter Two presents a literature review which introduces the concept of strategy setting and the role of corporate strategy with specific reference to changing economic environments. An assessment of the strategic response of an organisation to changing environments using a repositioning strategy is then presented. The relevance of using a marketing strategy to reposition an organisation is highlighted and five specific repositioning models are discussed. Thereafter, chambers of commerce are introduced and the elements of the marketing mix of the most successful chambers are reviewed with a view to understanding how to reposition a chamber of commerce.

Chapter	Content
Chapter Three	This chapter presents a detailed and holistic analysis of the entire research process and the steps involved in the research methodology are presented. By defining what research and research methodology is, the aims and objectives of the study are developed. After documenting the various research options available to the researcher, in the context of the aims and objectives of this study, justification is provided for the specific research methods employed in this study. Sampling decisions and a data collection strategy are also documented.
Chapter Four	The data collected is presented and analysed in Chapter Four. The interpretation of the results is presented in two sections, the first of which analyses the demographic profile of the member companies of the DCCI who participated in the research process and the second of which highlights the findings in relation to the objectives of the study. The discussion of the findings is placed in the context of relevant prior research.
Chapter Five	This chapter is the concluding chapter of this study and highlights specific conclusions that may be drawn and focuses on recommendations based on the findings. The limitations of the study are also highlighted. The chapter concludes with recommendations for further research.

1.8 Conclusion

Corporate repositioning may be used by an organisation to reposition itself in a situation where the business environment it operates in has changed, making its

strategy out-dated and ineffective. This study is aimed at assisting the DCCI to use the strategic tools available to reposition its operations so as to make the organisation one that adds value and contributes to local economic development. In this chapter an overview of the research project has been provided by presenting the motivation for the study, the focus area and the problem statement of the study. The research question and related research objectives were presented and the research process was outlined. The next chapter will review various sources of literature in order to gain a deeper understanding of the concept of corporate repositioning and the various models that are available for an organisation to reposition itself. These will then form the basis of the empirical study to follow.

CHAPTER TWO

An organisation's strategic response to turbulent environments

2.1 Introduction

Organisations operate in environments that are constantly changing and being redefined. The effects of changing environments on the ability of the organisation to meet the goals and objectives of its stakeholders depend on its ability to quickly react and nimbly respond to changes, otherwise they may perish.

This literature review will introduce the concept of strategy setting and the role of corporate strategy with specific reference to the changing environments in which organisations operate. An assessment of the strategic response of an organisation to changing environments using a repositioning strategy will then be presented. The relevance of using a marketing strategy to reposition an organisation will be highlighted and five specific repositioning models will be discussed. Thereafter, chambers of commerce will be introduced and the marketing mix elements of the most successful chambers will be reviewed with a view to understanding how to reposition a chamber of commerce.

2.2 The Concept of Strategy Setting

Over the centuries, organisations have used strategy and strategic planning as the most effective ways of working towards making a profit. The Strategy Guide (2012) definition of the term "strategy" can be traced back to its derivation from the Greek word "stratos" (meaning army) and "agos" (meaning leader). Strategies are actions taken by organisations to ensure that their goals are met, by focusing on how operations are managed.

In his article on the concept of strategy, Pretorius (2008) notes the definition provided by Porter (1979) as being the charting of a clear course for an organisation, which encompasses a general direction set for the various components of the organisation to achieve a desired state in the future.

Papadimitriou, Apostolopoulou and Dounis (2008) relate the concept of strategic thinking to the competitive responses that organisations undertake to remain profitable in environments that are constantly changing. They note that an

understanding of these competitive reactions and responses would clearly reveal the intent of the decision makers of the organisation.

More recently Hough, Thompson, Strickland and Gamble (2011) have described strategy as a well-documented roadmap for an organization, defining the mission, vision and direction of the organization, with the objective of maximizing an organization's strengths and minimizing the strengths of the competitors.

Extrapolating from these definitions, it can be summarised that strategy forms the blueprint to direct the path of an organisation in such a way as to ensure its stakeholders' goals are achieved.

2.2.1 The Strategy-Making Pyramid

Hough *et al* (2011) note that an organisation's overall strategy is the outcome of initiatives taken by executives, managers and key employees from across the organisational hierarchy. The larger and more diverse the operations within an organisation, the more interaction is required from managers and employees in order to set appropriate strategic goals. Figure 2.1 depicts the three levels of an organisations strategy-making hierarchy.

Corporate Strategy — Responsibility of executive level managers.

Functional Strategy — Responsibility of heads of major functional activities within a business

Operating Strategy — Responsibility of geographic unit managers and lower level supervisors.

Figure 2.1 The Strategy-Making Hierarchy

Source: Adapted from Hough, J. Thompson, A.A. Strickland, A.J. and Gamble, J.E., 2011. C*rafting and Executing Strategy.* 2nd Ed. UK: McGraw-Hill Higher Education

According to Figure 2.1, corporate strategies entail devising moves and approaches to compete successfully and secure a competitive advantage, while functional strategies are about crafting approaches to support corporate-level strategies at a departmental level. Operational level strategies craft narrower, more specific approaches to achieve the objectives of the operating unit (Hough *et al,* 2011).

2.2.2 Corporate Strategy and Changing Organisational Environments

Corporate strategies are strategies that are formulated at the organisational level and encompass the competitive moves and approaches used to achieve organisational goals (Hough *et al*, 2011). However, the constantly changing environments that an organisation operates in pose risks that corporate strategies may be unable to counter, leading to the demise of the competitive advantages to be derived from the implementation of the strategy, as described by Chathoth, Tse and Olsen (2006).

According to Pearce and Robbins (2008) changes in operating environments immediately require organisations to respond to new competitive pressures, or else these pressures will blunt the strategic initiatives of the firm. They further argue that continuing with an old strategy in a changing environment is indefensible. This view is supported by Dittrich, Duysters and De Man (2007), who maintain that strategic change is driven by intense competition and technological changes, and hence it must be considered a necessity for organisations to adapt their corporate strategy.

In identifying the need for organisations to change and amend corporate strategies, Pearce and Robbins (2008) note that firms in their study which underwent a significant decline in performance either collapsed due to the financial losses suffered, or conversely, managerial responses were taken to address the downturn in performance and lead to improvements in performance. The empirical research concluded that the main reasons for the need to change strategies included the effects on firms of economic recessions and shrinking economies, the rapid pace of technological advancements, which leads to large-scale technological obsolescence, internal inefficiencies within organisations relating to

operations, and an overall decline in the competitive advantages of organisations. Their study (Pearce and Robbins, 2008) noted further that these factors signalled a change in the organisational environments that firms operated in, and were the reasons underlying the decline in performance, which warranted a change in the corporate strategy to turn the situation around.

This view relating to the changes in organisational operating environments is supported by Zacharias and Tang (2010), who further question the need for organisations to have rigid master plans declaring their strategic intent in developing economies in situations characterised by change and development in the economic context. They argue that progress and developments are occurring so rapidly that it is difficult to foresee the changes that may occur in the business environments, and they argue that a planning and strategy setting function needs to be robust and to co-ordinate operations narrowly by constantly taking a short-term view, so as to be in a position to respond effectively to changes.

Heggde and Panikar (2011) note that there are two broad categories that could be used to describe the main causes for the decline or collapse of an organisation, internal factors and external factors, as shown in Table 2.1 below.

Table 2.1 Internal and External Causes of Decline or Collapse

Internal Causes	External Causes
High cost of debt due to escalation of the cost of a project	High input cost but stagnant price of the product
Lack of understanding of customer demand	Dumping by overseas producers and strong global competition
High interest rates and slow initial growth	Slow-down in market leading to recession
High employee cost and low morale	Obsolete technology
Poor marketing strategy	New regulations enacted by the Government and lack of support
High operating cost and low operating margins	Changes in the needs and demands of the customer
Low quality products	Climatic effects
Low quality production and capacity utilisation	Non-availability of material needed for production

Source: Adapted from Heggde, G.S. and Panikar, S., 2011. Causes of Sickness and Turnaround Strategies in Public and Private Sector Organizations. *Journal of Management,* Vol XIMB.

As can be seen in Table 2.1, the internal factors most commonly cited include large-scale inefficiencies in operations, the inability of an organisation to remain price- and cost competitive as compared to its rivals, lack of judgement and poor decision making by the executive team, and the lack of resources to be able to respond to internal changes. The most prevalent external factors identified by Heggde and Panikar (2011) in Table 2.1 include changes in the market prices of inputs into production, innovation and rapid changes in technology, labour market unrest, an unstable political landscape, increased local and foreign competition, and government interventions that adversely affect the organisation.

Braun and Latham (2012) note that the economic recession of 2008 was one of the most severe recessions since the Great Depression and resulted in many organisations being unable to survive through the difficult economic and financial situation. They found the core reason for some firms surviving and others failing, to be strategic management planning. They noted that the struggling firms that survived the economic recession of 2008 would provide some of the best case studies in good strategy setting and long-term sustainability planning, and identified that the strategic response of an organisation to changing economic circumstances was a repositioning strategy.

2.3 Strategic Response : Repositioning

In researching financial disasters Chathoth, Tse and Olsen (2006) concluded that corporate repositioning actions prevent the occurrence of the financial collapses which result when organisation are unable to conform to the expectations of their stakeholders due to the strength of the competitive pressures on them. One of the most significant strategic responses to counter the risks and negative effects of changing organisational environments is for firms to reposition themselves in the new environment and create enhanced corporate strategies to protect their competitive advantages, but they noted that it was essential for organisations to understand what corporate repositioning entailed.

2.3.1 Corporate Repositioning

Boyne and Meier (2009) define the strategic tactic of corporate repositioning as "moving into new markets, seeking new sources of revenue, developing new products, and altering the mission and image of a company." The goal of strategy setters in attempting to carve a new position in the market for the organisation is to ensure that relevant changes to realign external expectations are understood and implemented for the organisation in order to change the stakeholder perceptions of the organisation (Boyne and Meier, 2009).

The definition of corporate repositioning provided by Carr, Muthusamy and Owens (2012) was stated as being a deliberate and comprehensive attempt by an organization to adapt to the changing industry forces and market environments. In their study on the strategic repositioning of the service supply chain Carr, Muthusamy and Owens (2012) state that what is required in a repositioning exercise is a shift in the dimensions of the value proposition of the organisation so as to be able to reinvent the identity of the organisation from the perspective of all its stakeholders. Their study also highlights one of the driving forces behind repositioning as being the growing differential between the expectations and needs of the stakeholders and the current deliverables of the organisation.

Any proposed changes in corporate strategies to turn ailing organisations around, as noted by Chathoth, Tse and Olsen (2006), should take into consideration the overall perceptions of all stakeholders. Each amended element of the strategy would affect stakeholders in differing ways, and an analysis of the impact must be made to ensure that it is not counter-productive. As each element of the proposed change is understood, clarity would be attained on the overall repositioning.

This view is supported by Gotsi, Andriopoulos and Wilson (2008) who, in their study of corporate re-branding and repositioning, note that the scale of repositioning in the twenty-first century was significantly greater than ever before due to the need to respond to internal and external pressures. Their study indicates that firms were progressively seeking out new positions in the market to remain competitive, but they also caution that this process of repositioning is rarely

easy or simple due largely to the strategy setters inadvertently failing to consider the perspectives of multiple stakeholder groups.

According to Pearce and Robbins (2008), efforts to reposition an organisation are a critical last step in a turnaround process to remedy situations where firms are severely underperforming. Therefore, struggling organisations can steady themselves through undergoing a process of repositioning where their executives conceptualise a more effective and efficient strategy which will allow the organisation to compete successfully in the changed competitive environment. Considerations that strategy setters need to take into account are whether the existing strategy with reduced resources is a viable alternative or whether dramatic reactive changes are needed to shift the position of the organisation in the market (Pearce and Robbins, 2008). It is further argued that a strategic transformation is required when expectations and projections for the future differ significantly from the current expectations and projections, and when the actual results are significantly different from the budgeted results.

When identifying complementary strategies for turning around a firm, Pretorius (2008) describes the process of corporate strategy setting as taking into account the external environment that an organisation operates in and then positioning the firm in the market by using the value proposition of the firm to pursue its competitive advantages. However, he also notes that influences in the external environment that are not clearly visible to the strategy setters also impact on the position of the firm, and that these changes may result in a loss of the original competitive advantage. His research concluded that an organisation's response to these external changes should be grounded in swift strategy modifications to reposition the firm in the new environment.

Corporate repositioning specialist consultancy firm Proteus (2012) describes repositioning as identifying the right moves to make to ensure that the organisation continues to enjoy its current position or enters new more profitable positions. Repositioning is differentiated from rebranding (which is the development of a new brand image), this opinion being based on the premise that only cosmetic changes

are made in rebranding, while repositioning results in a revised corporate strategy (Proteus, 2012).

2.3.2 Repositioning Firms in the Industry Life Cycle

Instances that highlight situations where an organisation requires a strategic change have been described by Pearce and Robbins (2008) as the acknowledgment by the firm that the environment it operates in has changed, or instances where the resources of strategic importance to the firm have been deteriorating. These outcomes signal that the current strategy is dysfunctional and a re-crafting of strategy is required.

Corporate strategies and specific decisions relating to strategies change over time as the organisational circumstances change and the organisation moves through the stages of its life cycle. The strategy of the organisation must be aligned and matched to the environment and the specific stage of the life cycle that the organisation is operating in (Hough *et al,* 2011). Figure 2.2 depicts the different stages in an organisations life cycle.

Stage	Emerging	Growth	Maturity	Decline
Growth	Low – High	High	Low	Negative
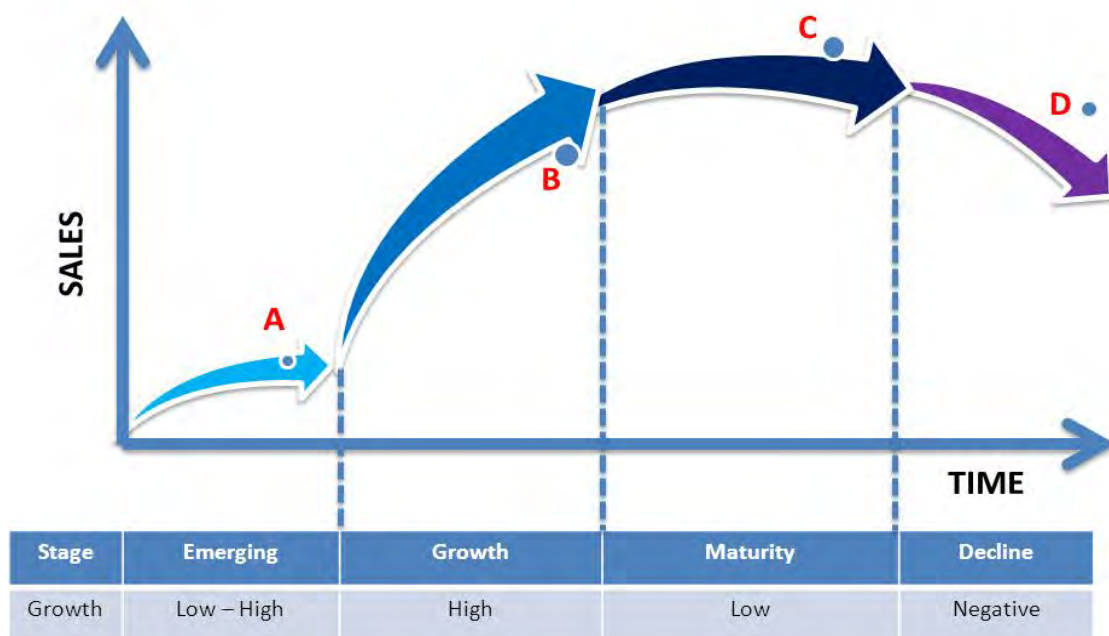
Figure 2.2 Stages in the Industry Life Cycle Graph

Source: Adapted from Winer, R.S. and Dhar, R., 2011. *Marketing Management,* 4th Ed. Pearson Education Inc

Changes to the strategic priorities of an organisation depend on where in the life cycle it is operating. The life cycle graph depicted in Figure 2.2 shows the demand or sales history of the organisation over time and the strategic options available to the strategy setter which vary over the life cycle (Winer and Dhar, 2011). As organisations approach and operate in a maturing industry, their sales curves flatten out and few new customers are in the market. This is a typical sign that the organisation should amend its strategy to be able to move down the life-cycle curve (from point C or D in Figure 2.2 to point B) and reposition itself. This is necessary as slowing growth rates within the maturing market produce fundamental changes in the industry's competitive environment (Hough *et al,* 2011).

2.3.3 The Effects of Operating in a Mature Market

Dess, Lumpkin and Eisner (2008) define the characteristics of a mature market as one where industry demand begins to slow down and markets become saturated. In this context organisations face intense competition from rivals and there are fierce price wars while the expenses associated with attracting new customers rise. Costs need to be kept as low as possible. Hence, organisations with low cost operations are better positioned to compete.

This view is supported by Hough *et al* (2011), who note that slowing growth rates are generally the first indicator of the onset of market maturity. This phase in the organisational life cycle produces the many changes in the industry's competitive environment, as noted in Table 2.2.

Table 2.2 The Effects of Operating in a Mature Market

Changes in the competitive environment	Effect
1. Slowing growth in buyer demand	More head-to-head competition between firms for dwindling market share.
2. Customers become more sophisticated.	Customers drive a harder bargain on repeat purchases by trying to negotiate better deals.
3. Competition places greater emphasis on cost and service	Customer choices depend on which seller offers the best combination of price and service.
4. Product innovation and new applications are harder to come by.	Producers find it difficult to create new product features.
5. Industry profitability falls	Slower growth and pressure on margins result in less-efficient companies not being able to survive.

Source: Adapted from Hough, J. Thompson, A.A. Strickland, A.J. and Gamble, J.E., 2011. Crafting and Executing Strategy. 2nd Ed. UK: McGraw-Hill Higher Education

The factors in Table 2.2 noted by Hough *et al* (2011) were earlier also noted by Chathoth, Tse and Olsen (2006), who emphasized that organisations entering the maturing stage of the life cycle will face robust competition with firms in the industry competing for a greater portion of a slowing market. They note that the next stage in the life cycle may result in the organisation being unable to compete, and having to face either the task of repositioning itself or entering into a state of decline which will lead to its ultimate demise.

In their research into strategic transformation, Pearce and Robbins (2008) noted that organisations facing maturing or declining markets in their industries may be able to change the competitive context and survive the decline by implementing strategies to restructure and reposition themselves in the industry.

Braun and Latham (2012) noted that when strategy setters react to significant declines in the performance of their organisations, organisational recovery is possible only through exercising a meticulous approach to turnaround strategies to reposition the firm. Measures to stabilize the organisation should be the priority, and effective efficiency interventions are required to arrest the decline. They argue that the repositioning strategy should include a focus on product and market expansion, innovation and development, and a review of the marketing and brand elements.

2.4 The Role of Marketing in Repositioning

Research conducted by Harker (1998) in determining the role played by marketing in repositioning strategies concluded that the marketing dimension was the most significant dimension in repositioning an organisation. He firmly argued that this was a key element in strategic management which would allow an organisation the ability to reposition itself thereby maintaining and creating competitive advantage. Harker notes that using a marketing approach in the repositioning process resulted in the organisations successfully winning and retaining business.

Concurring with this view, Chathoth, Tse and Olsen (2006) argued that the specific tools used to reposition an organisation may be grouped into the four key dimensions of top management replacement, financial control with cost management initiatives, a personnel strategy to trim the workforce, and a marketing strategy to highlight product and market diversification. The findings of the research specifically note that significant attention should be given to the marketing element of the repositioning strategy.

Crompton (2009) supports the view that repositioning strategies have become one of the most central and powerful concepts in the marketing field. In his study on the implementation of a repositioning strategy, he notes that positioning an organisation in the mind of the consumer and other relevant stakeholders is more important to future sustainability than what the organisation actually does.

In more recent research, Braun and Latham (2012) note many factors that should be considered in addressing the repositioning of an organisation, one of the most significant approaches being the alignment of the marketing function within the repositioned strategy. In their study on organisational turn-around they found that the repositioning stage should involve sustaining or disruptive innovations clearly defined within the marketing strategic plan.

In their study on repositioning dynamics, Ellickson, Misra and Nair (2012) noted that a key driver in an organisation's repositioning strategy is the variations and amendments made to the marketing elements. Their research explains that the most visible and common form of repositioning strategies are brand and product related. They note that the marketing elements that need to be repositioned include channel relationships and that there should be a strong emphasis on advertising to be able to educate consumers about the new positioning.

The research study conducted by Braun and Latham (2012) relating to corporate repositioning reveals how organisations which were confronted with declining performance implemented initiatives to return to positive growth trajectories. Among the vital elements in the marketing strategy, it was noted that market penetration, product innovation and new market entries all assisted in sharpening the organisations corporate strategy. They also noted that there were various tools and models available to organisations who were seeking a repositioning strategy.

2.4.1 Marketing Tools and Models Used to Reposition an Organisation

Various studies conducted relating to the repositioning of an organisation reveal different models, approaches and techniques used to implement the repositioning strategy. Five repositioning models will be reviewed and the approach used will be discussed.

2.4.1.1 Crompton's Four Marketing Repositioning Dimensions

In researching strategies for implementing repositioning, Crompton (2009) underpins the process by noting that a position is the perception created by the organisation in the minds of its stakeholders. The ultimate goal of positioning is

noted as the attaining and preserving of a distinguished and valued place in the minds of stakeholders relative to competitors.

Figure 2.3 diagrammatically highlights the process of creating a repositioning strategy as noted by Crompton (2009), and allows a shifting of the strategic direction whenever the perceptions of stakeholders reveal that there are issues of paramount concern needing to be addressed.
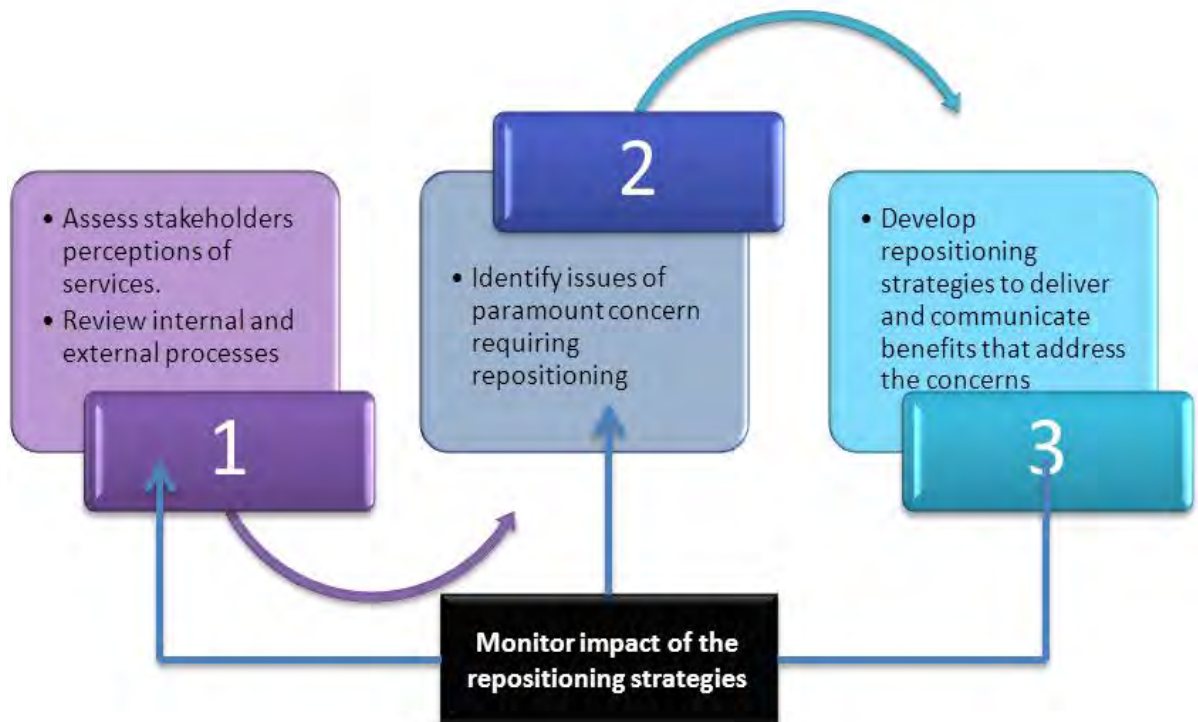
Figure 2.3 The process of creating a repositioning strategy
Source: Adapted from Crompton, J.L., 2009. Strategies for implementing repositioning of leisure services. *Managing Leisure,* Vol 14, pp. 87–111.

As illustrated by Figure 2.3, the starting point is to identify the current perceptions of stakeholders and to combine this with a review of the existing internal and external processes, which would provide an indication that a change in strategy is needed. This will result in the identification of significant issues that are of paramount concern which need to be addressed in a repositioning strategy. The challenge then becomes to deliver the changes necessary and to communicate this delivery to the stakeholders so that they are aware of the new position. This

process requires an on-going evaluation of the implementation of the new strategy to ensure that stakeholders shift their perceptions as the organisation desires.

Figure 2.4 provides insight into how the change in position is achieved, using the four repositioning dimensions to shift the organisation.
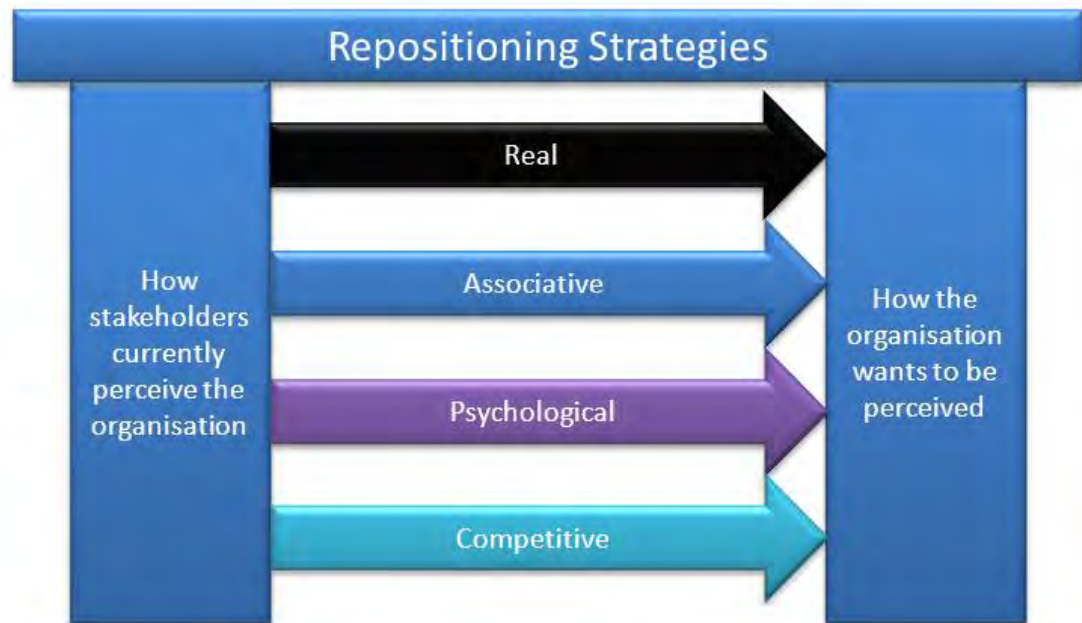
Figure 2.4 The four repositioning dimensions
Source: Adapted from Crompton, J.L., 2009. Strategies for implementing the repositioning of leisure services. *Managing Leisure,* Vol 14, pp. 87–111.

As noted in Figure 2.4, there are four repositioning dimensions that an organisation should review in order to determine what action is required to attain a revised position (Crompton, 2009). This model describes real repositioning as requiring the development of new products or services or a restructuring of existing products or services to contribute to the desired position. Associative repositioning advocates the building of strategic partnerships for the organisation to be able to attain the desired position. The next dimension, psychological repositioning, requires a changing of the beliefs of the stakeholder about the services offered so as to shift their perceptions into the desired position. The last dimension, competitive repositioning, requires changing stakeholder beliefs about what competitors do. Crompton (2009) advised that strategies developed in the context of the four repositioning dimensions, should be understood and

implemented as complementary strategies and that each should be considered in combination with others. He stressed that these strategies were not mutually exclusive in the pursuit of a revised position.

2.4.1.2 Carr's Marketing Framework for Repositioning

In conducting research into the strategic repositioning of the service supply chain, Carr, Muthusamy and Owens (2012) provided a conceptual framework for strategic repositioning. They noted that one of the major challenges in the operations of organisations was the inability of the organisation to sustain its performance and competitive advantages when the external or internal landscape of the organisation changes.

Figure 2.5 highlights the framework noted by Carr, Muthusamy and Owens (2012) in order for organisations to be effective and efficient and to achieve long-term profitability.

Figure 2.5 Carr's framework for strategic repositioning

Source: Adapted from Carr, A. Muthusamy, S. and Owens, C., 2012. Strategic Repositioning of the Service Supply Chain. *Organization Development Journal*. Vol 30(1), pp. 63-78.

As noted in Figure 2.5, the first indicator that the organisation requires a strategic make-over is a change or disruption in the external or internal environment. Carr, Muthusamy and Owens (2012) note that the most common form of disruption is a technology or innovation disruption, where the organisation seeks new and improved methods and techniques of delivering products and services effectively. The organisation is then faced with the decision as to whether or not its strategy and business plan will need to change to accommodate the changes in the environment in order to remain competitive.

Carr, Muthusamy and Owens (2012) recognise that for any repositioning efforts to be successful, the participation and buy-in of all members within the organisation are required. Organisational change management thus becomes an imperative to ensure that the implementation of the new strategy is flawless. External stakeholders are also recognised for their contribution to the repositioning effort, and Carr's framework recommends that strategic alliances be fostered to leverage joint planning and problem solving. The specific implementation of the repositioning strategy is grounded in driving the marketing elements of customer relationship management and positioning products and services in the market so as to attract new markets and sustain current markets. The final product of this process, as noted in Figure 2.5, is an efficient, effective and profitable organisation.

2.4.1.3 Heggde's Marketing Repositioning Strategies

In conducting research on organisational turnaround strategies, Heggde and Panikar (2011) noted that it is critical that marketing interventions be used as part of a strategy for turn-arounds and strategically repositioning an organisation. In their opinion, successful organisations are marketing oriented and customer focussed, and therefore generate market intelligence and information that is used throughout the organisation. Their study identifies four important elements that successful organisations focus on, as depicted in Figure 2.6.

Figure 2.6 Elements to reposition an organisation
Source: Adapted from Heggde, G.S. and Panikar, S., 2011. Causes of Sickness and Turnaround Strategies in Public and Private Sector Organizations. *Journal of Management,* Vol XIMB.

Heggde and Panikar (2011) show that the interplay and interdependence of the four elements noted in Figure 2.6 assisted in the turn-around repositioning efforts of organisations with declining growth and customer demand. They stated that comprehending the environment was the start of the process, as the organisations needed to understand the contexts in which they were operating. Selecting a market to position the products followed understanding the environment, and making innovative offers to the market was noted as being key. Heggde and Panikar (2011) further note the role played by key accounts staff members, who built the respect and trust of customers, which was critical for sound relationship building.

The research findings presented by Heggde and Panikar (2011) reaffirm that marketing plays a significant role in repositioning an organisation. Table 2.3 highlights the elements in the marketing mix that organisations should focus on in their repositioning efforts.

Table 2.3 Marketing elements to successfully reposition an organisation

Repositioning Strategies	
Innovative marketing strategies (product acquisition, aggressive marketing)	Enhanced customer service (innovative service, satisfaction measurement, quality
Reassessment (rationalization) of product mix	Strategic pricing
Product repositioning	Focus on promotional activities
Customisation (customer-driven process)	Deleting unprofitable product lines

Source: Adapted from Heggde, G.S. and Panikar, S., 2011. Causes of Sickness and Turnaround Strategies in Public and Private Sector Organizations. *Journal of Management,* Vol XIMB.

By focussing on the elements noted in Table 2.3, the key dimensions of the marketing mix are redefined in an attempt to reposition the organisation. The specific elements to amend include the price, product and innovative customer service and quality dimensions.

2.4.1.4 Blue Ocean Marketing Strategy for Repositioning

In his article on blue ocean strategies for the hospitality industry, Yang (2012) notes that the blue ocean concept is a relatively new strategic tool used by organisations to move out of their current overly competitive environment to a new environment where there are no competitors. Rather than focussing the

organisation's attention on competitors, the blue ocean concept requires the strategy setter to be focussed purely on the needs of the customer.

Yang's (2012) research demonstrates how the hotel industry could use the blue ocean concept to reposition itself by focussing on the four dimensions shown in Figure 2.7.
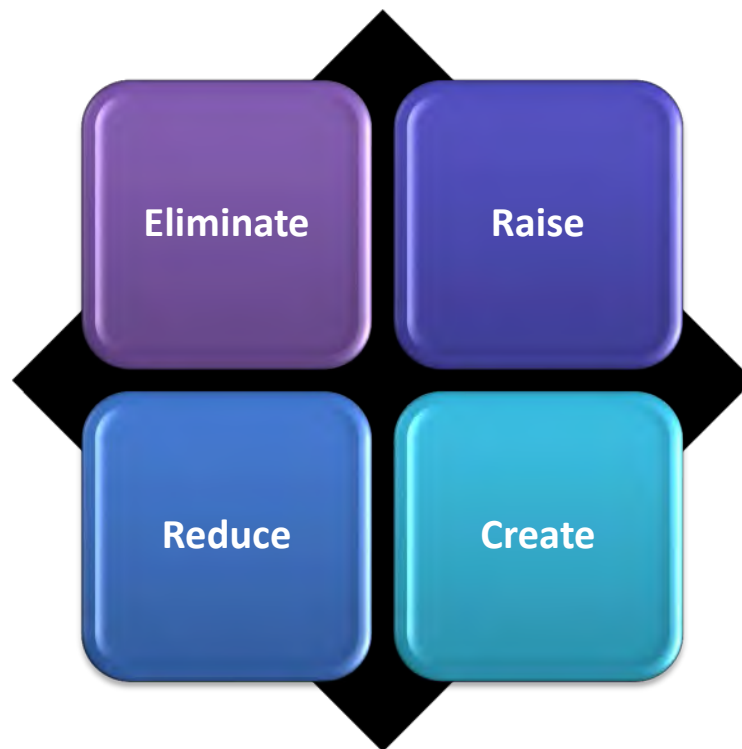
Figure 2.7 The four dimensions to create a Blue Ocean strategy
Source: Adapted from Yang, J.T., 2012. Identifying the attributes of blue ocean strategies in hospitality. *International Journal of Contemporary Hospitality Management*, Vol 24(5), pp. 701-720.

Taking cognisance of the four dimensions depicted in Figure 2.7 assists in analysing what the significant issues facing the organisation are. The "eliminate" dimension requires the organisation to determine the factors that are taken for granted and should be eliminated. The "reduce" dimension ensures that the organisation reduces factors that are below the industry standard. The "raise" dimension allows the organisation to determine which factors should be focussed on and raised well above the industry standard. Finally, the "create" dimension

challenges the organisation to be innovative and create factors that have never before been offered by the industry (Yang, 2012).

Yang (2012) believes that these four dimensions, which he identified while interviewing various stakeholders within the hotel industry, form the foundation upon which the blue ocean strategy should be built. Yang (2012) notes that the next step in the process of using the blue ocean strategy to reposition an organisation is to apply the blue ocean principles as noted in Table 2.4.

Table 2.4 Blue Ocean principles to attain a commercially viable blue ocean idea

Application of Blue Ocean principles	
1. Buyer utility	The organisation is forced to take a customer perspective and determine if there is any exceptional customer utility in the business process.
2. Price	The customer-focussed strategy then requires the organisation to determine if the price charged by the organisation is accessible to a significant majority of customers.
3. Cost	This principle requires the organisation to determine if costing targets can be attained and profits made at the price point decided in the previous step.
4. Adoption	The last step is for the organisation to determine what difficulties may be faced in the adoption of the blue ocean plan and seek ways of coping with these difficulties.

Source: Adapted from Yang, J.T., 2012. Identifying the attributes of blue ocean strategies in hospitality. *International Journal of Contemporary Hospitality Management*, Vol 24(5), pp. 701-720.

The principles noted in Table 2.4 are sequential, and acting in terms of each of these in that sequence will generate a well-conceived and viable blue ocean strategy that can be implemented. It is evident from Yang's (2012) study that

customer relationship management techniques and customer knowledge are at the core of building a blue ocean strategy.

2.4.1.5 Repositioning Using the Marketing Mix (the *Four Ps*)

The marketing mix, as defined by Kotler and Keller (2008), is a depiction of the marketing activities and marketing tools an organisation uses to pursue its marketing objectives. These tools have become known as the Four Ps (4Ps) or the marketing mix, and are broadly classified as product, price, place and promotion. By changing any dimension of the 4P framework, firms can reorganise their marketing strategy and reposition their organisation in different markets, with new product offerings, in different locations, and within new pricing structures.

Chathoth, Tse and Olsen (2006) also note that most repositioning situations arise at least partially from the failure of top management and executives to manage and align what they identify as the "Three Ps," i.e., people, product and place.

Kotler (2000,cited in Simms and Trott, 2007) suggests that positioning is ". . . the act of designing the company's offering and image to occupy a distinct place in the target market's mind". In conducting research into the repositioning of one of the vehicles within the BMW range (the Mini), Simms and Trott (2007) found that repositioning had become one of the most significant concepts within the components of modern marketing management. They discuss the importance of organisations taking a customer focus and determining how the organisation might be perceived in relation to competitors whenever a repositioning exercise is undertaken. As part of the BMW repositioning exercise, Simms and Trott (2007) investigated the extent of the marketing mix elements required for each of the different options available to organisations when developing a repositioning strategy matrix, which is depicted in Figure 2.8.

Marketing Mix Repositioning Matrix			
Re-merchandising Name Promotion Price Distribution Packaging	**Re-launch** Costs Promotion Price Distribution	**Intangible repositioning** Name Promotion Price Distribution Target Competition	**Tangible repositioning** Name Appearance Costs Promotion Price Distribution Target Competition

Figure 2.8 The marketing mix repositioning matrix

Source: Adapted from Simms, C. and Trott, P., 2007. An analysis of the repositioning of the BMW Mini brand. *Journal of Product & Brand Management*, Vol 16(5), pp. 297-309.

According to Simms and Trott (2007), an organisation's choice of a particular option from among those noted in the matrix in Figure 2.8 results in various outcomes, in the context of the extent of the repositioning required by the organisation. They consider re-merchandising and re-launching as repositioning of the product, while tangible and intangible repositioning result in a radical change to the organisation, propelling it into a new orbit.

According to KVP Corporation (2009), which successfully applied the principles of amending the marketing mix elements to reposition the organisation, the four steps shown in Figure 2.9 were closely followed in their strategy to successfully reposition the Corporation in the market.

Analyse the current operations and the marketing mix of the organisation	Conduct industry research to benchmark against best practices and other organisations	Identify opportunities of the organisation that is aligned towards future growth	Strategically redefine the marketing mix to drive accelerated growth
1	**2**	**3**	**4**

Figure 2.9 Using the Marketing Mix to Reposition an Organisation

Source: Adapted from KVP Corporation, 2009. Realigning Vision Statement for Corporate Repositioning - A Success Story. [online] Available at: <http://www.kvpcorp.com> Accessed 01 September 2012

By applying the process noted in Figure 2.9 to each element of the marketing mix of its own organisation and that of its clients, ie. price, product, promotion and place, the KVP Corporation showed that organisations can successfully reposition themselves.

Confirming this view, the research by Braun and Latham (2012) notes that the management of the most successful turn-around processes relies on changes to the market dimensions involved, including: environmental comprehension achieved by scanning for competitors' moves, market strategy management achieved by discovering new approaches not previously used by the firm, and turn-around planning achieved by identifying gaps and repositioning the firm. Their research notes that a failed turn-around and company repositioning effort of one of the organisations in the study showed little evidence of amending the marketing mix elements or of environmental comprehension, and this ultimately resulted in the collapse of that organisation.

2.5   Chambers of commerce

Chambers of commerce are old organisations which have been in existence for centuries. These organisations have faced many situations in their history where their sustainability has been threatened for various reasons. In conducting academic research into corporate repositioning, this study will focus on repositioning within the context of a chamber of commerce, specifically the Durban Chamber of Commerce and Industry.

2.5.1 What Are Chambers of Commerce?

A chamber of commerce has been defined by the American Chamber of Commerce Executives (ACCE) as "an organisation of businesses seeking to further their collective interests, while advancing their community, region, state or nation. Business owners in towns, cities and other territories voluntarily form these local societies/networks to advocate on behalf of the community at large, economic prosperity and business interests" (ACCE, 2012).

The ACCE notes that there are currently approximately 13,000 chambers registered in the official World Chambers network registry. Many chambers act as the representative bodies of businesses in the regions they operate in (ACCE, 2012). Chambers are usually registered as non-profit organisations and have existed for more than two centuries in most countries, with many having been established *before* the jurisdictions they represent. In most instances (chambers in the United Kingdom, Canada, Australia, Eastern Europe and South Africa) local businesses pay their membership dues voluntarily, while in the European Union and much of Asia public law chambers are more popular (ACCE, 2012).

In researching the promotion of business through the services of a chamber Lacho and Brockmann (2011) noted that these organisations are invaluable resources but they are not considered by business owners to be a viable option to assist them in achieving their targets of accessing finance or new markets.

2.5.2 The history of Chambers of Commerce

Lacho and Brockmann (2011) note that chambers have existed for as long as commerce has been practised. Business owners and traders have always come together to create governance structures to regulate the behaviour of business and to provide a unified voice to be able to protect business from any threats.

These groupings or associations of traders then formalised their coming together and formed guilds. The guilds played an essential role in medieval city and town life and over the centuries developed into chambers of commerce (Lacho and Brockmann, 2011). The activities of the earliest chambers were aligned with those of the guilds that preceded them, and focussed on issues of commerce only. However, with the evolution of their role their services grew to include economic development projects, policy and advocacy initiatives, training and development plans among others.

2.5.3 Overview of the Marketing Mix of the Top 5 Chambers with a View to Repositioning

In their study of strategic tactics in turbulent environments Mason and Staude (2009) note that Kotler and Keller's 4P model was the most common and simple model of the marketing mix, and that it has been consistently used in strategic attempts to reposition an organisation.

All of the models described above in relation to repositioning an organisation appear to have similar and consistent approaches in their techniques. The 4P model encompasses elements of all the other models, therefore the standard 4P model was selected from all the models presented to provide an overview of the marketing mix of the most successful chambers of commerce with a view to repositioning a chamber of commerce.

In a recent study by PriceWaterhouseCoopers Incorporated (PwC), the performance of the top twenty-six cities in the world was analysed in terms of many dimensions to determine the most successful city supplying the most

abundant opportunities to business. These cities are the capitals of commerce and industry in their particular geographical regions (PwC, 2011).

As noted in the definition of chambers of commerce, chambers play a significant role and make a large contribution to the commercial environment in the city in which they operate. The research into the qualities of the top five cities was therefore performed from the perspective of the marketing mix supplied by the chambers of commerce in these cities (Table 2.5) with a view to understanding the positioning of these organisations.

Table 2.5 A comparison of the top five Chambers of Commerce

City and Chamber	Products	Price (per annum) converted to rands at spot rate on 18/01/13
New York: Chamber of Commerce (NYCC, 2013)	• Networking and educational events • Facilities resources and research centre • Business initiatives, listing and linking • International trade documentation • Marketing opportunities (email, e-news) • New York tourism leads	R 2,596 – Individuals R 4,356 – Non-profit organisation R 6,116 – Small business (2-20 employees) R 8,800 – Corporate Membership (> 20 employees
Sydney: Chamber of Commerce and Industry (SCCI, 2013)	• Legal services to members • Cruise ship schedule for events • Strategic priorities • Business advice and consulting • Community governance • Apprenticeships	R 1,856 - Bronze membership R 2,792 – Silver membership R 6,528 – Gold membership R 14,000 - Platinum membership
London: Chamber of Commerce and Industry (LCCI, 2013)	• Events and networking • Export services and documents • Conference room rental • Business advice and services • New business opportunities	R 8,934 – Average 1 to 12 staff R 15,157 – Average 12 to 50 staff R 20,473 – Average 51 to 100 staff R 23,970 – Average 101 to 250 staff On request for > 250 employees
Paris: Chamber of Commerce and Industry (PCCI, 2013)	• Networking opportunities • Visa and MasterCard member discount programmes • Advertising opportunities • Exclusive Chamber of Commerce group insurance plan • Free listing in the business directory on the Chamber website	R 1,913 – Average 1 to 10 staff R 3,337 – Average 11 to 50 staff R 5,651 – Average 51 to 99 staff R 7,253 - Average 100 to 199 staff R 9,033 – Greater than 200 staff

City and Chamber	Products	Price (per annum)
Singapore: Chamber of Commerce (SICC, 2013)	• International trade services and documentation • Chamber-supported and -organised events • Scholarships and publications • Inter-organisation relations	R 11,946 - Firm capital > R 7.2 million R 9,774 - Firm capital < R 7.2 million

Source: Compiled from Chamber websites as follows:
 	
  a) NYCC, 2012. Manhattan Chamber of Commerce. [online] Available at: *<www.manhattancc.org>* Accessed 01 September 2012
 	
  b) SCCI, 2012. Sydney Chamber of Commerce and Industry. [online] Available at: <http://www.sydneyareachamber.ca/> Accessed 01 September 2012
 	
  c) LCCI, 2012. London Chamber of Commerce and Industry. [online] Available at: <http://www.londonchamber.co.uk> Accessed 01 September 2012
 	
  d) PCCI, 2012. Paris Chamber of Commerce and Industry. [online] Available at: <http://www.pariscoc.ca > Accessed 01 September 2012
 	
  e) SICC, 2012. Singapore Chamber of Commerce. [online] Available at: <http://www.sicc.com.sg/> Accessed 01 September 2012		

As can be noted from the analysis in Table 2.5, the most successful chamber organisations have a similar but slightly different product mix and different pricing plans. The elements of place and promotion of the 4Ps are noted as all being similar, as all the chambers are situated in a city centre and all use their business networking functions to advertise through newspapers, their own websites, and directories that list their members.

2.6 Conclusion

Changing economic, social and political landscapes have made it necessary for organisations to review and revise their strategic plans if they are to remain relevant in the constantly changing environments they operate in. Turn-around and repositioning strategies must be pursued in order to improve an organisation's chances of survival and to chart a winning path to success.

This chapter introduced the concept of strategy setting and stressed the relevance of the development of a corporate strategy for an organisation as a whole. Corporate repositioning has been presented as a necessity for organisations responding to changes in the environments they operate in. After discussing the role of marketing in repositioning strategies, five marketing models and tools were analysed in order to drive a repositioning effort by an organisation. The history of chambers of commerce was introduced, and it was noted that many chambers of commerce are old institutional organisations which have been in existence for up to two centuries. The marketing mix elements of the five most successful chambers were then presented in order to assist in the understanding of the elements required to reposition an organisation such as a chamber of commerce.

While it is evident from the literature review presented that organisations need to adapt their corporate strategies and reposition themselves in changing environments to remain relevant, there is no evidence of how chambers of commerce may use the tools in the marketing mix to reposition themselves. More insightful and precise research is required to close this academic and practical gap, the methodology of which will be described in the next chapter.

CHAPTER THREE

Research Methodology

3.1 Introduction

The literature review presented in the previous chapter highlighted the academic requirement for further research to be conducted on the corporate repositioning of the Durban Chamber of Commerce and Industry (DCCI). Research into this topic is thin and insufficient to provide solutions to the current problems faced. Hence ample justification is provided for this research project to be conducted.

A detailed and holistic analysis of the entire research process and the steps involved in the research methodology adopted will be presented in this chapter. After the various research options available to the researcher in the context of the aims and objectives of this study have been documented, justification will be provided for the specific research methods employed in the study.

The decisions relating to the methods of sampling used in the study will be motivated and the data collection strategy will be described, including how the data collected will be analysed. The ethical considerations will also be outlined in this chapter.

3.2 Broad understanding of research

Research is a common term used to describe the process whereby solutions are sought to a problem being experienced. This process generally results in the researcher gaining a deeper understanding of the various factors and situations identified in relation to the problem (Sekaran and Bougie, 2010).

Leedy and Ormrod (2013) noted that the trigger to a research process being undertaken is often linked to researchers either trying to increase their knowledge or understanding of a specific phenomenon impacting on a problem they are facing, or to the curiosity of researchers in identifying areas in which they are concerned or interested. According to Saunders, Lewis and Thornhill (2009), the main purpose of conducting research is to improve one's knowledge of a particular business or management problem.

Research has been defined slightly differently by many authors, and the definitions vary in complexity and duration. Leedy and Ormrod (2013) note the following seven general distinct characteristics of all types of research as depicted in Figure 3.1
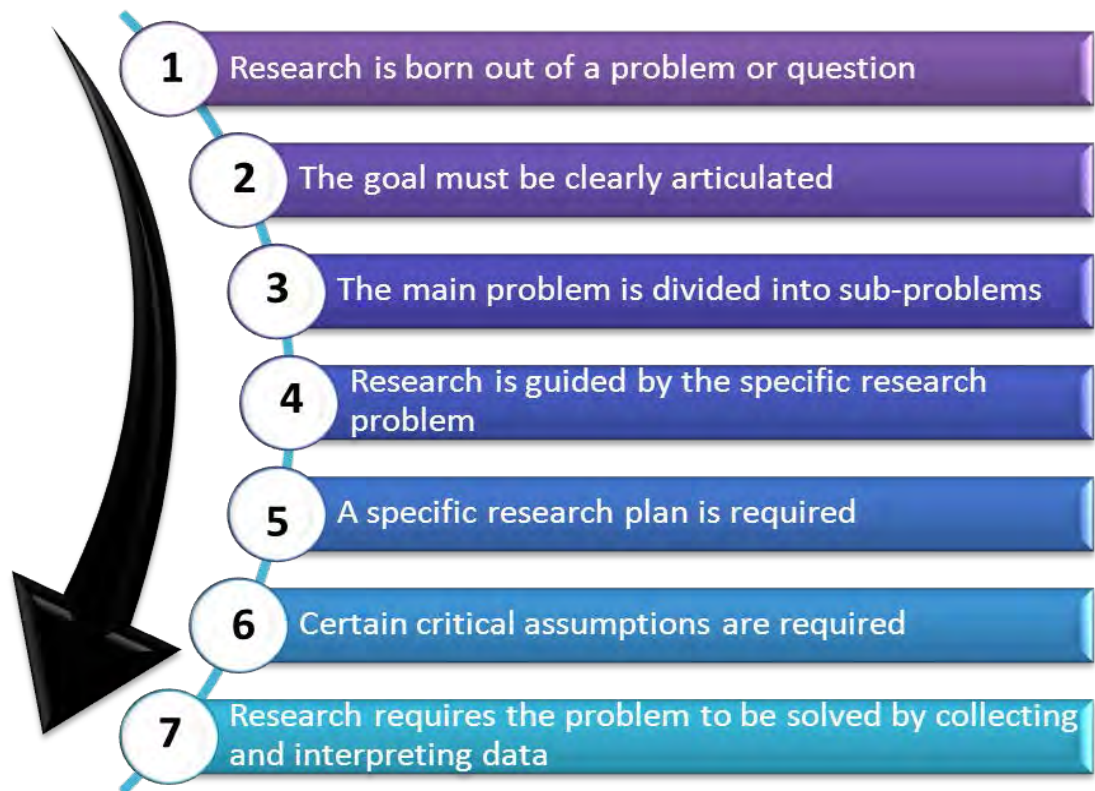
Figure 3.1 The seven characteristics of research

Source: Adapted from Leedy, P.D. and Ormrod, J.E., 2013. *Practical research planning and design*, 10th Ed. USA: Pearson Education Inc

Figure 3.1 characterises the general format of all research, but Leedy and Ormrod (2013) note that different academic disciplines may use different formats, and ultimately, most research studies don't bring total closure to a research problem.

In discussing the principles of research Kothari (2008) notes that the main purpose of research is to discover answers to questions through the application of various scientific procedures.

3.2.1 Research Methodology

Research methodology can be described as the general approach the researcher uses to carry out the research project and the approach taken, or the tools the researcher will use to arrive at his conclusions (Leedy and Ormrod, 2013). Kothari (2008) states that research methodology involves not only knowing which research methods or techniques to employ in the study but also involves a consideration of the logic underlying those decisions.

Sekaran and Bougie (2010) clearly describe scientific research as focussing on solving a problem by pursuing a step-by-step logical, organised and rigorous method of identifying the problem and sub-problem areas, gathering data, analysing the data and then drawing valid conclusions therefrom. The scientific research process is presented diagrammatically in Figure 3.2.
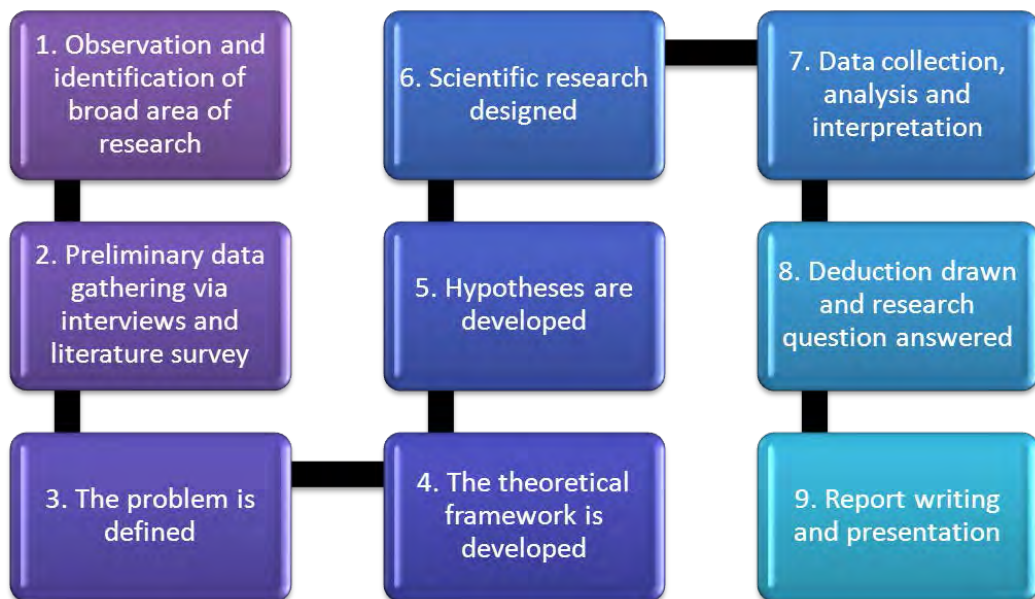
Figure 3.2 The research process

Source: Adapted from Sekaran, U. and Bougie, R., 2010. *Research methods for business,* 5th Ed. West Sussex: Wiley and Sons Ltd

As depicted in Figure 3.2, it is necessary to go through the entire process to ensure that the research process is thorough and complete. Sekaran and Bougie

(2010) note that systematic inquiry to arrive at solutions to problems is the only way to ensure that the findings and results generated can be relied upon.

3.3 Aim and Objectives of the study

A useful starting point in any research undertaking, as noted by Saunders, Lewis and Thornhill (2009), is for the researcher to understand and document what the aim of the study is so that the entire research process may be guided. The aim is generally embodied in the research question, which flows from the research idea or problem and this may then lead to several more detailed questions or the definition of research objectives.

Leedy and Ormrod (2013) note that the identification of the research objectives are an integral part of the process and the researcher should ensure that each objective is a completely researchable unit which is clearly tied to the interpretation of the data, and further advise that the objectives should sum up to the totality of the research problem.

3.3.1 Aim

The problem statement set out in Chapter One has to do with the current status of the chamber movement, where shrinking membership numbers and the constant pressure exerted by all stakeholders for the chamber to identify what benefit and value it adds to the business sector threatens the sustainability of these organisations. A loss of confidence from the business sector might ultimately see the demise of the chamber movement. It is clear that unless chambers of commerce are able to redefine their roles, revitalise their corporate strategies and reposition themselves in the current economic landscape, they will become irrelevant organisations and perish.

The aim of this study was to determine how the Durban Chamber of Commerce and Industry can ensure that its corporate strategy is relevant by using the elements of the marketing mix to reposition itself. The study has sought to develop and recommend a repositioning strategy using the elements of the marketing mix. The study conducted was essentially a case study, which involved an in-depth, contextual analysis of similar situations in other organisations, where the nature and definition of the problem were similar to that experienced by the DCCI.

. **3.3.2 Objectives**

The objectives of this study were formulated taking into account the factors noted by Leedy and Ormrod (2013) and Saunders, Lewis and Thornhill (2009) above.

The objectives are listed below:

- To establish the current members' degree of satisfaction with the DCCI.
- To determine if the price of membership of the DCCI is appropriate.
- To determine the relevance of the products and services that the DCCI provides to its members.
- To determine the effectiveness of the promotions elements (including the advertising) of the DCCI.
- To establish whether the physical location (the place) of the DCCI is suitable and accessible to members.
- To identify what improvements members would want to see in the DCCI marketing mix.

3.4 Participants and Location of the study

During the research design phase of the research process noted in Figure 3.2, the unit of analysis must be specified. The unit of analysis refers to the level of aggregation of the data collected during the subsequent data analysis stage (Sekaran and Bougie, 2010). It is necessary to decide on the unit of analysis at the time that the research question is formulated as the steps in the research process that follows will be guided by the unit of analysis. Leedy and Ormrod (2013) defined a participant as the person or entity who answers the questions in an interview, questionnaire, survey or other data collection method.

The participants in this study are the chamber members of the DCCI. The chamber members consist of companies that range in size from small, medium and micro enterprises to large listed corporate companies. The member companies are all stakeholders in the chamber and pay an annual subscription to the organisation. As this is a membership based organisation, it is most appropriate for the members to participate in the repositioning of the organisation

so that they may obtain the relevant benefits of membership that they desire. The members have a direct interest in how the chamber operates.

The location of the study is determined by the nature of the organisation. Since chambers are regional organisations which have geographical boundaries, the geographic region covered by the DCCI is the location of the study. In this instance it is the Durban metropolitan region within the province of Kwa-Zulu Natal, as illustrated in Figure 3.3.

Figure 3.3 Durban metropolitan region

Source: PamGolding, 2013, *Map of Durban Metropolitan* [online] Available at:<http://www.pamgolding.co.za/map-search/south-africa/kwazulu-natal/durban-metropolitan/map.aspx> [Accessed 05 May 2013]

3.5 Purpose and type of study

The type of study undertaken is largely dependent on the purpose of the study and depends on the stage to which knowledge about the topic has advanced (Sekaran and Bougie, 2010). The research design phase of the research process noted in Figure 3.2 is where the decision is made about the type of study the researcher will pursue.

3.5.1 Purpose of study

A summary of the explanation of the four types of research and the purpose of each type as noted by Saunders, Lewis and Thornhill (2009) and Sekaran and Bougie, (2010) is provided in Figure 3.4.

Type and Purpose of the Study

| **Exploratory**	**Descriptive**	**Hypothesis Testing**	**Case Studies**
Undertaken where the researcher is unsure of the precise nature of the problem.	Undertaken in order to describe the characteristics of the variables . The researcher must have some knowledge of the variables.	Undertaken to explain the nature of certain relationships or to predict outcomes.	Undertaken where contextual analysis is needed to understand matters relating to similar situations in other organisations.

Figure 3.4 Types of research

Source: Adapted from Sekaran, U. and Bougie, R., 2010. *Research methods for business,* 5th Ed. West Sussex: Wiley and Sons Ltd and Saunders, M. Lewis, P. and Thornhill, A., 2009. *Research methods for business students,* 5th Ed. UK: Pearson Education Ltd

As noted in Figure 3.4, the purpose of each type of study is dependent on the nature of the research. The foundation for this study was established on the grounds of the literature review presented in Chapter Two. The study will be

descriptive in nature as the characteristics to be studied are known to exist and the researcher intends to be able to describe them clearly, as suggested by Sekaran and Bougie (2010). The current satisfaction of the chamber members with the elements of the marketing mix will be gauged and the changes that need to be made to the price, place, promotion and product dimensions of the marketing mix will be identified.

3.5.2 Type of investigation

The distinction between a causal and correlational study is imperative and is guided by the type of research questions asked and how the problem is defined (Leedy and Ormrod, 2013). When the researcher is trying to identify a cause-and-effect relationship, then a causal study is undertaken, but when the researcher is trying to identify all the relevant factors associated with a problem, then a correlational study is undertaken (Sekaran and Bougie, 2010).

Based on the research question and problem definition, this study is a correlational study where the factors that impact on the repositioning of the DCCI are being investigated.

3.6 Approach

The data collection technique and the approach used to analyse the results can either be a quantitative approach, in which numerical data are generated through the asking of structured questions, or a qualitative approach, in which non-numerical data are generated (Saunders, Lewis and Thornhill 2009). Quantitative approaches involving the use of methods such as the administration of questionnaires generate data which may be analysed statistically, while qualitative approaches, which involve the use of methods such as interviews, allow for the categorisation of data.

 The choice of either of these depends on whether an exploratory study (where not much is known about the research area) is undertaken, or whether a descriptive study (where characteristics of the variables of interest are to be described under certain situations) is undertaken (Sekaran and Bougie, 2010).

Since the investigation being undertaken in this study is a descriptive study as justified in section 3.5.1 above, a quantitative approach will be used in order to ascertain and describe the characteristics related to repositioning the DCCI.

3.7 Sampling

Sampling is the process of obtaining information about an entire population by examining only a part of it (Kothari, 2008). Sampling techniques provide a method that enables the researcher to reduce the amount of data that is needed to be collected by considering the data derived from a sub-group rather from all possible elements (Saunders, Lewis and Thornhill, 2009).

While it is possible for research questions to be able to collect data from an entire population if it is of a manageable size, most research studies require a sample of the population to be selected in order for research to be conducted (Saunders, Lewis and Thornhill, 2009).

3.7.1 Description of the population

Sekaran and Bougie, (2010) describe a population as the entire group of interest that the researcher wishes to investigate and make inferences about, while an element is a single member of the population.

The population of interest in this study consists of the companies that are members of the DCCI. All of the chamber members are companies which range in size from small, medium and micro enterprises to large listed corporations. The member companies are all stakeholders in the chamber and pay an annual subscription to the organisation. As this is a membership-based organisation, it is most appropriate for the members to form the population in a study relating to the repositioning of the organisation. The members have a direct interest in how the chamber operates and have been highly critical of the operations of the organisation in the past.

3.7.2 Need to sample

Saunders, Lewis and Thornhill (2009) note that sampling provides a valid alternative to testing an entire population as it may be impractical to test the whole

population. The main reasons why there is a need to sample are illustrated in Figure 3.5.

Figure 3.5 The need to sample

Source: Adapted from Saunders, M. Lewis, P. and Thornhill, A., 2009. *Research methods for business students,* 5th Ed. UK: Pearson Education Ltd

As is depicted in Figure 3.5, the time and cost constraints are the key reasons why testing the entire population is impractical. In the study being conducted, it would be impractical to survey the entire population of 2,800 member companies as this would take a significant amount of time; hence, sampling is required.

3.7.3 Sampling Design and Sampling Method

Sampling requires the selection of a sufficient number of elements from the population such that a study of the sample allows the researcher to generalise characteristics to the population (Sekaran and Bougie, 2010). Leedy and Ormrod (2013) identify the two types of sampling design as probability and non-probability sampling, where probability sampling results in each element of the population having a known and equal chance of being selected. It is therefore possible to

answer the research question and achieve the objectives that require the researcher to estimate statistically the characteristics of the population from the sample. Non-probability sampling results in an unknown probability of each element being selected from the total population and it is not possible to answer research questions or address objectives that require the researcher to make statistical inferences about the characteristics of the population. The researcher may still be able to generalise about the population from non-probability samples, but not on statistical grounds.

Figure 3.6 below depicts the decision tree relating to which sampling design to select based on the requirements of the researcher as related to the study being undertaken.

Is representativeness of the sample critical for the study?

Yes	No
Choose Probability sampling	Choose Non- Probability sampling
If purpose of study mainly is for:	If purpose of study mainly is:

Generalis-ability	Collecting information in localised areas	Gathering more information from a subset of the sample	To obtain quick information	To obtain information relevant to only certain groups

Simple random	Systematic	Cluster	Area	Double	Convenience	Quota or judgement

Figure 3.6 Sampling decision tree

Source: Adapted from Sekaran, U. and Bougie, R., 2010. *Research methods for business,* 5th Ed. West Sussex: Wiley and Sons Ltd

Based on the decision tree noted in Figure 3.6, it was decided that representativeness was not a key criteria for this study. This is due to the significant differences that exist among member companies of the DCCI. Based on the size of the companies (small, medium and large), it would not be appropriate to obtain data from a sample that would be representative of the entire population, hence non-probability sampling was selected. This was further justified due to the researcher being less concerned about generalisability than obtaining some preliminary information in a quick and inexpensive way. As this was one of the first academic studies to determine how the tools in the marketing mix could be used to reposition a chamber of commerce, the nature of this study required the obtaining of basic information quickly and efficiently.

Convenience sampling was determined to be the most appropriate method as it would allow for the collection of data from members of the population who were most conveniently, willing and able to provide it. Sekaran and Bougie (2010) advise that this type of study is most often used in the exploratory phase of a research study and is probably the best method to gain information from a population that would otherwise be difficult to get an adequate response from. As the DCCI has 2,800 members, convenience sampling would ensure the required sample size is achieved.

3.7.4 Sampling frame

Saunders, Lewis and Thornhill (2009) define the sampling frame for any sample as the complete list of all the elements in the population from which the sample will be drawn. In many instances, the sampling frame is an existing database, but Saunders, Lewis and Thornhill (2009) caution that the following possible problems must be avoided when using existing databases:

- Individual databases are often incomplete;
- The information held about organisations in databases is sometimes inaccurate; and

- The information held in databases soon becomes out-of-date.

The sampling frame for the study was the list of all chamber members of the DCCI as at 01 January 2013. This list was extracted from the membership database of the DCCI. Comfort was attained from the clean-up and accuracy check that was performed on the database towards the latter part of 2012, through which it was verified that the information contained in the database was accurate and complete.

3.7.5 Sample size

Leedy and Ormrod (2013) note that the size of a sample should be a function of the variation in the population parameters under study and the estimating precision required by the researcher. The estimating precision is a relevant concept as researchers can never be certain that a sample truly reflects a population. Saunders, Lewis and Thornhill (2009) suggest that the choice of the sample sizes is dependent on the confidence level the researcher requires in the study undertaken, the margin of error that the researcher is willing to tolerate within his research, the type of analysis that the researcher will undertake and the size of the total population from which the sample is drawn.

The total population for this study consists of 2,800 elements. Each element represents a member company of the DCCI. The total population of 2,800 represents the number of members listed on the DCCI's database as at 01 January 2013. The sample size table documented in Sekaran and Bougie (2010) was used as a guide to determine the required sample size. Based on the table, the total sample size required for this study amounts to 338 participants.

3.8 Data Collection strategies

The research design phase is followed by the selection of an appropriate data collection method. There are generally two types of data: primary data, which is collected for the first time by the researcher, or secondary data, which has already been collected and passed through a statistical process (Kothari, 2008).

Sekaran and Bougie (2010) identify focus groups, interviews, administered questionnaires or observations as sources of primary data, while company

records, archives, government publications, and industry analyses are some sources of secondary data.

The data represented in this study is primary, as information about the repositioning of the DCCI was be collected for the first time.

The three most popular methods of data collection include interviews (face-to-face and telephonic), questionnaires and observation (Sekaran and Bougie, 2010). Table 3.1 below summarises the advantages and disadvantages of each method.

Table 3.1 Advantages and disadvantages of various data collection methods

Data Collection Method	Advantages	Disadvantages
Interviews (face to face and telephonic)	• Provides rich data. • Offers the opportunity to establish rapport with the interviewees • Helps to explore and understand complex issues	• Potential to include interviewer bias • Can be expensive and time consuming if sample is large
Questionnaires	• Inexpensive method • Can be used when sample is geographically dispersed • Instant feedback obtained	• Emailed questionnaires have a low response rate • Excludes respondents who do not have email
Observation	• Can comprehend complex issues. • Rich data is obtained	• Expensive method. • Observer bias may be present

Source: Adapted from Sekaran, U. and Bougie, R., 2010. *Research methods for business,* 5th Ed. West Sussex: Wiley and Sons Ltd

Since the administration of questionnaires is an efficient data collection method, which is inexpensive for larger samples, this method was selected as the most appropriate for the current survey. As the sample size was 338, interviews and observation would not have been efficient methods to employ.

3.8.1 Description and purpose of Instrument

Saunders, Lewis and Thornhill (2009) note that within business and management research, the greatest use is made of questionnaires as a data collection instrument. When this instrument is used, each respondent is requested to respond to the same set of questions. This is therefore an efficient way of collecting responses from a large sample prior to quantitative analysis.

The different types of questionnaires that may be administered are noted in Figure 3.7.
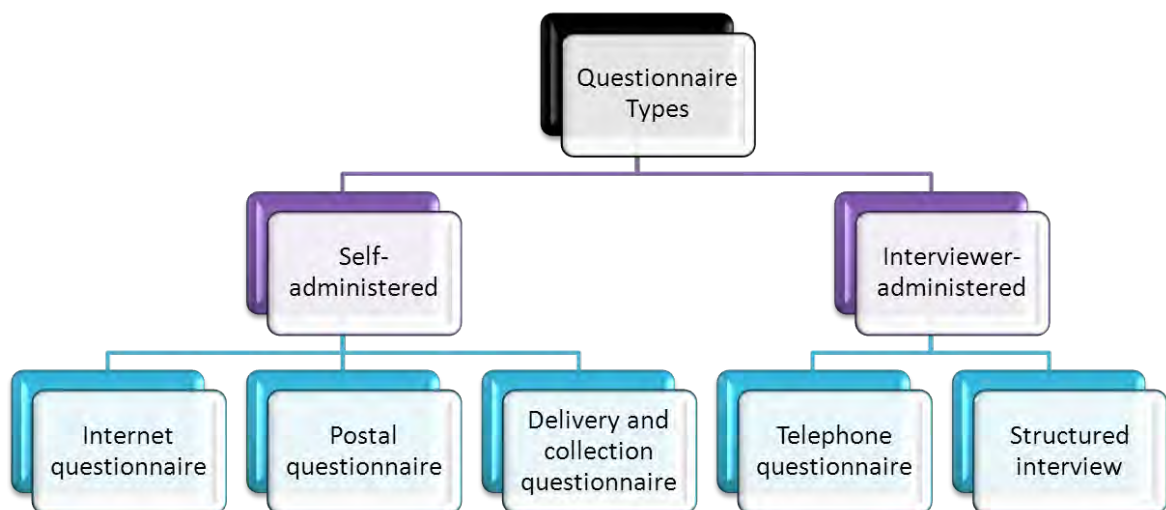
Figure 3.7 Types of questionnaires

Source: Adapted from Saunders, M. Lewis, P. and Thornhill, A., 2009. *Research methods for business students,* 5th Ed. UK: Pearson Education Ltd

As the current study was to be self-administered and completed by the respondents themselves, the most efficient approach was to administer the questionnaire electronically using the internet. Postal questionnaires and the delivery and collection of questionnaires by hand would have been inefficient as there was a large sample in this study.

3.8.2 Construction of the instrument

Sound principles of questionnaire design should be embodied in the questionnaire being developed. The three key areas in the construction of the questionnaire are the wording of the questions, the planning of issues with regard to how the variables will be categorised, scaled and coded, and the general appearance of the questionnaire (Sekaran and Bougie, 2010).

The design of the questionnaire in this study was based on the purpose, which was to gather data from member companies of the DCCI which would answer the research question and address the objectives identified in the literature review. The questionnaire followed a logical flow (a copy of the questionnaire has been provided in Appendix 1). Table 3.2 describes how the various questions were linked to the specific research objectives formulated.

Table 3.2 Linking of questions to research objectives

Section	Objective	Question Number
1	Demographic details	1,2,3
2	To establish the current members' satisfaction with the DCCI	29,30,31
3	To determine whether the price of membership of the DCCI is appropriate	4,5,6
4	To determine whether the products and services that the DCCI provides to members is relevant	7,8,9,10,13,14, 15,16,17,18,19, 20
5	To determine whether the promotions elements (including advertising) of the DCCI is effective	11,12,21,22,23, 24,25
6	To establish whether the physical location (the place) of the DCCI is suitable and accessible to members	26,27,28
7	To identify what improvements members would want to see at the DCCI with respect to its marketing mix	32

As noted in Table 3.2, the range of questions adequately covered the various research objectives that were posed so as to gather data to sufficiently answer the research question. The questions abided by the questionnaire guidelines set in Sekaran and Bougie (2010) which include properly worded questions, no double-barrelled or ambiguous questions, no leading or loaded questions, and questions of an appropriate length.

Sekaran and Bougie (2010) identify two types of attitudinal scales: the rating scale, which has several response categories which are used to elicit responses relating to the object, event or person studied, and the ranking scale, which makes comparisons between or among objects, events or persons, elicits the preferred choices, and requires ranking among them. Further, four types of scales exist: the nominal scale, which allows the researcher to assign subjects to certain categories or groups; the ordinal scale, which not only categorises the variables such in a way as to denote differences among various categories but also rank-orders the categories in a meaningful way; the interval scale, which allows the researcher to perform arithmetical operations on the data collected; and the ratio scale, which measures the magnitude of the difference between two points and also taps the proportions in the differences. The types of scales used in this study are displayed in Table 3.3. A copy of the questionnaire has been included in Appendix 1.

Table 3.3 Types of scales used in the instrument

Scale	Type	Data Type	Question
Rating	Dichotomous	Nominal	26
	Multiple choice, single response	Nominal	1,2,3
	Multiple choice, multiple response	Nominal	5,6,9,10,12,13,14,15,16, 18,19,20,25,27,28,3,31
	Likert scale	Interval	4,29
	Multiple choice, single response	Ratio	8,11,17,21,24
Ranking	Forced choice	Ordinal	7,22,23

Table 3.3 shows the categorisation of the questions used in the research instrument based on the type of scales used. A range of different scales was

selected in order to obtain rich data to make meaningful observations. The survey instrument also made use of branching questions. Branching or skip logic gives the researcher the ability to create smart surveys by ensuring that only relevant questions are displayed to respondents depending on the selection of choices they make in prior questions, and hence creates depth in the responses by probing to find specific reasons for certain choices (Questionpro, 2013).

3.8.3 Validity and Reliability

The next step in the research process is to ensure that the research instrument meets the requirements of being reliable and valid and actually tests the concepts that are intended to be tested.

3.8.3.1 Validity

Saunders, Lewis and Thornhill (2009) advise that a valid questionnaire will enable accurate data to be collected consistently, and that the questions must be understood by the respondent in the context that the researcher intended, and the answers given by the respondent must be understood by the researcher in the manner intended by the respondent.

Sekaran and Bougie (2010) note that various types of validity tests are used to test the goodness of measures and are grouped under the headings of content validity, criterion-related validity and construct validity.

i)   Content validity refers to the extent to which the questionnaire provides adequate coverage of the investigative questions. This can be achieved through careful research through the literature reviewed and prior discussion with individuals knowledgeable about the subject matter (Saunders, Lewis and Thornhill, 2009).

ii)   Criterion-related validity is concerned with the ability of the questions to make accurate predictions. In assessing this aspect of validity, the researcher will be comparing the data from the questionnaire developed with that specified in the criterion in some way (Saunders, Lewis and Thornhill, 2009).

iii)   Construct validity refers to the extent to which the researcher's questions actually measure the presence of those constructs the researcher intends

them to measure. Validation of such constructs against existing data is difficult; hence other methods are used (Sekaran and Bougie, 2010).

Content and construct validity were considered for the current study. By obtaining feedback from the supervisor of this study, the Chief Executive Officer of the DCCI, other senior managers of the DCCI who are knowledgeable about the chamber movement and respondents to the pre-test, the researcher was satisfied that the observed responses had adequately covered the objectives of the research study, and was confident that the test of face validity was met. The construct validity was established through correlation analysis.

3.8.3.2 Reliability

Reliability refers to the robustness of the questionnaire and whether or not it would produce consistent findings at different times and under different conditions (Saunders, Lewis and Thornhill, 2009). The two common approaches to assessing reliability are test re-test and internal consistency tests.

i)   Test re-test estimates of reliability are obtained by correlating the data collected with those from the same questionnaire collected under as near equivalent conditions as possible. It hence requires the questionnaire to be administered twice to respondents. It could be difficult to persuade respondents to answer the same questionnaire twice.

ii)   Internal consistency involves correlating the responses to each question with those to other questions in the questionnaire. The most frequently used method to calculate the internal consistency of a questionnaire is Cronbach's alpha. This will be calculated after the data is collected.

3.8.4 Pretesting of Questionnaire

It is imperative to conduct pilot test runs on a newly designed questionnaire to make sure that the questions are clear and will solicit the desired information. Through pre-testing the questionnaire, the researcher will be able to determine the kinds of responses that will likely be received in the actual study and whether the responses obtained will assist in answering the research question (Leedy and Ormrod, 2013).

Saunders, Lewis and Thornhill (2009) note that the pilot test is an opportunity to refine the questionnaire so that the actual respondents will have no problem with recording the data. Figure 3.8 identifies the information that the researcher should obtain from the pilot test group in order to determine if there are no problems or ambiguity in the questionnaire.
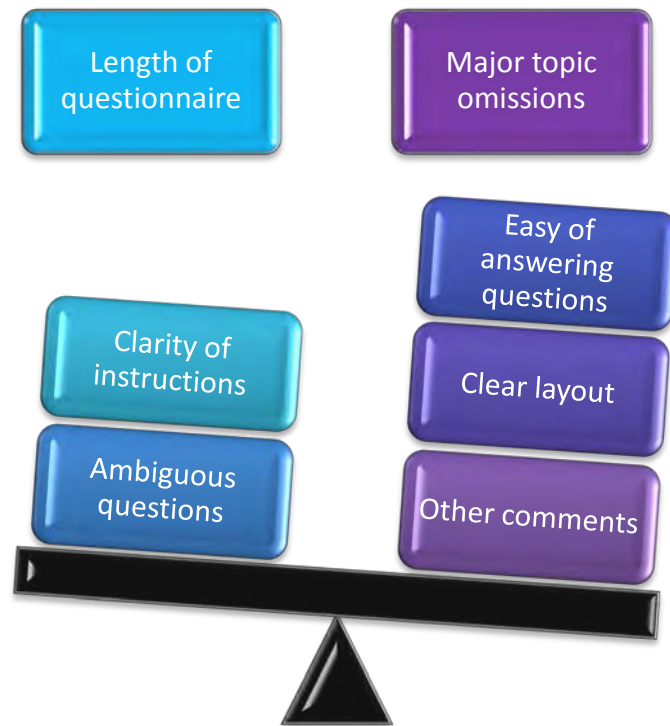
Figure 3.8 Criteria to assess the pilot study

Source: Adapted from Saunders, M. Lewis, P. and Thornhill, A., 2009. *Research methods for business students,* 5th Ed. UK: Pearson Education Ltd

The criterion noted in Figure 3.8 was applied to the pilot test group of the study at hand. The pilot test group consisted of staff members of the DCCI, senior managers, and a group of fifteen member companies of the DCCI. The following issues that were raised by the pre-test group were subsequently corrected.

i)   The branching logic was not working correctly due to the show and hide facility in the questionnaire not being adequately set up. This resulted in both options being displayed after a decision tree rather than the specific option.

ii)   Spelling and grammatical errors raised were corrected.

iii)   A question relating to the demographic information about the racial group of the respondents was removed due to the irrelevance of this question. This was due to the participants being companies rather than individuals.

iv)   The order of some questions was changed so that there would be an easy flow of concepts

v)   A question relating to the respondents preference of the area to which the DCCI should be relocated was removed as this question was too vague (the only options provided were north, south, east or west of Durban).

3.8.5 Administration of the Instrument

Once the questionnaire is designed, pilot tested and amended, the next step is to use the questionnaire to collect data (Saunders, Lewis and Thornhill, 2009). This final stage is the actual administering of the questionnaire. It is important that a code of ethics is abided by in the collection process. A tick box was provided in which respondents could give their consent to participate.

Section 3.8.1 analysed the various types of questionnaires available to researchers, and the internet self-administered questionnaire was selected as the most appropriate for this project. Saunders, Lewis and Thornhill (2009) note that it is important to have a clear timetable which identifies the tasks that need to be performed and the resources that will be needed. Internet surveys can be administered either via email or via a website.

In this study the questionnaire was administered via direct email to the identified respondents. A covering letter motivated and encouraged the participation of the respondents. The questionnaire was administered via an online survey tool called Questionpro. This tool tracked all responses received for analysis. A direct email was sent to the DCCI mailing list (which contained the email addresses of each member of the Chamber). This email contained an electronic hyperlink to the actual Questionpro survey. Once a respondent received the email and clicked on the hyperlink, they were taken to the survey start page. Three follow up mails were also sent to remind members to take the survey. These follow up emails were spaced one week apart from each other.

3.9 Analysis of the data

After the data have been obtained they must be coded, keyed in and edited. Outliers, inconsistencies and blank responses also have to be identified and managed (Sekaran and Bougie, 2010).

Data must be coded by assigning a number to the participant's responses and then capturing them into a database. Non-responses must also be coded in a consistent manner. The raw data must then be entered into a software programme for analysis. The Statistical Package for Social Sciences (SPSS) software programme is one of the most common analysis programmes used and makes it possible to enter, edit and view the contents of the data file. During the editing phase, illogical and inconsistent responses that are not in harmony with other responses must be identified and investigated as they may skew the results (Sekaran and Bougie, 2010).

The electronic questionnaire used for this study was hosted on Questionpro. This electronic tool automatically captures data when respondents click on the survey link and saves the data to a database as the questionnaire is completed. Each variable is assigned a numerical code which may be exported to another programme such as Microsoft Excel or SPSS for further analysis (Questionpro, 2013)

The analysis of data can be categorised as descriptive statistics (which is the study of the distributions of one variable and is associated with the development of certain indices from raw data) and inferential statistics, (which is concerned with the process of generalisation) (Kothari, 2008).

3.10 Ethical considerations

A letter of consent was obtained from the Board of Directors of the DCCI in order to be able to conduct this research (Appendix 3). Ethical clearance was also obtained from the University of KwaZulu-Natal and was granted in the form of an ethical clearance letter (Appendix 2). Informed consent was requested from all respondents in the preamble to the questionnaire (Appendix 1).

3.11 Conclusion

An analysis of research processes and of the array of steps involved in research methodology was presented in this chapter. After documenting the various options available to the researcher relating to the participants, the location, the purpose of and approach to the study, the choice of specific research methods for use in this study was described and motivated.

Sampling decisions were tailored to the study and a data collection strategy was articulated incorporating how the data collected will be analysed. The ethical considerations were also outlined in this chapter.

Once sufficient data is collected from the survey instrument per the required sample size, the analysis, presentation and discussion of results will be formulated and documented in the chapter that follows.

CHAPTER FOUR

Analysis and Discussion of results

4.1 Introduction

The decisions regarding the selection of appropriate research methods articulated and justified in Chapter Three provided the direction for the collection of data gathered from the members of the Durban Chamber of Commerce and Industry (DCCI). The data collected will be presented and analysed in this chapter. The interpretation of the results of the application of the research instrument is presented in two sections, the first of which analyses the demographic profile of the member companies of the DCCI which participated in the research study and the second of which presents the findings related to the objectives of the study as set out in the previous chapter.

The discussion of the findings of the study is placed in the context of relevant prior research in relation to the objectives set. The results of this study may not be generalised to the entire population of members of the DCCI, due to non-probability sampling being used.

Five hundred and fifty one (551) participants began to respond to the questionnaire, of whom 346 participants went on to complete the entire questionnaire, resulting in a completion rate of 63%. The actual time taken to complete the survey was 10 minutes, which was in line with the estimated time. Data from incomplete questionnaires were deleted before the analysis was conducted.

4.2 Treatment of data

An initial screening of the data collected was conducted so as to delete all "started but incomplete" and inaccurate data from the data set. The revised data set was used for further analysis. The data are presented graphically and in table format so as to ensure that the interpretation of the results is easily understood. Descriptive and inferential statistics are used to present the data, using the guidelines set in Sekaran and Bougie (2010) and displayed in Table 4.1. The instrument was categorised into the various types of scales and then the visual summary,

measures of dispersion, tests of significance, and the relationship between variables were analysed and presented. All percentages have been rounded off.

Table 4.1 Guidelines for quantitative data analysis

	Scales	Measures of Dispersion	Tests of significance	Central tendency	Visual Summary for single variable	Measure of relationship between variables
1	Nominal scales	Nil	Chi-square	Mode	Bar graph, Pie Chart, Table showing frequencies	Cross tabulation
2	Ordinal scales	Semi-interquartile range	Rank order correlations	Median	Bar graph, Pie Chart, Table showing frequencies	Cross tabulation
3	Interval scales	Standard deviation, Variance, Coefficient of variation	t-statistic, F-statistic	Mean	Histogram, Scatterplot, Box and whisker diagram	Correlations
4	Ratio scales	Standard deviation, Variance, Coefficient of variation	t-statistic, F-statistic	Mean	Histogram, Scatterplot, Box and whisker diagram	Correlations

Source: Adapted from Sekaran, U. and Bougie, R., 2010. *Research methods for business,* 5th Ed. West Sussex: Wiley and Sons Ltd

As depicted in Table 4.1, cross tabulation and chi-square tests was used to test for significance and measure the relationship between variables used in nominal scales, together with bar and pie charts to illustrate the visual summary.

4.3 Reliability of the questionnaire

The reliability of the questionnaire was tested by attempting to calculate Cronbach's alpha, but when the data were extracted from Question-pro and put into SPSS, an error occurred that prevented the calculation from being done. Considering that not many rating scales were used in the questionnaire, the fact that Cronbach's alpha was not calculated was not a concern. Other tests of reliability (test, re-test) were also not considered appropriate as this was a once-off cross sectional study.

4.4 Demographic profile of respondents

The demographic profile of the respondents included the position of the respondents within the companies they work for, the size of the company based on the number of employees and the specific sector or industry that the company operated in. Considering that the members of the DCCI are companies, and hence the respondents in the study were the representatives of their companies, it was not deemed necessary to analyse the members of the DCCI by race group or any other human attributes. The demographic data are illustrated in Table 4.2.

Table 4.2: Demographic characteristics of respondents

Demographic Characteristics		Percentage	Frequency
Position in company	Owner	**25%**	**87**
	Director / Executive	23%	81
	Senior management	20%	68
	Management	17%	59
	Team Leader	3%	11
	Supervisor	2%	8
	Employee	8%	26
	Other	2%	6
Size of company (based on number of employees)	1 – 10 employees	**28%**	**98**
	11 – 20 employees	25%	85
	21 – 50 employees	18%	63
	51 – 99 employees	12%	40
	More than 100 employees	17%	60

Demographic Characteristics		Percentage	Frequency
Company sector/industry classification	Construction	5%	19
	Education	4%	13
	Engineering	8%	27
	Entertainment/Leisure/Hotels	6%	21
	Food / Catering	3%	11
	Logistics / Transport	8%	29
	Manufacturing	10%	36
	Maritime	4%	14
	Property	5%	17
	Retail	3%	10
	Services (Financial / Business)	**30%**	**99**
	Other	14%	50

4.4.1 Position in company

The majority of the respondents (25%) were the owners of the companies they represented, while directors and executives were the next highest category (23%). This implies that up to 50% of the responses received were from the highest decision makers within the member organisations. This is in keeping with the DCCI policy to ensure their database of members contains the contact details of the most senior people within the member companies so as to be able to communicate directly with them.

4.4.2 Size of company

According to the DCCI revenue policy, membership fees are based on the size of the organisation. Companies with 1 to 20 employees are classified as "small" businesses, those with 21 to 50 employees are classified as "medium" businesses, and companies with more than 50 employees are classified as "large" businesses. This classification will be used throughout in the analysis and discussion of results.

The small business category accounted for 53% of the respondents (the addition of 28% and 25%). These results are consistent with the DCCI's claim (DCCI AFS 2012) that up to 60% of their member companies are small, medium and micro enterprises (SMME's).

There were also a number of respondents (29%) who were large business (the addition of 12% and 17%). Some of these have national head offices based in the Durban region and others are listed on the Johannesburg Securities Exchange.

4.4.3 Company sector / industry classification

The largest company sector classification was noted as being the services sector, comprising 30% of all respondents. This sector includes both financial services and other business services. The manufacturing sector accounted for 10% of the respondents, while the logistics and transport sector comprised 8%. This is in keeping with the Statistics South Africa data released in Quarter 1 of 2013, which identifies the finance and business services sector, the manufacturing sector and the transport sector as contributing 21%, 15% and 9% respectively of total Gross Domestic Product (Stats SA, 2013).

A large proportion of respondents selected the "Other" category and their open-ended responses placed them within the advertising and marketing sector, the information technology sector and the training sector, amongst others.

4.5 Objectives of the study

Each of the objectives that were set for this study were linked to the various questions in the research instrument so as to ensure that sufficient data were collected in order to sufficiently and completely answer the research question. The presentation and discussion of results are set out below for each objective of the study.

4.5.1 Objective 1: The price of membership

To determine whether the current pricing model of the DCCI is appropriate, respondent's attitudes toward the current price tiers were tested. The pricing model of the DCCI is based on a sliding scale in relation to the number of employees employed by the member company. As the number of employees increases, so too does the price of membership.

4.5.1.1 Value for money

In accordance with the sliding scale of membership fees noted above, companies with fewer employees pay less for membership than do companies with more employees, but get access to the same benefits. Hence it was necessary to test whether or not members felt the price of membership was value for money, regardless of the actual price they paid at their different categories. The opinion of respondents is illustrated in Figure 4.1.

I believe that belonging to the DCCI is...
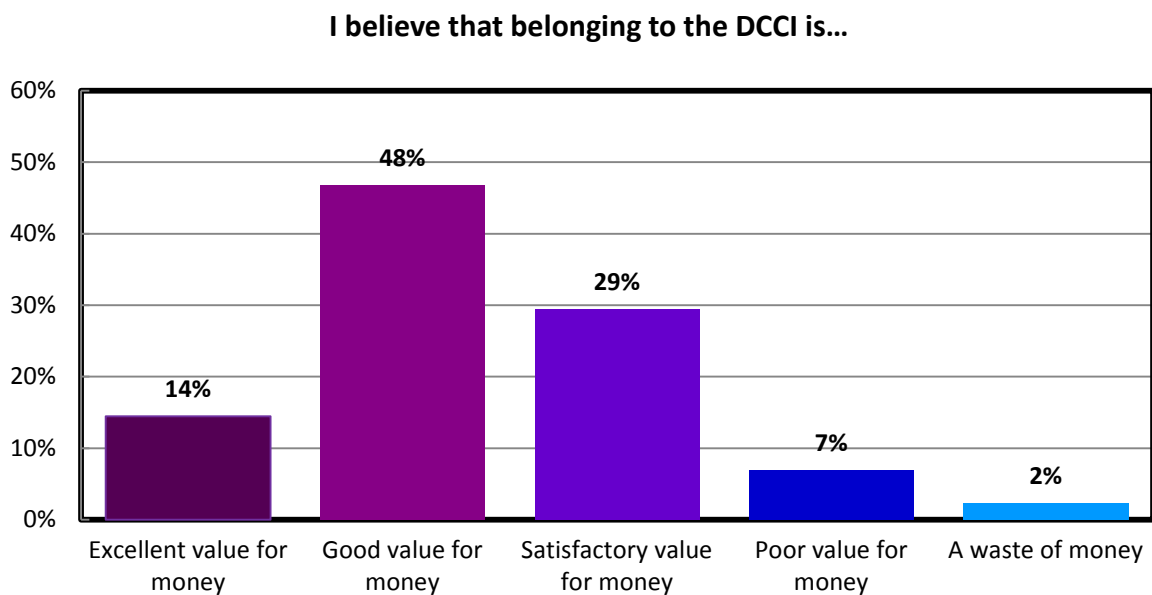
Figure 4.1 Appropriateness of the price of membership

According to Figure 4.1, 48% of the respondents believed that belonging to the DCCI is good value for money, while a further 14% were of the opinion that membership brought excellent value for money.

The categories that were of concern were the "satisfactory value for money", "poor value for money" and "a waste of money" categories, which collectively accounted for 38% of the responses. This finding is important in the light of general criticism that membership of chambers adds no value to organisations.

In researching and identifying ways in which to show members that membership brings significant value for money, the Alberta Chamber of Commerce linked membership to a robust programme of value added services (ACC, 2013). This value-added programme included discounts on the following services; vehicle and

fleet requirements, group medical insurance, on-line payroll programmes, foreign exchange, shipping and courier and home and vehicle insurance, amongst others.

4.5.1.2 Reasons for low perceived value

The respondents who chose the negative categories ("satisfactory value for money", "poor value for money" and "a waste of money") were then probed so as to determine why they were of the opinion that membership of the DCCI was not good value for money. The results are depicted in Figure 4.2.

Membership brings little or no value for money because…
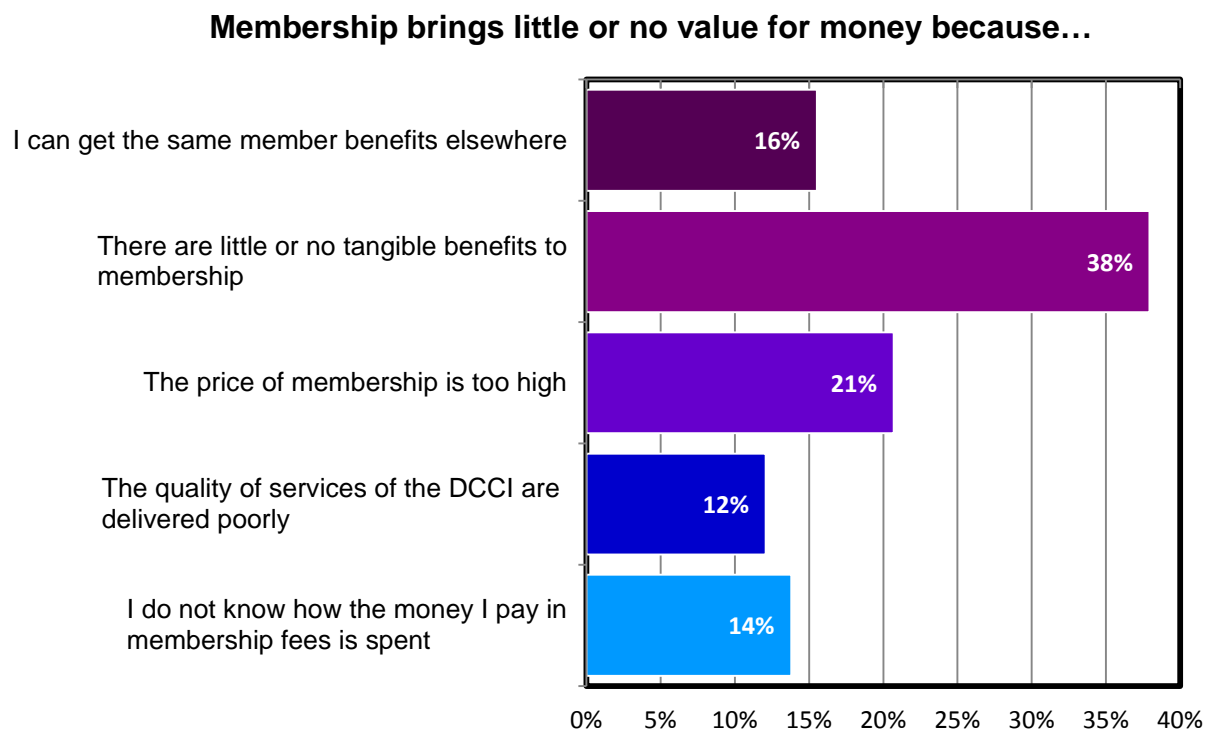
Figure 4.2 Negative responses to the price of membership

As depicted in Figure 4.2, a large proportion of the respondents (38%) who responded negatively to the price of membership stated that there were no tangible benefits to membership. They were followed by 21% of respondents who felt that the price of membership was too high.

The empirical data are in keeping with the hypothesis developed by Chattopadhyay, Shivani and Krishnan (2010) relating to the reasons that impacted on the perceptions of value created by a brand. Their view was supported in their study on how marketing mix elements influenced the decision to consume. The results of their study showed that the organisations that displayed value for money

65

propositions positively influenced the consumer to purchase their products. The importance of offering value for money using tangible benefits was highlighted in this study.

The results of the study conducted by Mason and Staude (2009) relating to the effect of the price elements of the marketing mix in repositioning strategies concluded that status quo pricing was not appropriate in an attempt to reposition an organisation. When the market comprises price-sensitive consumers, short-term tactics may result in benefits. The study also highlighted that pricing tactics send communications to the market relating to brand quality; hence organisations must be careful not to decrease pricing without an understanding of the impact of this on brand equity.

4.5.1.3 Relationship between the price of membership and the size of the organisation

In order to determine if there was a relationship between the price of membership and the size of the organisation, a cross tabulation of these two variables was conducted. The perception generally is that the smaller organisations, which include owner-managed businesses and start-up companies, are unable to afford the membership fees and find that membership is not value-for-money. This is also evidenced by the large outstanding debtor balances of the DCCI relating to smaller organisations. The results of the cross tabulation are presented in Table 4.3.

Table 4.3 Cross tabulation between price of membership and size of organisation

		I believe that belonging to the DCCI is…					
		Excellent value for money	Good value for money	Satisfactory value for money	Poor value for money	A waste of money	**Total**
Size of Organisation	Small businesses	9%	23%	16%	3%	2%	53%
	Medium businesses	2%	9%	6%	1%	-	18%
	Large businesses	3%	15%	8%	3%	-	29%
	Total	**14%**	**47%**	**30%**	**7%**	**2%**	**100%**
	n = 346		**Chi-Square = 20.997**			**p = 0.18**	

As shown in Table 4.3, the p value for the Chi-square test is 0.18. Since a probability of 0.05 or smaller means that one can be 95% certain that the relationship between the two variables could not have occurred by chance alone, this test (with a p value greater than 0.05) indicates that the price of membership and the size of the organisation are not related. Hence, it may be implied that the perceptions relating to the value of membership do not differ between smaller owner-managed businesses and large organisations which have significantly different employee bases.

4.5.2 Objective 2: Products and services provided to members

The major products and services provided by the DCCI to its members are split into five large segments which form departmental structures within the organizational structure of the entity. To determine if the products and services provided by the DCCI to its members are relevant and beneficial to their companies, respondents were asked to rank what they believed were the most beneficial services offered by the DCCI, where 1 was ranked as the greatest benefit and 5, the least beneficial service. Their opinion of the most relevant services is illustrated in Table 4.4.

Table 4.4 Ranking of DCCI services

Rank	Services	Mean
1	Providing business information to members	2.53
2	Lobbying for policy changes and advocating on behalf of the business community	2.66
3	Hosting business events and networking opportunities	3.06
4	Facilitating training and skills development programmes	3.16
5	Providing marketing and advertising opportunities to members	3.59

The data in Table 4.4 have been ranked in terms of the mean scores of each category, where the closer to 1 each category was rated, the more beneficial the service was thought to be by the respondent. It is evident that the provision of business information to members (with a mean score of 2.53) was the most beneficial and relevant service of the DCCI, followed by the lobbying for policy changes and advocating on behalf of the business community (mean score of 2.66). The hosting of business events and networking opportunities was the next most beneficial service with a mean of 3.06, while the provision of marketing and advertising opportunities was ranked as the service of least benefit (mean score of 3.59).

The business services requirements of members vary based on the size of the organisation. While owner-managed and start-up companies require information about how to start a business and develop a business plan, larger organisations require international trade business information to access new markets and generally have more sophisticated, technical requirements.

Based on the rankings above, the services highlighted reflect the definition of Chambers of Commerce as defined by the American Chamber of Commerce Executives (ACCE) ie. "an organisation of businesses seeking to further their collective interests, while advancing their community, region, state or nation.

Business owners in towns, cities and other territories voluntarily form these local societies/networks to advocate on behalf of the community at large, economic prosperity and business interests" (ACCE, 2012).

4.5.2.1 Business services

As is noted in Table 4.4 above, the provision of business services to the members of the DCCI was rated by them as the most significant benefit. These services include general business information varying from business advice regarding the process and requirements of starting a business, the availability of government grant funding to aid businesses, the certification of trade and export documents, international trade queries and the arrival of international business delegations, amongst others. In order to ascertain whether members were making use of this service, respondents were asked how often they contacted the business services desk. The results are displayed in Figure 4.3.

How often has your company contacted the Business services desk in the past 12 months?
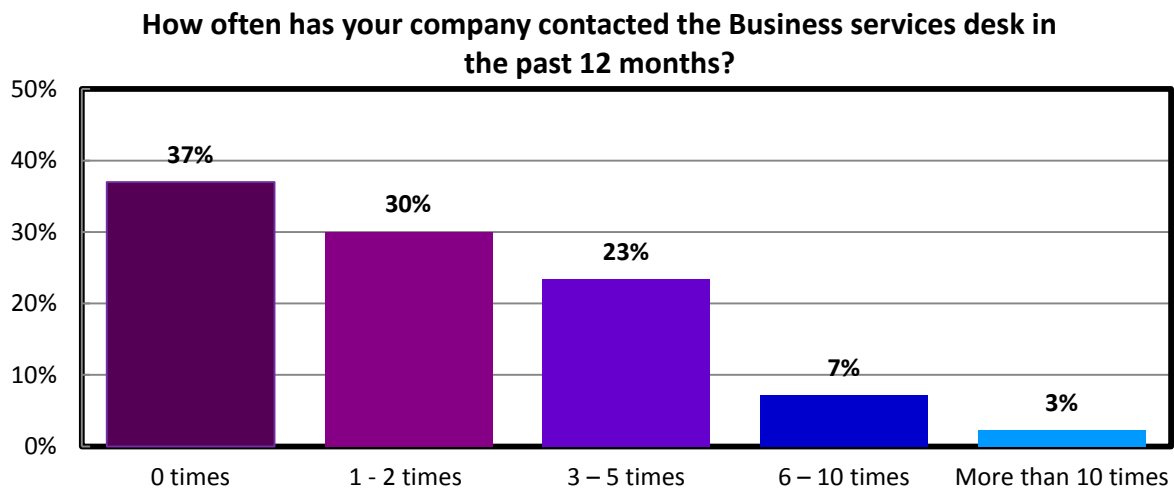
Figure 4.3 Extent of the use of the business services desk

As illustrated in Figure 4.3, 37% of the respondents have not used the services of the business services desk in the past twelve months. A further 30% of the respondents made use of this service once or twice, while 23% did so between three and five times. Only 10% of the total respondents made use of this service more than five times.

Heggde and Panikar (2011), in the results of their study on the turnaround strategies of organisations, highlight the need to review product and service

offerings to ensure that customers find value and therefore make use of the services provided by an organisation. The study also shows that services that are not being used need to be innovatively revitalised and re-launched, or incorporated into a new product mix.

These observations are further substantiated by Mason and Staude (2009) whose results show that new product ranges, lines and extensions are needed to reposition an organisation when evidence indicates that the current product mix is ineffective. Slow selling products and services drain resources and must be critically evaluated and discontinued if necessary.

a) Reasons for not using the services desk

Respondents who made use of the business service desk five times or fewer over the past twelve months (90%) were further probed as to the reasons why they were not using this service (after identifying this service as the most significant benefit to membership). Their reasons are depicted in Figure 4.4.

The reason my company contacted the Business services desk 5 or less times is because…
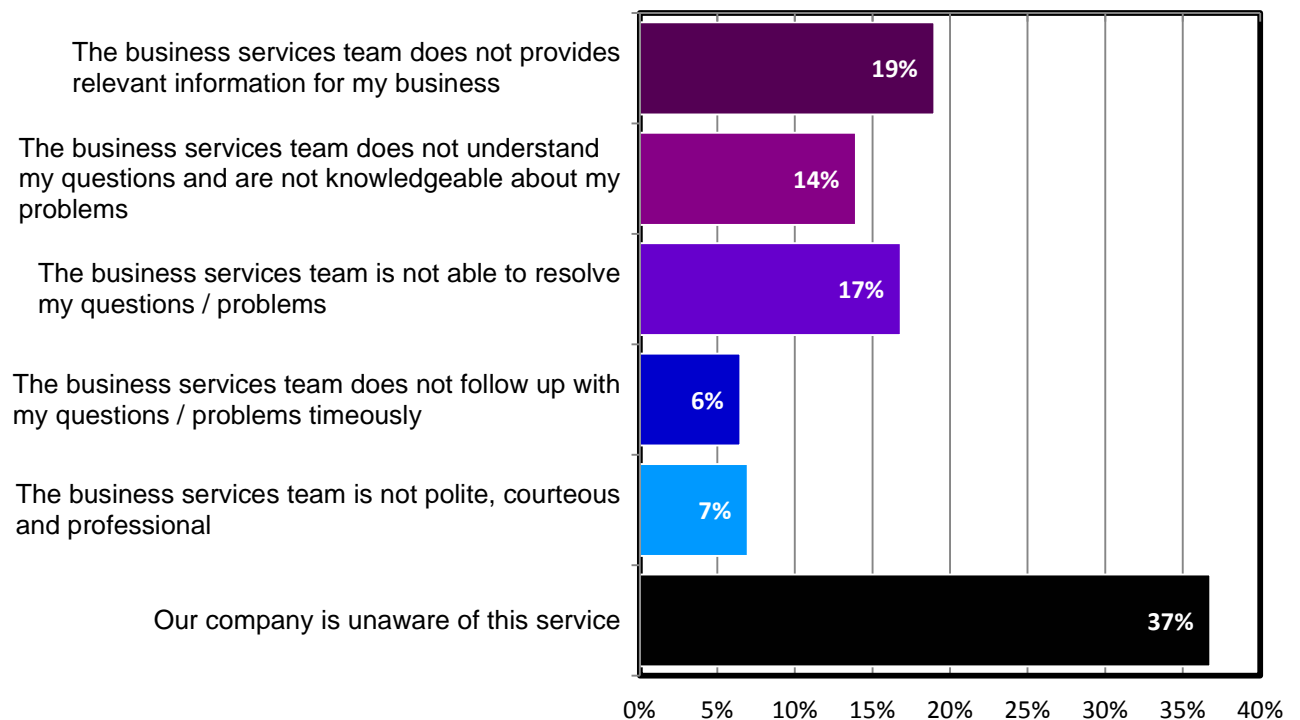
Figure 4.4 Reasons for not using the business service desk

As shown in Figure 4.4, the major reason (37%) why respondents were not making use of the business service desk is because they were not aware of the specific services offered by the DCCI via the business service desk. Of the other respondents who had used the services of the desk infrequently, 19% were of the opinion that the business services team is not providing information relevant to their businesses, while a further 17% noted that the business service team was unable to resolve their queries.

b) Relationship between size of organisation and use of services

A further examination was required in order to determine if the lack of use of the business services desk was related to the size of the organisation. Hence a cross tabulation was conducted between these two variables. The results are illustrated in Table 4.5.

Table 4.5 Cross tabulation between the size of organisation and the reason for not using the business services desk

		Size of Organisation (by employee category)			
		Small Businesses	Medium Businesses	Large Businesses	**Total**
The reason my company contacted the Business services desk 5 or less times is because...	The business services team does not provides relevant information for my business	13%	3%	3%	19%
	The business services team does not understand my questions and are not knowledge about my problems	8%	3%	3%	14%
	The business services team is not able to resolve my questions / problems	10%	4%	3%	17%
	The business services team does not follow up with my questions / problems timeously	3%	2%	1%	6%
	The business services team is not polite, courteous and professional	6%	1%	-	7%
	Our company is unaware of this service	18%	6%	13%	37%
	Total	**58%**	**19%**	**23%**	**100%**
	n = 416	**Chi-Square = 74.023**		**p = 0.00**	

As depicted in Table 4.5 by the p value of 0.00, the finding in this table is significant and is not due to chance.

(Note that the size of "n" is greater than the sample size of 346 due to this being a multi-response question). This relationship implies that most of the respondents who were unaware of the business service desk (18%) were small businesses. This is worrying as most of the services of this desk are directed at organisations of this size. Approximately 13% of the respondents in the large business category were also unaware of the business services desk operations. Since these larger corporates generally have specialists in-house to provide these services, this is not a significant concern.

Of the 19% of respondents who noted that the business services desk does not provide relevant information for their businesses, 13% were in the small business category. Again, this is a significant finding as this service was developed for this category of members.

4.5.2.2 Functions and networking events

The third most beneficial service offered by the DCCI to its members was noted by respondents as being the provision of business functions and networking events (Table 4.4). The frequency of members attending business functions and networking events was tested to determine the extent to which this service is being used. The results are represented in Figure 4.5.

How many DCCI functions or events has your company attended in the past 12 months?
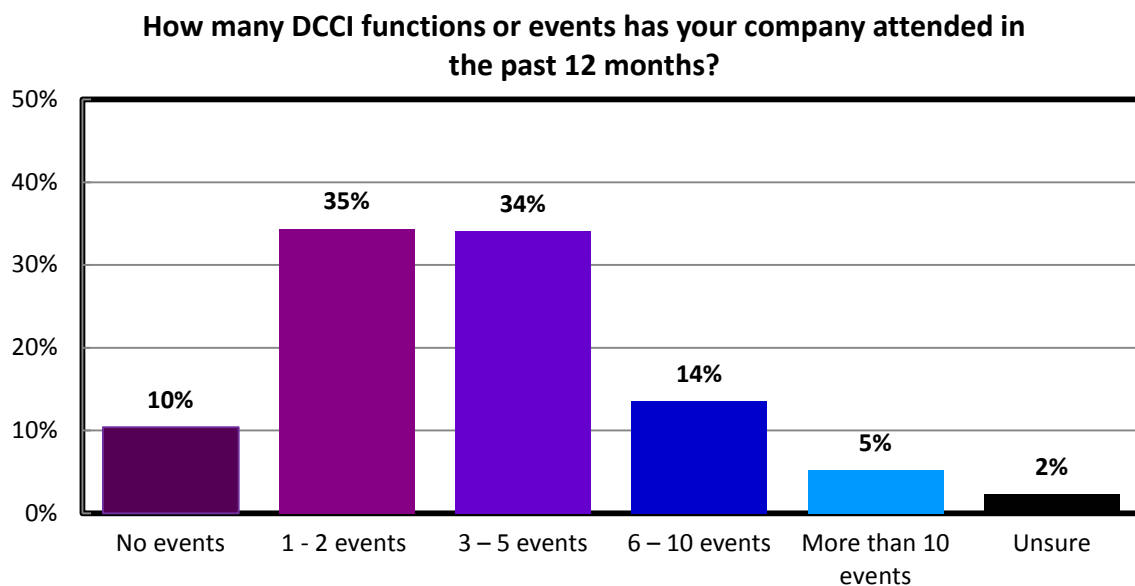
Figure 4.5 Extent of attendance at functions and events

As illustrated in Figure 4.5, 34% of respondents attended between three and five events in the past twelve months. A further 35% attended only one or two events, while 10% attended no events. A cumulative total of 19% of respondents attended more than five events, while 2% were unsure as to how many events had been attended by their company.

Lacho and Brockmann (2011), in their study on promoting a small business through the services of a Chamber of Commerce, revealed in their results that the financial success of the Jefferson Chamber depended on hosting successful events that were well attended. As part of their review of the numerous events this Chamber hosted (over 100 events each year), they found the following were most successful; monthly luncheons featuring a key speaker (100 to 150 attendees), special events including the annual Crawfish Boil (600 attendees), a day at the legislature (limited to 50 attendees), the annual golf tournament (400 attendees), and the annual gala dinner (600 attendees).

a) Reasons for attending few events

The respondents who attended five or fewer functions and events over the past twelve months (79%) were further probed as to the reasons why they were not attending DCCI events (after identifying this service as a tangible benefit to membership). Their reasons are depicted in Figure 4.6.

My company attended 5 or less functions or events of the DCCI because...
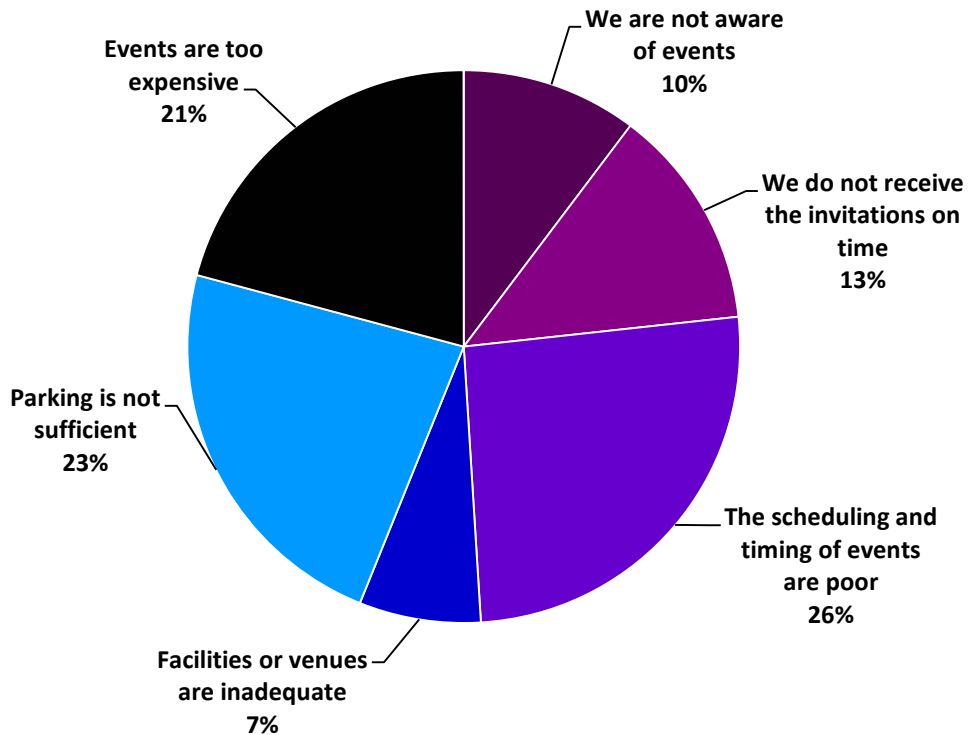
Figure 4.6 Reasons for not attending functions and events

As illustrated in Figure 4.6, 26% of respondents who attended five or fewer events noted that the timing and scheduling of functions and events are poor, while a further 21% noted that the price of attending functions and events is too expensive. The availability of parking at the DCCI premises (23%) was also noted as a significant barrier to respondents attending functions and events.

b) Relationship between position of respondent and events attended

In order to determine whether there is a relationship between the number of events respondents attended and the position of the respondent in their organisation, a cross tabulation was done on these two variables. The results are displayed in Table 4.6.

Table 4.6 Cross tabulation between the attendance at functions and the position of the respondent within their organisation

		Attendance at DCCI Functions						
		0 events	1 - 2 events	3 – 5 events	6 – 10 events	> 10 events	Unsure	**Total**
Position within Organisation	Owner	5%	9%	7%	2%	2%	-	**25%**
	Director / Executive	3%	8%	7%	4%	1%	-	**23%**
	Senior management	1%	5%	8%	3%	2%	2%	**20%**
	Management	1%	7%	6%	2%	1%	-	**17%**
	Team Leader	1%	1%	1%	1%	-	-	**3%**
	Supervisor	-	1%	1%	1%	-	-	**2%**
	Employee	-	2%	4%	1%	-	-	**8%**
	Other	-	-	1%	-	-	-	**2%**
	Total	**10%**	**35%**	**34%**	**14%**	**5%**	**2%**	**100%**
	n = 346	**Chi-Square = 58.480**				**p = 0.01**		

As shown in Table 4.6, the p value for these two variables is to 0.01. This indicates that the finding in this table is significant and is not due to chance.

It can therefore be concluded that of the respondents who attended events, 20% were owners of businesses, 20% were directors and executives, 17% were senior management and 16% were management level employees (Note that the columns "No events" and "Unsure" were subtracted from the total to arrive at these figures). This cumulatively accounts for 73% of all attendees at functions. It is not entirely certain whether the strategy of the DCCI is to target these audiences to this extent.

4.5.3 Objective 3: Promotional elements of the DCCI

The aspects of the promotional elements of the DCCI were tested to determine how effective they were. The promotions elements include initiatives relating to the advertising, marketing, communications and branding of the DCCI to the business community and other relevant stakeholders. The promotional media used by the DCCI include an electronic daily newsletter, a website, traditional media (including the newspaper and radio) and social media.

4.5.3.1 Electronic daily newsletter

The DCCI publishes an electronic daily newsletter to its members called the "Daily Digest". This publication has been developed by the marketing team and collates business news of the day, DCCI notices to members, advertorials about member companies, daily economic indicators and information about upcoming business events. The relevance of the daily newsletter was tested by asking respondents how often they read the publication. The results are illustrated in Figure 4.7.

How often do you read the DCCI Daily Digest?
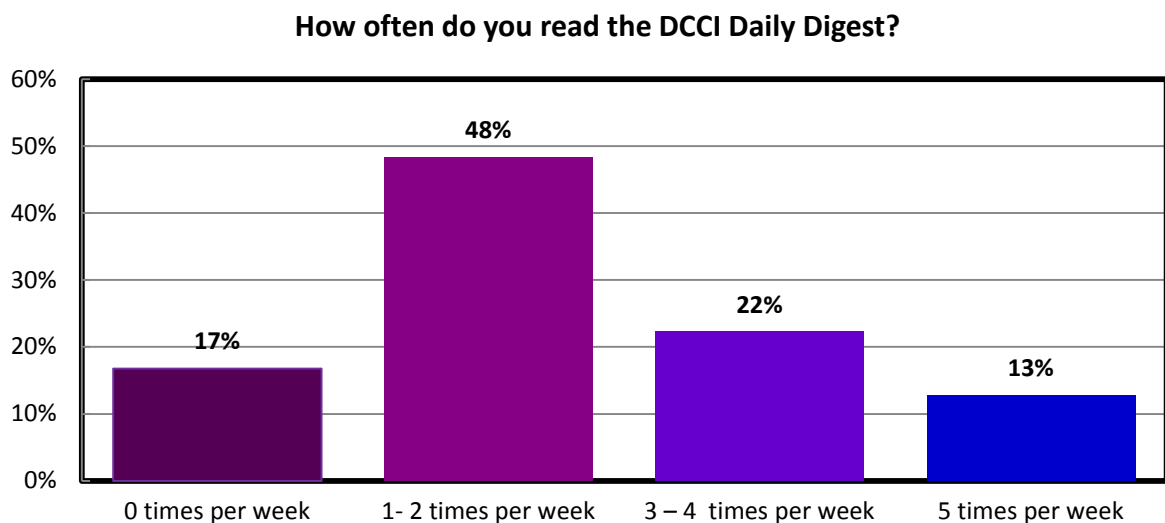
Figure 4.7 Relevance of the Daily Digest

As shown in Figure 4.7, a significant proportion of respondents (48%) read the daily newsletter once or twice week, while 17% do not read the newsletter at all. Cumulatively, 35% read the daily newsletter three or more times a week.

The results noted are consistent with research conducted by the British Broadcasting Corporation (BBC, 2013), who found that daily newsletters had significant disadvantages including the following; viruses can be easily spread via email attachments; there is no guarantee that the email will be read by the recipient; and the spam ratings of organisations who send bulk email are increased and after a period of time, the email domain is flagged by spam filters.

a) Reasons for infrequent reading of newsletter

The respondents who read the daily newsletter less than three times per week (65%) were further probed as to the reasons why they were not reading the Daily

Digest more frequently. The reasons given by the respondents are depicted in Figure 4.8.

Reasons why the Digest is read less than 3 times per week

39%	• The chamber notices do not inform me as to what the DCCI is doing for members
20%	• The content is irrelevant
13%	• The advertorials by member companies are unnecessary
11%	• The economice indicators are of no interest to me
10%	• The upcoming DCCI events which are listed to not interest me
7%	• The business news is put together poorly

Figure 4.8 Reasons for not reading the daily newsletter

As shown in Figure 4.8, 39% of respondents read the daily newsletter infrequently due to the DCCI notices not informing the member company as to what the DCCI is doing for its members. A further 20% were of the opinion that the content in the newsletter was irrelevant.

In the study by Lacho and Brockmann (2011) regarding the promotion of the services of a small business through a chamber of commerce, the Jefferson Chamber was identified as putting out a monthly business report e-mail to members on the economic status of the region. The reason a monthly report was considered necessary was due to the quality and depth of information provided. In this study, it was noted that the quality of the economic news was driving the readership. Prominent local representatives also contributed content to this publication. The Chamber was also able to generate revenue by charging members a fee to sponsor the report and have their logo displayed in the publication.

b) Relationship between position of employee and reading of newsletter

To identify if there was a relationship between the number of times the daily digest was read per week and the position of the respondent in their organisation, a cross tabulation was done on these two variables. The results are displayed in Table 4.7.

Table 4.7 Cross tabulation between the number of times the daily digest is read per week and the position of the respondents in the organisation

		How often do you read the DCCI Daily Digest?				
		0 times per week	1- 2 times per week	3 – 4 times per week	5 times per week	**Total**
Position within Organisation	Owner	7%	9%	5%	4%	25%
	Director / Executive	4%	12%	6%	2%	23%
	Senior management	2%	10%	4%	3%	20%
	Management	2%	11%	3%	1%	17%
	Team Leader	-	1%	1%	1%	3%
	Supervisor	-	1%	1%	-	2%
	Employee	-	5%	1%	1%	8%
	Other	-	-	1%	1%	2%
	Total	**17%**	**48%**	**22%**	**13%**	**100%**
	n = 346	**Chi-Square = 36.070**			**p = 0.02**	

As highlighted in Table 4.7, the p value of 0,02 confirms that the finding in this table is significant and is not due to chance.

The owner category accounts for 18% of the total number of respondents who read the digest (25% minus the number who do not read the digest of 7%), while the managerial category (including the categories of director, executive, senior management and management) accounts for 52% (calculated by subtracting the number who do not read the digest from the total number for these categories). Of the total number of respondents who do not read the daily digest, all 17% related to respondents in the ownership and managerial category (including the categories

of director, executive, senior management and management), while the statistics show that all administration and non-managerial employees who received the digest read it weekly.

4.5.3.2 DCCI Website

The DCCI website provides information about the Chamber, including its vision, mission and strategic priorities. An on-line application form also provides for potential members to sign up for membership. Chamber functions and events are advertised and details of various staff members are made available should any reader wish to contact them. Respondents were asked how often they visited the DCCI website per month. The responses are illustrated in Figure 4.9.

How often do you visit the Chambers website (per month)
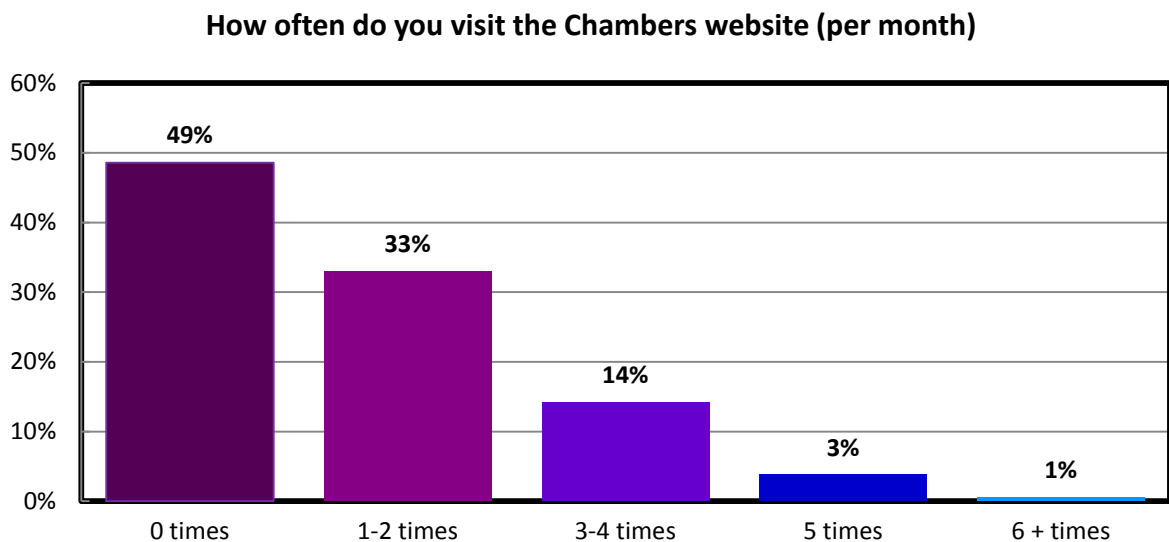
Figure 4.9 Frequency of visits to DCCI website

As shown in Figure 4.9, 49% of respondents had not visited the website at all, while 33% visited the website once or twice per month. These two categories account for 82% of the total responses. Cumulatively, 18% of the total number of respondents visited the DCCI website more than three times per month.

In the study by Lacho and Brockmann (2011) regarding the promotion of the services of a small business through a chamber of commerce, the Jefferson Chamber was identified as moving ahead in their use of electronic media. The investigation showed how the chamber created traffic to their website by providing a link to their member companies' homepage from the chamber's website. There were also plans to allow chamber members to advertise their services on the

chamber's website. The extra traffic to their website allowed them to push other marketing messages out to visitors and to also generate potential revenue from advertising.

4.5.3.3 Traditional Media

Being a public organisation and the voice of business in Durban, the DCCI prepares various media releases relating to matters of business significance which are sent to the media for publishing. Upcoming events are advertised in newspapers, as well as many business functions and events hosted by the DCCI are covered in various local newspapers. Members of the executive staff are also regularly invited to provide the current business view in various radio interviews. A weekly column is reserved for DCCI input into the business section of a local mainstream newspaper (which is written by the CEO of the chamber).

Respondents were asked how often they read about the DCCI and its activities in the media per month. The results are represented in Figure 4.10.

How often do you read about the DCCI and its activities in the media (per month)
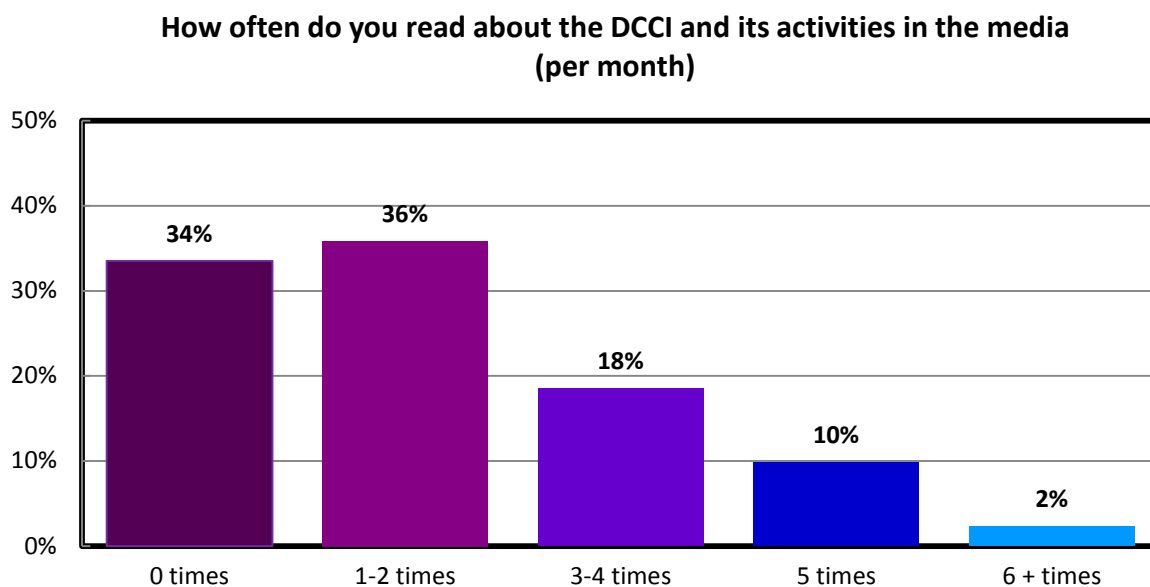

Figure 4.10 Frequency of DCCI in the media

As illustrated in Figure 4.10, a large proportion of the respondents (36%) had read about the activities of the DCCI once or twice per month, while 34% had not read about the activities of the DCCI at all. These two categories account for 70% of the total, which is worrying considering the frequency of the media coverage and the

high media profile the DCCI enjoys. Cumulatively, 30% of the respondents read about the DCCI activities in the media more than three times per month.

Mason and Staude (2009) highlight the importance of the use of the media as part of the marketing mix in an attempt to reposition an organisation. Their study confirms the relationship between using a creative media strategy and successful repositioning. Through astute use of the media an organisation may enhance and speed up a planned organisational change by nudging the consumer into a new direction, provided that the target market subscribes to the medium used. It was concluded that these attempts would be unsuccessful and costly if the target market was not aware of these efforts.

4.5.3.4 Social Media

The DCCI has a presence on various social media platforms including Facebook, Twitter, Linked-in and Pinterest. The social media platforms are used to grow awareness of the DCCI and the various activities that are engaged in by the DCCI. Information is provided about the meetings of the committees and the relevant topics for discussion. The social media platforms are also used to stimulate conversations with members around various matters of interest. Upcoming events are advertised, and photographs and videos of events are published as they occur. It must be noted that the social media platforms are not open exclusively to members, and hence non-members may also participate. The purpose is to showcase the DCCI to potential members. To test whether or not members were making use of social media to engage with the DCCI, respondents were asked which platforms were being used. The results are illustrated in Figure 4.11.

Which Social Media platforms do you follow the DCCI on?
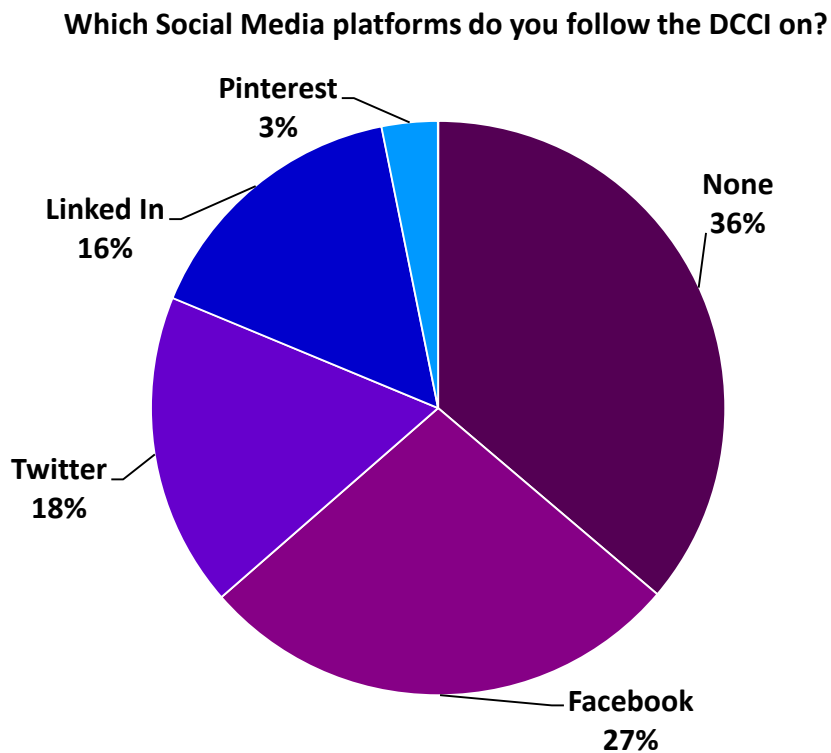
Figure 4.11 Social media platforms used

As depicted in Figure 4.11, 36% of the respondents did not follow the DCCI activities on any social media platform. The most popular platform was Facebook, with 27% of the respondents indicating they used this medium to follow the DCCI activities. Twitter accounted for 18%, while Linked-in amounted to 16%. Pinterest was noted as not being popular (currently only 3%).

4.5.4 Objective 4: Physical location of the DCCI

The DCCI is currently located in the centre of the City of Durban (along the east coast of KwaZulu-Natal). The location allows the DCCI to be able to service all its members from the central, northern, southern, and western regions. The suitability and accessibility of the DCCI was tested to determine if the organisation is appropriately located. The physical location of the DCCI directly affects the number of members coming to the Chamber for functions, events, training, business services and general committee meetings. The respondents were asked how often they visit the DCCI offices. The results are illustrated in Figure 4.12.

How often do you visit the DCCI offices (per month)
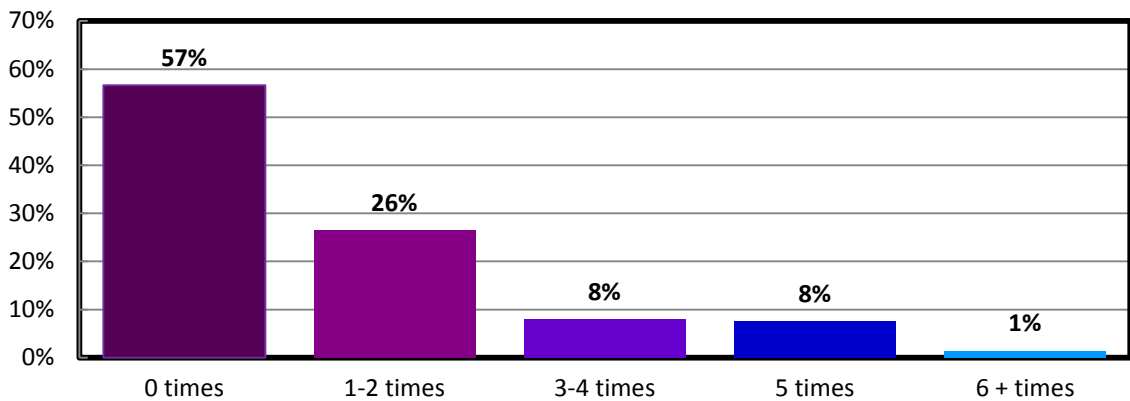
Figure 4.12: Frequency of visits to DCCI offices

As depicted in Figure 4.12, 57% of the respondents noted that they had not visited the DCCI offices at all, while 26% stated that they had visited the DCCI once or twice per month. These two categories account for 83% of the total responses. Cumulatively, 17% of the respondents visited the DCCI offices more than three times per month.

The large proportion of respondents not visiting the DCCI offices are of concern as their absence impacts directly on the profitability of functions and events hosted at the DCCI conference venues.

The observation of Alex (2012) relating to the frequency of customer visits to an organisation in the services industry shows that "good-image" locations testify that the brand and organisation is of good quality. Organisations in attractive locations tend to attract more customers and potential customers than those with a "bad-image" location. The study also suggests that good locations lead to greater customer satisfaction, which has spin-off effects as customers talk to others enthusiastically about the organisation.

Chattopadhyay, Shivani and Krishnan (2010) support Alex's (2012) view. A study of the physical location of automobile dealerships in India confirmed that the perceived quality of a brand is influenced by the location of the organisation.

4.5.4.1 Reasons why the current location is not appropriate

The respondents who either do not visit the DCCI offices or visit only once or twice only per month (83%) were further probed as to the reasons why they were not visiting the DCCI premises. Their reasons are illustrated in Figure 4.13.

I do not think the current location is appropriate because...
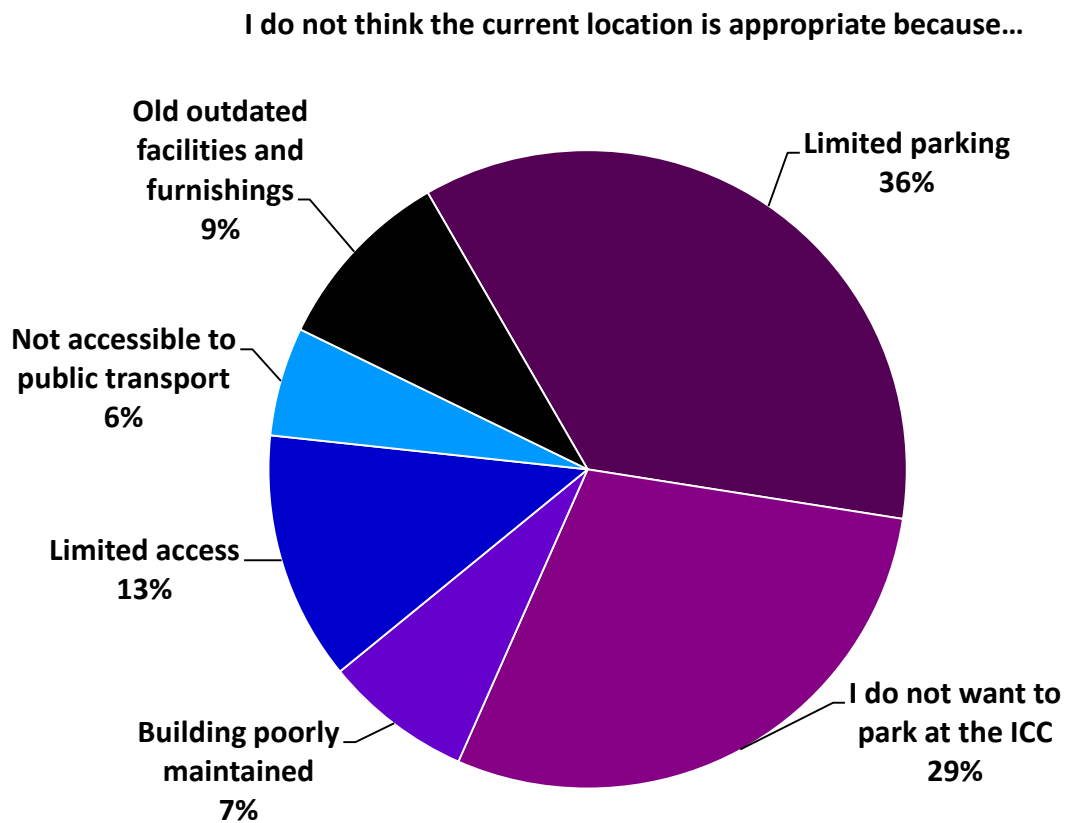
Figure 4.13 Reasons why the DCCI location is not appropriate

According to Figure 4.13, the major reason (36%) why respondents were not visiting the DCCI offices is the lack of sufficient parking at the premises, and a further 29% stated that they did not want to park at the International Convention Centre (ICC) and walk to the DCCI offices. The reason why members are encouraged to park at the ICC is that there are currently parking constraints at the DCCI offices. It follows then that parking constraints account for the reluctance of 65% of the members to visit the DCCI offices.

4.5.4.2 Relationship between size of organisation and DCCI visits

To identify if there is a relationship between the size of the organisation and the number of times the respondents visited the DCCI offices, a cross tabulation was conducted on these two variables. The results are displayed in Table 4.8.

Table 4.8: Cross tabulation between the size of the organisation and the number of times the respondents visited the DCCI offices

		How often do you visit the DCCI offices (per month)					
		0 times	1-2 times	3-4 times	5 times	6 + times	Total
Size of Organisation	Small businesses	31%	15%	3%	3%	1%	53%
	Medium businesses	10%	4%	2%	3%	-	19%
	Large businesses	16%	8%	3%	1%	-	28%
	Total	57%	27%	8%	7%	1%	100%
	n = 346	Chi-Square = 33.461			p = 0.01		

As shown in Table 4.8, the p value of 0.01 confirms that the finding in this table is significant and is not due to chance. It can be concluded that of the 57% of the respondents who did not visit the DCCI offices, 31% related to organisations in the small business category. A further 15% of small businesses only visited the DCCI once or twice per month. This is contrary to current perceptions that the DCCI is largely visited by members in the smaller business categories which are owner managed or start-up companies. Many of the business services that the DCCI offers to members are targeted at the SMME category businesses; hence it would be expected that these businesses would frequent the DCCI premises to access these benefits.

4.5.5 Objective 5: Overall member satisfaction with the DCCI

The DCCI is a membership-based organisation, with up to 60% of its income derived from membership subscriptions (DCCI AFS, 2012). A potential lack of satisfaction amongst members with the level of service they are provided by the DCCI will negatively impact the financial sustainability of the organisation. The respondents were therefore asked to rate their overall satisfaction with the DCCI. Their opinion on the current service delivery and overall satisfaction is displayed in Figure 4.14.

Rate your overall satisfaction with the DCCI
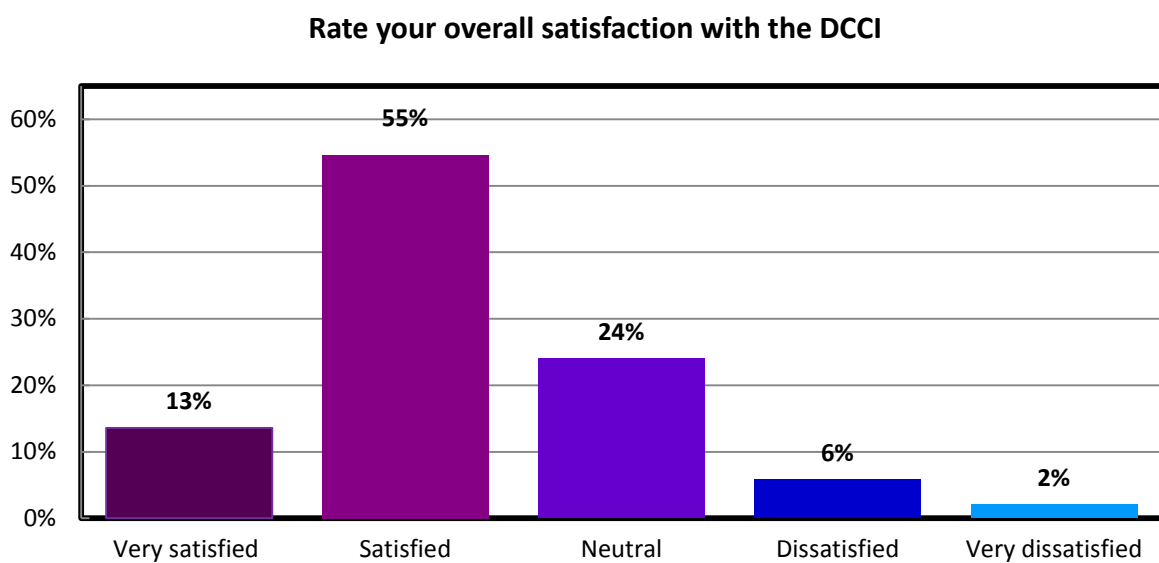
Figure 4.14 Overall satisfaction with the DCCI

According to Figure 4.14, more than half the respondents (55%) were satisfied with the DCCI, while a further 13% were very satisfied. Cumulatively, 32% of the respondents were neutral, dissatisfied or very dissatisfied. This accounts for a significant portion of the total responses. A neutral or negative response may result in a decrease in the number of members or members who do not pay their subscription fees.

The results of this finding are of critical importance, as suggested by Carr, Muthusamy and Owens (2012) who, in their investigation into the strategic repositioning of Blockbuster, found that it was of significant importance for organisations in the service sector to focus on their customers' needs. Blockbuster had failed to understand what its customers desired, which led to a loss of brand

loyalty. Had Blockbuster identified what was important to its customers and delivered that service to them, then it may not have lost the large market share which it had possessed.

4.5.5.1 Reasons for not being satisfied with the DCCI

The respondents who were neutral, dissatisfied or very dissatisfied with the service delivery of the DCCI (32%) were further probed as to the reasons why they were not satisfied. Their reasons are highlighted in Figure 4.15.

The reason I am neutral or not satisfied with the DCCI is because...

28%	• **The DCCI does not provide relevant business information to members**
20%	• **The DCCI does not adequately advocate and lobby for policy changes**
20%	• **The DCCI does not host networking events which members benefit from**
18%	• **The DCCI does not provide adequate advertising opportunities to members**
14%	• **The DCCI does not facilitate appropriate training and skills development programmes**

Figure 4.15 Reasons for neutral, dissatisfied or very dissatisfied response

As depicted in Figure 4.15, 28% of the respondents who were neutral, dissatisfied or very dissatisfied were of the opinion that the DCCI does not provide relevant business information to members. This may be linked to Figure 4.4 where it was noted that 37% of the members were unaware of the specific services being offered by the DCCI.

A large proportion of the respondents (20%) noted that their reason for dissatisfaction was due to the DCCI not adequately lobbying for policy changes

and advocating on behalf of the business community. A further 20% of the dissatisfied respondents noted that the DCCI does not host business events and networking opportunities which members benefit from.

4.5.5.2 Relationship between price and satisfaction

To identify if there is a relationship between the respondents level of satisfaction with the DCCI and their perception of the value of membership of the DCCI, a cross tabulation was conducted on these two variables. The results are displayed in Table 4.9.

Table 4.9: Cross tabulation between the level of satisfaction and the value of belonging to the DCCI.

		I believe that belonging to the DCCI is…					
		Excellent value for money	Good value for money	Satisfactory value for money	Poor value for money	A waste of money	**Total**
Rate your overall satisfaction with the DCCI	Very satisfied	7%	3%	2%	1%	0%	13%
	Satisfied	5%	36%	13%	0%	1%	55%
	Neutral	1%	7%	12%	3%	1%	24%
	Dissatisfied	1%	1%	1%	2%	1%	6%
	Very dissatisfied	0%	0%	1%	1%	0%	2%
	Total	**14%**	**47%**	**29%**	**7%**	**2%**	**100%**
	n = 346		**Chi-Square = 165.887**			**p Value = 0.00**	

As shown in Table 4.9, the p value of 0.00 confirms that the finding in this table is significant and is not due to chance. As the value for money increases, the satisfaction with the service level increases.

Three significant trends were noted in the analysis and have been grouped in red squares in the cross tabulation above. The square in the upper left corner indicates that 51% of the respondents who were very satisfied or satisfied found

that membership was excellent or good value for money. The square in the bottom right corner of the cross tabulation indicates that 4% of the respondents who were dissatisfied or very dissatisfied found that membership was poor value for money or a waste of money. The respondents who were neutral and derived satisfactory value for money amounted to 12%.

4.5.6 Objective 6: Member preferences relating to certain marketing mix elements

Considering the various elements of the service offered with which the members of the DCCI expressed dissatisfaction, the research instrument was used to determine the preferences of the respondents regarding changes to the elements of the current marketing mix.

4.5.6.1 Preferences relating to the electronic newsletter

The daily electronic newsletter requires planning and co-ordination on a daily basis by the marketing and communication team employed by the DCCI but, as noted in Figure 4.7, it is read less than three times a week by 65% of the respondents. Hence, respondents were asked their preference as to how often the electronic newsletter should be published. Their responses are illustrated in Figure 4.16.

How often do you think the DCCI should publish a Digest? (per week)
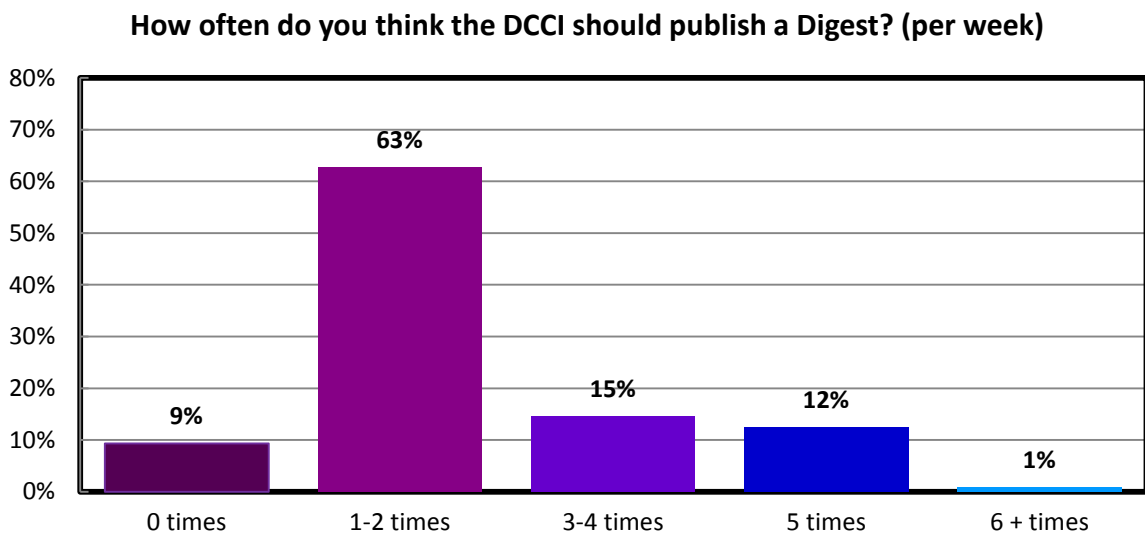

Figure 4.16 Preference on electronic newsletter

As depicted in Figure 4.16, 63% of the respondents were of the opinion that the electronic newsletter should be published only once or twice a week, while 15%

felt that it should be published between three and four times a week. A further 9% felt the newsletter should not be published at all. Only 12% of the respondents were of the view that the newsletter should continue to be published on a daily basis.

4.5.6.2 Preferences relating to business services

The business services desk provides various services to members including basic business information, verification services for Broad Based Black Economic Empowerment (BBBEE), mediation services to help members settle disputes, attestation of international trade documents, inward and outbound international trade delegations and mentorship programmes, amongst others. To further enhance the service offering by the DCCI to its members, the research instrument tested the preferences of members relating to what other services they would find useful. Their responses are represented in Figure 4.17.
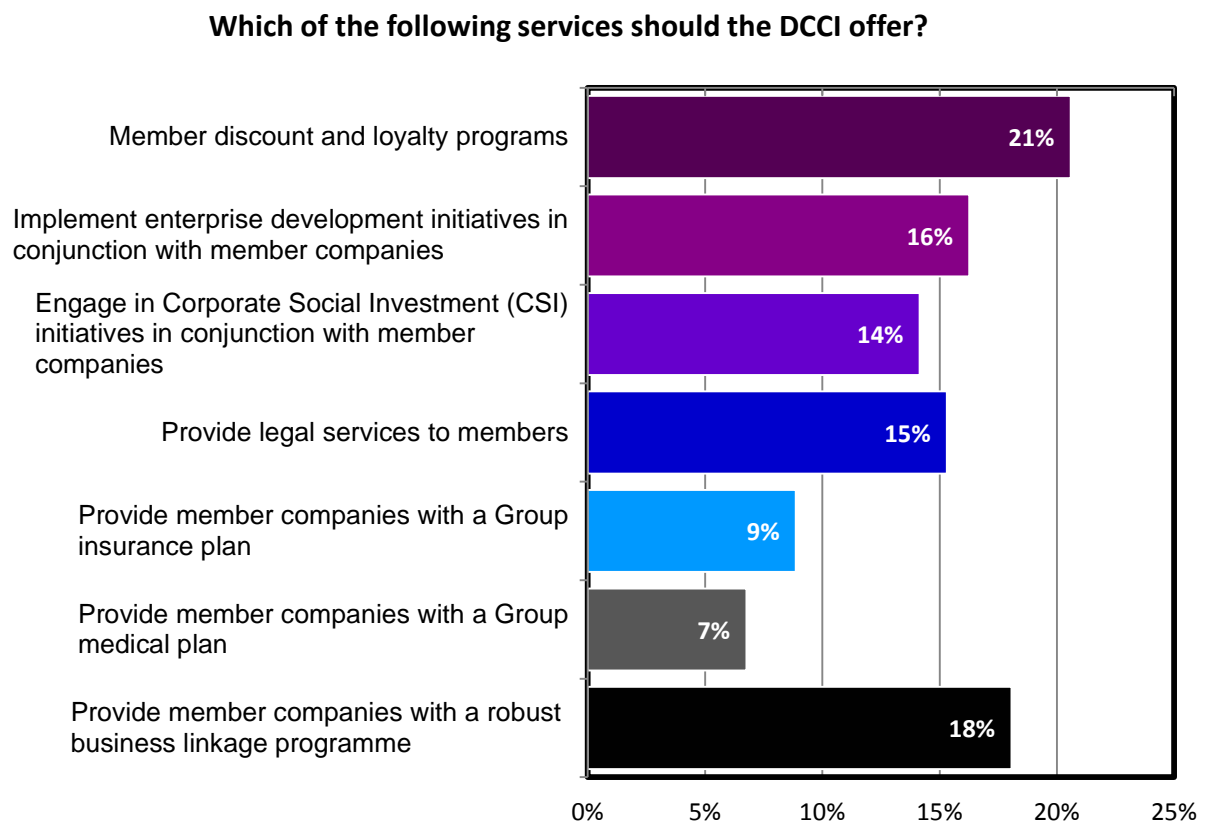
Which of the following services should the DCCI offer?

Figure 4.17 Preferences relating to new business services

As shown in Figure 4.17, a large proportion of the respondents (21%) were in favour of the DCCI offering member discount and loyalty programmes, while a further 18% wanted the chamber to implement a robust business linkage programme. A preference was noted for the implementation of enterprise development initiatives with member companies also, with 16% of respondents favouring this option. The provision of legal services to members and partnering on CSI initiatives were selected by 15% and 14% of the respondents respectively. It was also noted that there was no significant preference for a group insurance plan (9%) or for a group medical plan (7%).

The services provided by five other prominent chambers across the world were identified so as to provide some insight as to which services successful chambers were providing to their members. The services are displayed in Table 4.10.

Table 4.10: Services offered by five prominent Chambers

City and Chamber	Products and Services
New York: Chamber of Commerce (NYCC, 2013)	• Networking and educational events • Facilities resources and research centre • Business initiatives, listing and linking • International trade documentation • Marketing opportunities (email, e-news)
Sydney: Chamber of Commerce and Industry (SCCI, 2013)	• Legal services to members • Cruise ship schedule for events • Business advice and consulting • Community governance • Apprenticeships
London: Chamber of Commerce and Industry (LCCI, 2013)	• Events and networking • Export services and documents • Conference room rental • Business advice and services • New business leads • Member discount
Paris: Chamber of Commerce and Industry (PCCI, 2013)	• Networking opportunities • Visa and MasterCard member discount programs • Advertising opportunities • Exclusive Chamber of Commerce group insurance plan • Free listing in business directory on Chamber website
Singapore: Chamber of Commerce (SICC, 2013)	• International trade services and documentation • Chamber supported and organised events • Scholarships and publications • Inter organisation relations

As noted in Table 4.10, the provision of business linking as requested by the respondents was common to the offering by the New York Chamber and the London Chamber (who offered new business leads), while the request for legal services was matched by the offering of the Sydney Chamber. Member discount programmes are also currently offered by the London Chamber.

To identify if there is a relationship between the size of the organisation and the services the respondents would prefer the DCCI to offer, a cross tabulation was conducted on these two variables. The results are displayed in Table 4.11.

Table 4.11 Cross tabulation between the size of the organisation and the services respondents preferred

		Size of Organisation (by number of employees)			
		Small Businesses	Medium Businesses	Large Businesses	**Total**
Which of the following services should the DCCI offer?	Member discount and loyalty programmes	13%	3%	5%	21%
	Enterprise development with member companies	9%	3%	5%	17%
	CSI initiatives with member companies	8%	2%	4%	14%
	Legal services	9%	3%	4%	16%
	Group insurance plan	5%	3%	1%	9%
	Group medical plan	2%	2%	1%	5%
	Business linkage programme	10%	3%	5%	18%
	Total	**56%**	**19%**	**25%**	**100%**
	n = 875	Chi-Square = 54.386			p = 0.00

As depicted in Table 4.11 by the p value of 0.00 the finding in this table is significant and is not due to chance. (Note that the size of "n" is greater than the sample size of 346 due to this being a multi-response question). This relationship implies that 13% of the 21% of respondents who prefer a member discount and loyalty programme were in the small business category. Hence, if these services

are to be offered by the DCCI, it must be ensured that the products in this programme are relevant to this member category.

Of the 18% of respondents who chose a robust business linkage programme as a potential new service to be provided by the DCCI, 10% were in the small business category, implying that these companies are seeking access to markets to grow their businesses.

4.5.6.3 Preferences relating to communication about upcoming events

The most efficient way for the DCCI to communicate with its member companies has been via the medium of emails. With a database of members approximating 2,800 businesses, and the reality that there are often many employees at member companies who need to receive communication from the DCCI, it has been a challenging process to strike a balance between sufficient email communication and too much email communication. (The later results in members unsubscribing from email lists). It is therefore important to determine the preference of members regarding how they want to be informed of upcoming events. The results are illustrated in Figure 4.18.
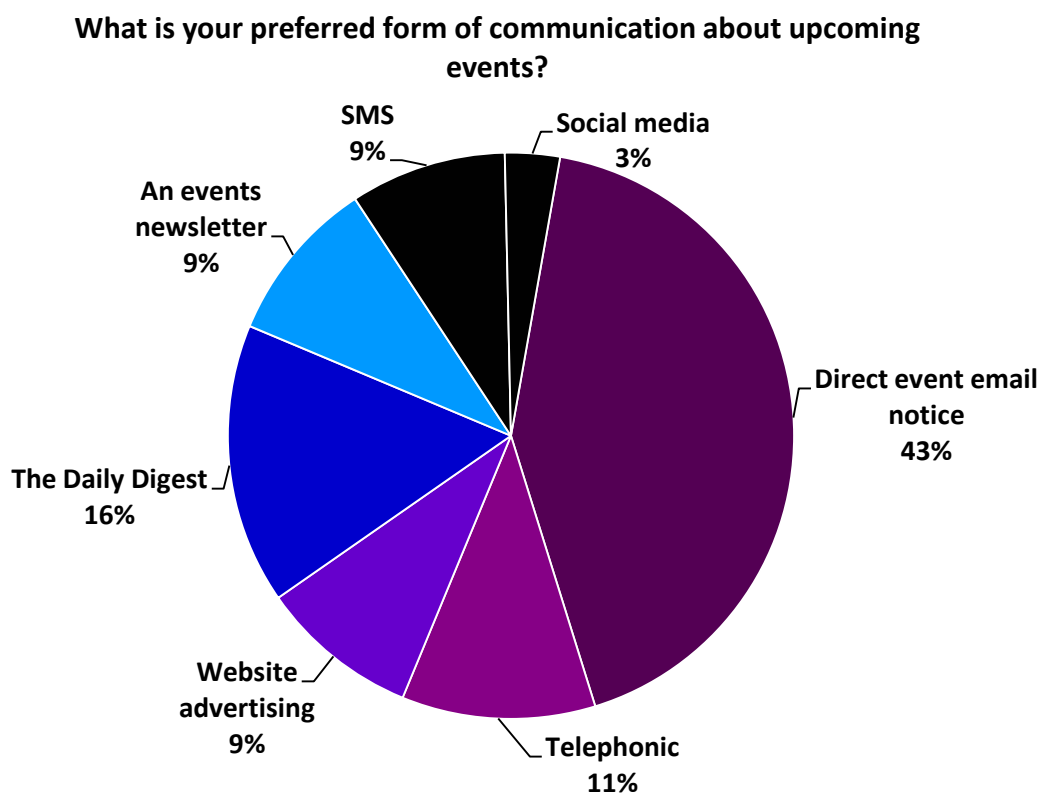

What is your preferred form of communication about upcoming events?

Figure 4.18 Preference on form of communication

As depicted in Figure 4.18, 43% of the respondents preferred receiving direct email notifications of upcoming events of the DCCI, while 16% favoured notices placed in the daily electronic newsletter. A further 11% preferred to receive notifications telephonically, while 9% favoured the production of a separate events newsletter, website advertising and SMS advertising. It was noted that there was no significant preference for the use of social media notifications (3%).

4.6 Key Findings

The research question for this study was how the DCCI could use the tools in the marketing mix to reposition itself. This question was broken down into six objectives. In order to determine whether this research project has sufficiently answered each objective, a summary is provided in Table 4.12.

Table 4.12 Summary of key findings

	Objectives set	Finding	Section
1	To determine whether if price of membership of the DCCI is appropriate	It was found that the majority of respondents (62%) thought that the price of membership was appropriate. The respondents who were of the opinion that the price was inappropriate (38%) related this to their view that there were no tangible benefits to membership and that the price was too high.	Section 4.5.1
2	To determine if the products and services that the DCCI provides to members are relevant.	Respondents identified that the provision of business information to members and the advocacy and lobbying role of the DCCI were the most beneficial services. A large proportion of respondents (37%) who did not use the DCCI's business services desk stated that they were not aware of the existence of this service. Those respondents, who attended few DCCI functions or events, thought that the scheduling was poor, parking was inadequate at the DCCI offices and the price of the events was too high.	Section 4.5.2

	Objectives set	Finding	Section
3	To determine whether the promotions elements (including the advertising) of the DCCI are effective.	It was found that the daily electronic newsletter was read fewer than 3 times a week by 65% of the respondents, who were of the opinion that the chamber notices do not inform them as to what the DCCI is doing for members. Approximately 49% of the respondents do not visit the DCCI website. A further 34% do not read about the DCCI in the media, while 36% do not follow the DCCI in any form of social media.	Section 4.5.3
4	To establish if the physical location (the place) of the DCCI is suitable and accessible to members.	The majority of the respondents (57%) do not visit the DCCI offices at all while 26% visit the DCCI offices once or twice per month. The respondents indicated that the parking constraint at the DCCI offices was the main reason why they do not visit the office.	Section 4.5.4
5	To establish the extent of the current members satisfaction with the DCCI.	A large proportion of the respondents were either very satisfied or satisfied (68%) with the DCCI, while those who were not satisfied (32%) thought that relevant business information is not provided to members and insufficient lobbying is done by the DCCI.	Section 4.5.5
6	To identify what improvements members would want to see at the DCCI with respect to its marketing mix.	Sixty three per cent (63%) of the respondents were of the opinion that the DCCI should publish an electronic newsletter once or twice a week. Twenty per cent (20%) of the respondents wanted the DCCI to offer member discounts via a loyalty programme, 18% preferred a robust business linkage programme and 16% advised that the DCCI should implement enterprise development initiatives with member companies.	Section 4.5.6

As shown in Table 4.12, all of the objectives that were set for this study have been met, implying that the research question can be appropriately answered. The answer to the research question will be provided in Chapter Five as part of the recommendations arising from this study.

4.7 Conclusion

The data collected from the research instrument were analysed and interpreted and have been presented in this chapter. After presenting the demographic profile of the respondents, key findings in relation to the objectives set for this study were highlighted. Several interesting findings and relationships were revealed.

The discussion of the findings of this study was placed within the context of relevant prior research in relation to the objectives set, and probing questions from the research instrument resulted in rich data being processed into relevant, useful information. A summary was also provided to show how each research objective had been met.

Based on the findings above, significant conclusions may be drawn from which recommendations are suggested in the chapter to follow. The limitations of this study, together with recommendations for further research will also be presented in Chapter Five.

CHAPTER FIVE

Conclusions, Limitations and Recommendations

5.1 Introduction

The corporate repositioning of an organisation is vital to ensure the sustainability of the organisation, especially when it operates in an environment that is constantly changing and being redefined. This study has sought to identify how the Durban Chamber of Commerce and Industry (DCCI) could use the tools in the marketing mix to reposition itself and to establish how the elements of the marketing mix could be amended and refined. The objectives that were identified for the study were designed to answer the research question directly, and data were gathered from the members of the DCCI to determine what changes were needed to reposition the organisation successfully. An analysis of the data was presented in Chapter Four. This chapter will highlight the specific conclusions that may be drawn from the study, will focus on recommendations based on the findings, will identify the limitations of the study and will make recommendations for further research.

5.2 Key findings

The data provided significant insight into the various elements of the marketing mix of the DCCI from which several conclusions may be drawn. It is important to note that the results of this study can be generalised to the entire population of members of the DCCI to some extent due to the use of non-probability sampling. Conclusions based on the empirical findings are drawn in relation to each objective that was set for this study, and is presented below.

5.2.1 Organisational level of members

The findings show that 25% of the respondents are owners of their organisations. Owner-managed businesses have certain specific needs with the Chamber is required to satisfy, which needs are significantly different from those of other larger corporates. A further 23% of the respondents were directors and executives, followed by senior managers (20%) and managers (17%). One can thus conclude

that the DCCI has access to the highest level of decision makers within the member organisations.

5.2.2 Size of the member companies

The size of the member companies was measured by the number of employees employed by each organisation. This was deemed appropriate for the chamber environment as most chambers have a tiered pricing model based on the number of employees in the companies affiliated to them. The findings showed that 53% of the respondents were in the small business category. This category is generally referred to as the SMME market. One may thus conclude that over 50% of the DCCI members are small businesses.

5.2.3 Appropriateness of the price of membership

In determining if members felt that the price they paid for membership was value for money, it was found that 62% collectively felt that membership was either excellent or good value for money. This leads one to conclude that the price they pay is seen to provide a positive return. The remaining 28% collectively felt that membership was satisfactory value for money, poor value for money or a waste of money. Thirty eight percent (38%) of them indicated that membership brought them little or no tangible benefits, while 21% indicated that the price of membership was too high. One may therefore conclude that the majority of members found the price of membership to be appropriate, and those who did not find it appropriate require more tangible benefits in return for the subscription fee they pay.

It may also be concluded that there is no relationship between the perceived value of membership and the size of the organisation as confirmed by the p value calculated. The assumption had been that smaller companies found better value for money, but this was disproved.

5.2.4 Relevance of products and services of the DCCI

The results of the ranking of the five major products and services provided by the DCCI to its members revealed that members found the greatest benefit of membership of the DCCI being the provision of business information while

lobbying for policy changes or advocating on behalf of the business community was ranked as the next most beneficial service. One may thus conclude that the DCCI's role of being "the voice of business" has been affirmed by members.

5.2.4.1 Business services

A deeper analysis of the specific business services offered by the DCCI was conducted, and the findings showed that 67% of members have either not used the business services desk at all, or used the services of the desk only once or twice in the past twelve months. One may conclude that members do not actively use the business services desk, even though they have identified this service as being most beneficial to their organisations. A further probing of the members who used the desk infrequently revealed that the reasons they were not using the desk was because they were unaware of the specific services offered by the desk (37%) and that the information provided by the desk was not relevant to their business (19%).

In investigating if there is a relationship between the size of an organisation and the lack of use of the business services desk, it was found that there was a significant relationship between these two variables. The findings of the study showed that most of the respondents who were unaware of the business service desk were from small business organisations. This was noted as a concern as most of the services of this desk are directed to these smaller organisations. The business services desk is underutilised due to members not being aware of the services offered.

5.2.4.2 Functions and Networking events

The findings of the study showed that 79% of the members have attended five or fewer functions in the past twelve months, despite the DCCI staging over fifty functions and events over this period. In probing these members as to the reasons why they were not attending functions and events, this study concluded that 26% noted that the timing and scheduling of functions and events were poor, while a further 21% noted that the price of attending functions and events was too high. One may also conclude that the availability of parking at the DCCI premises (23%) is another significant barrier to respondents attending functions and events.

In attempting to establish if there is a relationship between the position of members within their organisations and the number of functions and events they attended, it was concluded that there is a significant relationship between these variables. Owners and management level employees cumulatively accounted for 73% of all attendees at functions.

5.2.5 Effectiveness of promotions elements of the DCCI

The findings of this study in relation to the promotions elements of the DCCI comprised an analysis of the current elements in the promotions activities conducted by the DCCI and conclusions were drawn relating to the electronic daily newsletter, website, traditional media and social media.

5.2.5.1 Electronic daily newsletter

The electronic newsletter which is published on a daily basis was found to be read fewer than three times per week by 64% of respondents, of whom 17% did not read the newsletter at all. It is concluded that this is not a popular means of communicating with member companies. In probing further to understand why members were not reading the newsletter frequently, it was concluded that 39% of the respondents felt that the newsletter does not make them aware of what the DCCI is doing for members, an opinion which was also held by a further 20% of respondents who stated the content was irrelevant to them.

It was found that there was a significant relationship between the levels of the respondents in their organisations and whether or not they read the digest. It was shown that 70% of members who read the newsletter at least once a week were either owners or management level employees. It is concluded that the newsletter is more popular with owners and management level employees than with other staff.

5.2.5.2 DCCI Website

The findings of this study showed that 82% of the respondents visited the DCCI website fewer than three times per month. The website currently does not allow for members to advertise their business on-line and also is not updated frequently. It

can be concluded that the current website is dysfunctional and is of no benefit to the DCCI or its members.

5.2.5.3 Traditional Media

The DCCI's positive relations with the media (newspapers, magazines and the radio) were confirmed by this study as being an important element in their promotions strategy, as 66% of respondents had observed the presence of the DCCI at least once a month in the media. It can be concluded that media relationships are vital for the profile of the DCCI as the use of the media ensures that all stakeholders are made aware of the value added by the DCCI to the economy, and it creates awareness among almost two-thirds of the members by providing them with insight into the activities of the DCCI.

5.2.5.4 Social Media

The importance of the use of social media as an inexpensive way to create a profile for the user and to communicate messages to the market was tested, and the findings of the study showed that 64% of respondents followed the DCCI either on Facebook (27%), Twitter (18%), Linked-in (16%) or Pinterest (3%). It is concluded that social media are an important aspect of the communications strategy of the DCCI with almost two-thirds of the members using social media to keep abreast of the DCCI's activities.

5.2.6 Suitability of the physical location of the DCCI

Members of the DCCI visited the offices for various reasons including the attendance of functions, networking events, and various meetings (to obtain advice, access services or obtain linkages to other organisations). The findings of this study were that 57% of the respondents did not visit the DCCI offices at all, while 26% stated that they visited the DCCI once or twice per month. These two categories account for 83% of the total responses. It is concluded that the large proportion of respondents not visiting the DCCI offices is of concern as their absence impacts directly on the profitability of functions and events hosted at the DCCI. By not visiting the offices of the DCCI, members do not access the benefits available to them via the business services desk either.

On further probing as to the reasons why members were not visiting the DCCI premises, it was noted that 65% of the members did not visit the DDCI due to the lack of parking. It is concluded that almost two-thirds of the members do not find the physical location suitable, due to parking constraints.

In determining if there was a relationship between the size of the organisation and the frequency of visits to the DCCI, it was concluded that there was a strong relationship between these variables, whereby 31% of members who did not visit the DCCI were small businesses. This finding was contrary to current assumptions of the DCCI management team, who were of the opinion that the DCCI is largely visited by members in the smaller business categories (owner-managed or start-up companies). Many of the business services that the DCCI offers to members are targeted at smaller businesses; hence one would have expected that these businesses would frequent the DCCI premises to access these benefits.

5.2.7 Overall satisfaction with the DCCI

The findings of the study showed that more than two-thirds (68%) of the respondents were either satisfied or very satisfied with the DCCI. Cumulatively, 32% of the respondents were neutral, dissatisfied or very dissatisfied. It was concluded that these neutral or negative responses are of considerable concern as they may result in a decrease in the number of members of the Chamber as they may resign if not satisfied or it may result in members who do not pay their subscription fees. In probing further to understand why some members were neutral or not satisfied with their membership, it was noted that 28% felt that the DCCI did not provide relevant business information to their companies, while a further 20% felt that the DCCI did not adequately lobby for policy changes and advocate on behalf of the business community. The conclusion drawn here is consistent with the conclusion noted in 5.2.4.1 that up to 37% of members are unaware of the business service offerings of the DCCI.

In determining if there is a relationship between the level of satisfaction with membership and the perceived value of membership based on price, it was concluded that there was a strong relationship between these two variables, which indicates that respondents who were satisfied with the DCCI, were of the opinion that this was due to price ie. that the DCCI was excellent or good value for money.

5.2.8 Member preferences relating to marketing mix elements

An important element of this study was to understand the preferences of the members of the DCCI regarding certain elements of the marketing mix. A repositioning of the DCCI would not have been appropriate had the opinions of the members of this membership-based organisation not been taken into account.

5.2.8.1 Preferences relating to the electronic newsletter

The findings of this study revealed that 63% of members were of the opinion that the newsletter should be published once or twice a week (as opposed to the current rate of publication on a daily basis). One may conclude that it may be appropriate for the newsletter is published twice a week as the current study indicates that only 13% of respondents read the daily publication.

5.2.8.2 Preferences relating to business services

The provision of business services was noted as being the most significant benefit to the members, and 20% of the members responded that they would prefer the inclusion of a member discount and loyalty programme, while a further 18% felt that the implementation of a business linkage programme would be beneficial. It is concluded that the introduction of these services would result in members believing that they were receiving tangible benefits from their membership.

In investigating if there was a relationship between the preference for the services requested and the size of the organisation, it was concluded that a strong relationship existed between these variables. Smaller companies found benefit in the member discount and loyalty programme and the business linkage programme.

5.2.8.3 Preferences relating to communication about upcoming events

Communication about upcoming events was identified as being key to ensuring the financial viability of such events. The study found that 43% of members preferred to be communicated with via a direct email for event notifications, while 16% favoured the electronic newsletter. It can be concluded that these electronic media were the most preferred options for communicating with members regarding upcoming events.

5.3 Recommendations arising from this study and the answer to the research question

The research objectives set for this study were satisfied, as information was obtained regarding members' opinions of the specific elements of the marketing mix of the DCCI. The findings and conclusions described are significant and generalisable to the entire population of DCCI members to some extent due to non-probability sampling used. The research question set previously (How can the DCCI use the tools in the marketing mix to reposition itself?) can now be answered, and the answer is supported by empirical evidence. By applying the recommendations set out below, the DCCI can use the tools in the marketing mix to reposition itself successfully.

5.3.1 Organisational level of members

Since the DCCI has access to the highest level of decision makers within its database of membership, it should ensure that all communications directed to them are professional, relevant and showcase the added value of membership. The content emanating from the various channels of communication should be reviewed by a senior, qualified Chamber staff member and be free of basic grammatical and spelling errors.

5.3.2 Size of member companies

Over 50% of the DCCI membership comprises small businesses. These organisations generally suffer from a lack of multi-disciplinary skills due to their being owner-managed or start-up organisations. The DCCI should ensure that

their value proposition includes services that are directed at these entities. Various skills programmes including human resources, information technology, finance, marketing, and leadership programmes should be provided. The DCCI should also implement programmes to ensure that these organisations develop access to markets and access to finance as these are their biggest barriers to growth and sustainability.

5.3.3 Appropriateness of the price of membership

In order to ensure that a larger proportion of members get good value for money from their membership of the DCCI, the organisation should ensure it creates tangible benefits for its members.

Based on the responses from the members it would appear that they would like to see the inclusion of a member loyalty and discount programme. The DCCI should use its networks of contacts and larger corporate members to put together a discount programme exclusively for members. This may take the form of an actual loyalty card to be used to access the benefits, or a website on which to load all the member deals and allow members to access them online.

Another tangible benefit to members would be the creation of a robust business linkage programme. The DCCI should approach all of its large corporate members and create platforms for smaller members to sell their services to the larger members.

5.3.4 Business services

The major problem identified with the business services desk is that 37% of members were unaware of the specific services offered. The DCCI should ensure that all the services offered by the desk are packaged and communicated to members so that they may make use of them. The DCCI website should prominently display the services, and they should be advertised to members directly via email communication and social media coverage. At the same time, the DCCI should review the current service offering and determine what additional services should be included (as noted in section 5.3.3). These could include the introduction of a member discount programme and a business linkage programme.

5.3.5 Functions and networking events

To ensure that the number of members attending functions and events increase, which would result in financial benefits (increased revenue); the DCCI should review the following:

i) The timing and scheduling of events. Through this research study, the members have indicated a preference for mid-week events (Tuesday, Wednesday and Thursday) which are scheduled as morning events or lunch-time events. The members have also indicated a preference for receiving notification of the event two or three weeks before its occurrence and their preferred means of communication about events included direct email notification or advertisements in the DCCI newsletter (the Daily Digest).

ii) The price of events. The members noted in this research study that the price of attending events was too high. The DCCI should reduce the price especially for those members falling into the small business category.

iii) The availability of parking. The members highlighted the lack of parking at the DCCI premises as being a significant barrier to their attending functions, so the DCCI should ensure that alternative parking arrangements are made. The DCCI could either arrange for free or reduced fares for parking at the ICC or choose venues for events that have ample parking. If it is decided to move to new premises and to relocate the offices of the DCCI, the availability of parking should be made a priority.

5.3.6 Electronic daily newsletter

The DCCI should ensure that the newsletter contains information that makes member companies aware of the various activities of the DCCI, including the activities of the committees of the DCCI. The various business services should be packaged in this publication, together with the Chambers role in advocacy projects it is engaged in for the benefit of members and which also contribute to the economic well-being of the city.

The frequency of publishing the electronic newsletter should be changed to once or twice per week. The DCCI should also consider the appointment of a public

relations consulting company to assist in the design, look and feel of the newsletter.

5.3.7 Website

The DCCI website should be over-hauled and a fresh, new user-friendly website should be invested in. The website should provide an opportunity for the DCCI to create additional revenue streams by creating advertising opportunities for members. A community-based website would be the most appropriate form, as members would be able to share stories, ask questions and find information relating to business in the region. Member generated content would then drive the discussions on the website, together with content generated on the DCCI social media platforms. However, this platform should be managed and controlled by an administrator to ensure that no undesirable content is allowed.

Notification of upcoming events with options to book online together with the opportunity for potential members to apply for membership online must be built into the framework.

5.3.8 Traditional media

The DCCI should continue to maintain its positive relations with the media (newspapers, magazines and radio) and should ensure it gets maximum exposure from media opportunities by leveraging and communicating its media presence in other communications with members. Direct email notifications together with notifications in the daily newsletter should inform members of specific items of media exposure. The website and social media platforms should also be harnessed to grow awareness and visibility of the DCCI media exposure.

5.3.9 Social media

The use of social media is a cheap and inexpensive way of communicating with both members and potential members. The social media platforms can entice companies to become members if they adequately communicate the DCCI's activities. The DCCI should drive its social media strategy to ensure that the one-third of members who do not follow the DCCI become followers. This can be done by inviting members to join via direct email or website advertising.

5.3.10 Suitability of the physical location of the DCCI

It is noted that the DCCI is currently looking for new premises due to the expiration of the current lease agreement. It is recommended that the DCCI should ensure that there is sufficient parking for members at the new premises. This study has shown that 65% of the members who do not visit the DCCI frequently cite the lack of parking as a problem, with many of them not wanting to park at the ICC and walk to the DCCI offices.

A decrease in the number of members coming to the DCCI premises has a direct impact on the profitability of functions and events hosted at the DCCI conference venues. This also results in members not accessing the benefits available to them via the business services desk and other committee meetings, which ultimately result in the members finding little or no benefit derived from their membership.

5.3.11 Overall satisfaction with the DCCI

This study has found that up to one-third of the members of the Chamber are neutral about or dissatisfied with the services provided by the DCCI.

The DCCI should ensure that relevant business information is provided to its members, which includes information about business opportunities, tenders, local economic developments and access to markets. The recommendations noted above relating to new service offerings should be considered as these provide members with tangible benefits. An important aspect of the DCCI's trying to show members tangible benefits is for the existence of these benefits to be communicated to members. As noted in this study, up to 37% of members were unaware of the business service offerings of the DCCI. Policy and advocacy projects undertaken by the DCCI should also be communicated so that members understand the benefits they derive from these activities of the Chamber.

5.4 Limitations of the study

In order to provide guidelines for further research, it is necessary that the researcher document the limitations encountered in the research process. There are various ways in which the identified limitations may be overcome and these

are discussed under the recommendations for further studies. The limitations identified include the following:

- The most significant limitation is the lack of academic literature and research relating to chambers of commerce generally. While some international studies have determined the impact of the voluntary aspect of participation at Chamber board and council level and others have looked at the effectiveness of lobbying, no research could be found surrounding the repositioning of Chambers. This made it difficult to make comparisons with findings from other studies.

- In this study Kotler and Keller's model of the four Ps of marketing, broadly described as: product, price, place and promotion, was selected as the model to lead to recommendations for the repositioning of the Chamber. It may be argued that this is not the most appropriate model, but it was the most relevant to the DCCI's circumstances and provided clear unambiguous recommendations than the other models presented.

- More recent literature advocates the use of the seven Ps of marketing for service based organisations rather than the four Ps. The seven Ps model incorporates the elements of product, price, place promotion, people, public relations and processes. Had this model been used, it may have added another dimension to the repositioning strategy, but due to the fact that this is a recently developed model, it has not been as widely researched as others considered in the literature reviewed.

- This study was limited to the operational changes required in order to reposition the DCCI, and the findings are based on the preferences and opinions of members. While the researcher appreciates the benefits that usually derive from considering elements of organisational change management, this was not included in the study as the topic of organisational change would encompass a complete study in its own right.

- While the literature reviewed suggested that repositioning strategies should encompass the two phases of retrenchment and restructuring, this study

was limited to the restructuring aspect of repositioning only. The retrenchment of staff as part of a model of repositioning may be required in circumstances where the financial viability of an organisation is in question, but the researcher did not identify the going-concern assertion as being a risk facing the DCCI.

- The geographic location of this study was limited to the Durban region as chambers are regional organisations. This implies that the results may not hold true in relation to other geographic regions due to differences in the economic environment, member expectations, member requirements and business culture of other regions.

- The research instrument did not contain demographic questions relating to the racial make-up or age of respondents. While it is clear that the Chamber's members are companies, and that companies do not have racial or age classification, it is people who comprise companies and an inclusion of racial or age classification may have provided further insight into preferences of the decision makers at the member companies.

- The study was limited to the members of the Chamber, while other stakeholders were not directly considered. Other stakeholders, including members of the staff of the Chamber, local government officials, other membership-based organisations and non-profit organisations, may have had a contribution to make in relation to the elements of repositioning the Chamber. Non-members could have provided deep insights regarding their non-membership.

- The findings of the study could not be generalised to the entire population completely due to the use of non-probability sampling. Although the sampling method employed was appropriate for the purposes of this study, convenience sampling does not allow full generalisability.

- The reliability of the questionnaire was not confirmed as the attempt to calculate Cronbach's alpha was inconclusive. This occurred due to the

occurrence of an error when the data were extracted from Question-pro and put into SPSS, which prevented the calculation from being done.

5.5 Recommendations for further research

The findings of this research study, together with the limitations identified, provide guidance as to recommendations for further research. Despite the limitations, which include a lack of prior research, this study will serve as a starting point for further research into the field of chambers of commerce. The recommendations for further research include the following:

- The study could be repeated using a different repositioning model, as presented in the literature review. This could give one a different view of the elements that need to be reworked in a repositioning exercise. Of particular interest would be the use of the blue ocean strategy in repositioning an organisation.

- There is also an opportunity to repeat this study using the framework noted in the Seven Ps of marketing. This would require amendments to the research instrument to include questions relating to people (staff members), public relations (external perceptions) and processes (business process remodelling).

- For other organisations that are plagued by financial distress and are considering a repositioning strategy, one might introduce the elements of the restructuring processes of repositioning an organisation into this study. This would ensure that the organogram was rationalised and made more effective and efficient and would contribute to financial savings in an attempt to reposition a financially strained organisation.

- In this study the sampling frame used was the members of the DCCI. It is recommended that this study be replicated on a much larger scale, on a provincial or national basis. This would provide a comprehensive picture of the strategy required to reposition chambers.

- Further research into this field should include the consideration of organisational change management. Since a repositioning strategy requires many elements of change for the strategy to be successful, it is imperative that organisational change be encompassed in the study and that recommendations be made regarding the implementation of the repositioning.

- Future research should include demographic questions relating to the racial and age classification of the respondents. This might provide further insight into the preferences of the decision makers at the member companies and establish whether racial or age classification has a bearing on preferences relating to repositioning.

- This research project might be extended to include other stakeholders of the chamber movement, including staff of the chamber, local government officials, other membership-based organisations and non-profit organisations. These organisations might provide relevant insight in relation to the elements of repositioning the Chamber.

- Future studies should use probability sampling techniques so that the findings of such studies are more reliable and may be used with greater accuracy in generalising the findings to the entire population.

5.6 Conclusion

The research objectives set for this study have been satisfied, even after taking the limitations into account. This study has raised several valid, practical and relevant recommendations and has implications for how the leadership of the DCCI should approach the repositioning of the organisation to make it a more vibrant and value-adding contributor to the economy, while serving the needs of its member companies. As the economic environment that chambers operate in changes, so too do the organisations themselves need to evolve and reposition themselves. Being a membership-based organisation, the sustainability of the chamber is dependent on its members recognising the benefit of membership and

continuing to support the chambers activities. The findings of this study have revealed several gaps in the current operations of the DCCI, and various recommendations have been made to address these shortcomings. There is a significant dearth of literature surrounding the chamber movement, and there is certainly no literature that addresses the repositioning of a chamber. This study is the first one to specifically address the use of the tools in the marketing mix to reposition a chamber of commerce, and should provide a useful starting point from which further research may be undertaken, so that ultimately all chambers of commerce can thrive as the collective voice of business for the regions they operate in.

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Appendix 1
Questionnaire

Dear Participant,

You are invited to participate in a research project entitled Corporate repositioning of the Durban Chamber of Commerce and Industry. The aim of this study is to determine how the Durban Chamber of Commerce and Industry can use the tools in the marketing mix to reposition itself. Through your participation I hope to understand the current members' satisfaction with the Chamber and to identify the improvements that may be necessary. Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. Confidentiality and anonymity of records identifying you as a participant will be maintained by the Graduate School of Business and Leadership, UKZN. The survey should take you about 10 minutes to complete. If you have questions at any time about the survey or the procedures, you may contact Praneel Nundkumar at 031 335 1000.

Thank you very much for your time and support. Please start with the survey now by clicking on "I Agree" followed by "Continue".

☐ I Agree

1. Please select the position you occupy within your company
   o Owner
   o Director / Executive
   o Senior management
   o Management
   o Team Leader
   o Supervisor
   o Employee
   o Other

2. Please select the number of employees at your company
   o 1 – 10 employees
   o 11 – 20 employees
   o 21 – 50 employees
   o 51 – 99 employees
   o > 100 employees

3. Please select your company sector or industry classification
   o Construction
   o Education
   o Engineering
   o Entertainment/Leisure/Hotels
   o Food / Catering
   o Logistics / Transport
   o Manufacturing
   o Maritime
   o Property
   o Retail
   o Services (Financial / Business)
   o Other

4. I believe that belonging to the DCCI is… (Please choose the most appropriate option)
   o excellent value for money
   o good value for money
   o satisfactory value for money
   o poor value for money
   o a waste of money

5. Membership brings little or no value for money because… (You may select more than one)
   o I can get the same member benefits elsewhere
   o There are little or no tangible benefits to membership
   o The price of membership is too high
   o The quality of services of the DCCI are delivered poorly
   o I do not know how the money I pay in membership fees is spent

6. Membership brings value for money because… (You may select more than one)
   o I cannot get the same member benefits elsewhere
   o There are tangible benefits to membership
   o The price of membership is appropriate
   o The quality of the services of the DCCI is delivered well
   o I am aware how the money I pay in membership fees is spent

7. Rank what you believe are the most beneficial services offered by the DCCI where 1 is the greatest benefit and 5 is of the least benefit. Do not repeat any numbers.
   o Lobbying for policy changes and advocating on behalf of the business community ___
   o Providing business information to members ___
   o Facilitating training and skills development programmes ___
   o Hosting business events and networking opportunities ___
   o Providing marketing and advertising opportunities to members ___

8. How many DCCI functions or events has your company attended in the past 12 months?
   o 0 events
   o 1 - 2 events
   o 3 – 5 events
   o 6 – 10 events
   o > 10 events
   o Unsure

9. My company attended more than 5 functions or events of the DCCI because... (You may choose more than one)
   o The content of the event is relevant
   o The information presented is useful
   o The quality of the presentations are high
   o The audio-visual aids are engaging
   o The hand-outs provided during the event are beneficial

10. My company attended 5 or less functions or events of the DCCI because… (You may choose more than one)
    o We are not aware of events
    o We do not receive the invitations on time

- o The scheduling and timing of events are poor
- o The choice of facilities or venues are inadequate
- o Parking is not sufficient
- o Events are too expensive

11. How far in advance of an event do you prefer to receive information?
   - o 1 week
   - o 2 – 3 weeks
   - o 4 – 8 weeks
   - o > 8 weeks

12. What is your preferred form of communication about upcoming events? (You may choose more than one)
   - o Direct event email notice
   - o Telephonic
   - o Website advertising
   - o The Daily Digest
   - o An events newsletter
   - o SMS
   - o Social media

13. What day(s) of the week would you prefer events to occur?(You may choose more than one)
   - o Monday
   - o Tuesday
   - o Wednesday
   - o Thursday
   - o Friday
   - o Saturday

14. What is your preference on the time of events? (You may choose more than one)
   - o Morning events (8am)
   - o Lunch time events (12 noon)
   - o Afternoon events (2pm)
   - o Evening events (5pm)

15. Which of the following business services offered by the DCCI are relevant to your business? (You may choose more than one)
    o BEE verification services
    o Mediation services
    o Attesting of Certificates of Origin
    o Providing general business information
    o Requests for Chamber membership listing
    o Information about government grants / funding
    o International trade delegations
    o Mentorship programs
    o Business partnering
    o SMME desk services
    o Hire of DCCI venues for your meetings / functions
    o Group Pension and Provident schemes
    o Other

16. In what way do you contact the Business services desk?(You may choose more than one)
    o We have not made use of this service
    o Face to face meetings
    o Telephone
    o Email
    o Website
    o Other

17. How often has your company contacted the Business services desk in the past 12 months?
    o 0 times
    o 1 - 2 times
    o 3 – 5 times
    o 6 – 10 times
    o > 10 times

18. The reason my company contacted the Business services desk more than 5 times is because… (You may choose more than one)
    o The business services team provides relevant information for my business

o The business services team understand my questions and are knowledge about my problems

o The business services team is able to resolve my questions / problems

o The business services team follows up with my questions / problems timeously

o The business services team is polite, courteous and professional

19. The reason my company contacted the Business services desk 5 or less times is because…(You may choose more than one)

o The business services team does not provides relevant information for my business

o The business services team does not understand my questions and are not knowledge about my problems

o The business services team is not able to resolve my questions / problems

o The business services team does not follow up with my questions / problems timeously

o The business services team is not polite, courteous and professional

o Our company is unaware of this service

20. Which of the following services should the DCCI offer? (You may choose more than one)

o Member discount and loyalty programs

o Implement enterprise development initiatives in conjunction with member companies

o Engage in Corporate Social Investment (CSI) initiatives in conjunction with member companies

o Provide legal services to members

o Provide member companies with a Group insurance plan

o Provide member companies with a Group medical plan

o Provide member companies with a robust business linkage programme

21. How often do you read the DCCI Daily Digest?

o 0 times per week

o 1- 2 times per week

o 3 – 4 times per week

o 5 times per week

22. Rank the reasons why you read the DCCI Daily Digest 3 or more times per week…

where 1 is the main reason and 6 is the least relevant. Do not repeat any numbers.

- o The content is relevant and interesting ___
- o The business news captures highlights from many different publications and packages it well ___
- o The economic indicators provide me with a quick update regarding what's happening in the market ___
- o The advertorials by member companies inform me of suppliers I can use in my business ___
- o The upcoming DCCI events are listed and allows me to book online ___
- o The Chamber notices inform me as to what the DCCI is doing for members ___

23. Rank the reasons why you read the DCCI Daily Digest less than 3 times per week… where 1 is the main reason and 6 is the least relevant. Do not repeat any numbers.

- o The content is irrelevant ___
- o The business news is put together poorly ___
- o The economic indicators are of no interest to me ___
- o The advertorials by member companies are unnecessary ___
- o The upcoming DCCI events which are listed do not interest me ___
- o The Chamber notices do not inform me as to what the DCCI is doing for members ___

24. How often do you…

	0 times	1-2 times	3-4 times	5 times	6 + times
think the DCCI should publish a Digest? (per week)	❑	❑	❑	❑	❑
visit the Chambers website (per month)	❑	❑	❑	❑	❑
follow the Chamber's activities on Social Media platforms (per week)	❑	❑	❑	❑	❑
visit the DCCI at its offices (per month)	❑	❑	❑	❑	❑
read about the DCCI and its activities in the media (per month)	❑	❑	❑	❑	❑

25. Which Social Media platforms do you follow the DCCI on? (You may choose more than one)

- o None
- o Facebook

- o Twitter
- o Linked In
- o Pinterest

26. Do you think the current location of the Chamber is appropriate?
   - o Yes
   - o No

27. I think the current location is appropriate because… (You may choose more than one)
   - o The parking is sufficient at the DCCI offices
   - o I do not mind parking at the ICC and walking to the DCCI offices
   - o The building is well maintained
   - o The location is convenient to access from around Durban
   - o The DCCI is easily accessible using public transport
   - o The facilities and furnishings are appropriate and project a professional image

28. I do not think the current location is appropriate because… (You may choose more than one)
   - o There is not enough parking at the DCCI offices
   - o I do not want to park at the ICC and walk to the DCCI offices
   - o The building is not well maintained
   - o The location is not convenient to access from around Durban
   - o The DCCI is not easily accessible using public transport
   - o The facilities and furnishings are old and do not project a professional image

29. Rate your overall satisfaction with the DCCI
   - o Very satisfied
   - o Satisfied
   - o Neutral
   - o Dissatisfied
   - o Very dissatisfied

30. The reason I am satisfied with the DCCI is because…(You may choose more than one)
   - o The DCCI adequately lobbies for policy changes and advocates on behalf of the business community
   - o The DCCI provides relevant business information to members

o   The DCCI facilitates appropriate training and skills development programmes

o   The DCCI hosts business events and networking opportunities which members benefit from

o   The DCCI provides adequate marketing and advertising opportunities to members

31. The reason I am neutral or not satisfied with the DCCI is because…(You may choose more than one)

o   The DCCI does not adequately lobby for policy changes and does not advocate on behalf of the business community

o   The DCCI does not provide relevant business information to members

o   The DCCI does not facilitate appropriate training and skills development programmes

o   The DCCI does not host business events and networking opportunities which members benefit from

o   The DCCI does not provide adequate marketing and advertising opportunities to members

32. What suggestions do you have that would help the DCCI deliver a better service to its members?

Appendix 2

Ethical Clearance

UNIVERSITY OF KWAZULU-NATAL
INYUVESI YAKWAZULU-NATALI
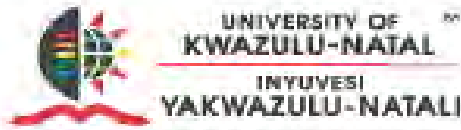
28 May 2013

Mr Praneel Nundkumar 202511195
Graduate School of Business & Leadership
Westville Campus

Dear Mr Nundkumar

Protocol Reference Number: HSS/0170/013M
Project Title: Corporate repositioning of the Durban Chamber of Commerce and Industry

FULL APPROVAL NOTIFICATION– AMENDMENT
This letter serves to notify you that your application for an amendment has been granted full approval.

* Amendment to Questionnaire.

Any alterations to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study must be reviewed and approved through an amendment /modification prior to its implementation. In case you have further queries, please quote the above reference number.   PLEASE NOTE: Research data should be securely stored in the school/department for a period of 5 years

Best wishes for the successful completion of your research protocol.

Yours faithfully

Dr Shenuka Singh (Deputy Chair)
Humanities & Social Sciences Research Ethics Committee
/pm

cc. Supervisor: Professor Anesh Maniraj Singh
cc. Academic Leader: Dr E Munapo
cc. School Admin: Ms Wendy Clarke

INSPIRING GREATNESS

Appendix 3

Gatekeeper's Letter

DURBAN CHAMBER OF COMMERCE AND INDUSTRY

EST. 1856

The Ultimate Business Network

TO WHOM IT MAY CONCERN

I, **Andrew John Layman**, the undersigned, hereby give permission for **Praneel Nundkumar** to conduct research at the Durban Chamber of Commerce and Industry towards his dissertation entitled **Corporate Repositioning of the Durban Chamber of Commerce and Industry.** He may collect data from our members provided that it does not interefere with the normal operations of the Chambers business.

I am aware that dissertations and subsequent academic papers based on this data will be available in the public domain and the following condition applies in this regard:

The work may be published in the public domain provided the company is kept anonymous

Yours faithfully

A.J. LAYMAN
<u>Chief Executive Officer</u>   18 March 2013

All correspondence to be addressed to: P.O. Box 1506, Durban, 4000, KwaZulu-Natal, South Africa.
Tel: 27 031 335 1000, Fax: 27 031 332 1288

Chamber House, 190 Stalwart Simelane Street, Durban, 4001