



Brand naming for black owned fast moving consumer goods-small medium and micro enterprises in the KZN province. A grounded theory approach

By

Lindiwe Nqobile Kunene

200227423

A thesis submitted in fulfilment of the requirements for the degree of Doctor of Philosophy

School of Management, Information Technology and Governance

College of Law and Management Studies

Supervisor: Prof. M.A. Phiri
Co-Supervisor: Dr. T.P. Mbhele

2022



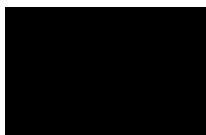
UNIVERSITY OF
KWAZULU-NATAL
INYUVESI
YAKWAZULU-NATALI

DECLARATION

I, Lindiwe Nqobile Kunene, declare that

- i. the research reported in this thesis, except where otherwise indicated, is my original research;
- ii. this thesis has not been submitted for any degree or examination at any other university;
- iii. this thesis does not contain other persons' data, pictures, graphs or other information unless specifically acknowledged as being sourced from other persons;
- iv. This thesis does not contain other persons' writing unless specifically acknowledged as being sourced from other researchers. Where other written sources have been quoted, then:
 - a. Their words have been re-written but the general information attributed to them has been referenced and
 - b. Where their exact words have been used, then their writing has been placed in italics and inside quotation marks, and referenced; and
- v. This thesis does not contain text, graphics or tables copied and pasted from the Internet, unless specifically acknowledged, and the source being detailed in the thesis and the References sections.

Signed



Date: 09 March 2022

DEDICATION

This thesis is dedicated to my family. To my late father, Mr TS Kunene for instilling the thought to only pursue my PhD once I was ready to create real knowledge and not because it was expected of me as an academic (it took me five years to get into that head space). To my mother, Mrs DL Kunene for being my biggest fan and most importantly my personal critical reader; your memory of everything coupled with your skill of collecting information as an avid reader (as you always remind us) was crucial. To my brother Mr TM (Skhulu) Kunene for being supportive and a well of knowledge on EVERYTHING in the world; I still don't know how your brain does half the great things it does. Then to the love of my life, Mr MB Myeni, your lived SMME experiences were my compass and no one could sit through all those idea bouncing sessions like you did. I dedicate this to all of you, my hearts.

I also dedicate this to every Black-Owned FMCG-SMME in South Africa. Never give up, or give in.

ACKNOWLEDGEMENTS

To the creator of all things, uMvelinqangi thank you for guiding and protecting me throughout this journey.

I could not have completed this work had it not been for the black-owned FMCG-SMMEs from the province of KwaZulu-Natal who participated in this study; their wealth of knowledge made this research. Thank you to my research supervisors Professor MA Phiri and Dr TP Mbhele. Doing a study in the field of commerce using a methodology that is not usually employed was not easy on any of us and there were many firsts. My colleagues, Dr M Williamson and Dr E Derera, your support and affirmation as I chose this path was really motivating. Thank you DVD, I know you are smiling from the heavens; your encouragement still rings in my ears motivating me towards the greatness you always saw in me. To have such colleagues is a gift from above.

I would like to thank and acknowledge SEDA KZN under the leadership of Mr Mnguni for granting me permission to conduct this research in the province.

It would be an omission not to acknowledge what led to this research. Thank you to the University of KwaZulu-Natal (UKZN) Research Office for appointing me to represent the institution as part of the 2016 UN-UNI-Japan, African Union delegation on youth entrepreneurship in Africa, in Kenya. The conversations and interactions that started then led to my conclusion that we need to develop more research in Africa based on African practices that consider African environments and constructs.

Thank you to the UCDP-UKZN office for the Grant that enabled me to travel across the province to collect data.

My support structure has been fundamental in completing this study, from my family whom I have dedicated this work to, to all my friends whose support and motivation was always at the right time and last but not least, my social media network for the ever engaging debates. I stayed, listened and learnt.

ABSTRACT

Brand names influence consumers' purchase decisions and the success of Fast Moving Consumer Goods (FMCG) depends on strong brand names. Black-owned Small, Medium, and Micro Enterprises (SMMEs) in South Africa in the FMCG industry struggle to compete with established brands, partly due to inadequate brand name choices. In the province of KwaZulu-Natal, as in the rest of South Africa, SMMEs are at the heart of the economic development agenda and FMCG industries are a significant part of this strategy. It is argued that FMCG-SMMEs can accelerate economic growth as they provide essential goods, on-demand at all times, even during pandemics like COVID-19 and in the face of poverty. This study sought to identify the brand naming practices applied by black-owned FMCG-SMMEs without being influenced by the expectations of existing, usually Western brand naming theories. Exploratory qualitative research methods were employed and Grounded Theory (GT) was used to create theories to define brand naming by black-owned FMCG-SMMEs in KwaZulu-Natal. Saturation was employed to set the parameters for the sample size. Data was collected by means of open-ended interviews and thematic analysis was used to analyse the data. Data collection was guided by four objectives, namely, brand naming processes; strategies employed to select brand names; brand linguistic considerations including the use of African languages; and the socio-economic dimensions of the brand naming process. The study identified five steps in brand naming that are different from the Euro-American steps and similar to some East Asian steps. The seven strategies adopted by the FMCG-SMMEs included dimensions not commonly used in the West, including brand name motivation, promoting the family legacy in the form of *selfnymic* and *childnymic* practices, black economic consciousness and universality. In relation to linguistics, the study identified the use of the letter 'd' plosive, sound, semantics and fictitious words to define the role of language and brand naming by black-owned FMCG-SMMEs. In terms of socio-economic factors, it established that education and training programmes, as well as previous experience in a start-up business or as an employee influenced the brand naming practices of black-owned FMCG-SMMEs in KwaZulu-Natal.

Keywords: Industrialization, Manufacturing, Branding, Development, Entrepreneurship

INGQIKITHI

(*ABSTRACT in isiZULU*)

Ukuqanjwa kwamagama-zimpawu (*Brand Names*) okwenziwa amabhizinisi amancane, abanikazi awo kungabantu abamnyama abadayisa izimpahla ezisetshenziswa njalo emakhaya, (*FMCG-SMME*) akwaKwaZulu-Natali. Ukusungulwa Komhlahlandlela

Uphawu lokodayisa yilona eligququzela abathengi ukuthi bathenge. Ukuphumelela kwamabhizinisi ezimpahla ezisetshenziswa njalo emakhaya (*FMCG*) kugxile ekubeni nophawu-lokodayisa (*branding*) olucacile. Amabhizinisi atholakala ezabalaza kakhulu yilawa abantu abamnyama adayisa izimpahla ezisetshenziswa njalo emakhaya anamagama-mpawu (*brand-name*) angafanelekile, okwenza uphawu-lokodayisa lingabi nesisindo esifanelekileyo ukuze ibhizinisi lindlondlobale, likwazi ukuqhudelana nalawa awaziwayo. Kwisifundazwe saKwaZulu-Natal, njengasezweni lonke lase Ningizimu neAfrica ukukhiqhiza kwezimboni ikhona okwakhethwa njengomnyombo wokuthuthukisa ezomnotho nezohwebo. Ukukhiqizwa kwezimpahla ezisetshenziswa njalo emakhaya kuyingxenywe yezimboni ezidingekayo ukuze kwakhiwe isu lokuthuthukisa umnotho. Kunanenkolelo yokuthi lamabhizinisi empahla esetshenziswa njalo emakhaya izowuthuthukisa kakhulu futhi ngokushesha umnotho ngenxa yokudingenka kwalezizimpahla osekuphindaphindiwe kulezizinsuku, ngenxa yobhubhane lweCOVID-19 kanye nokunyuka kobumpofu. Loluncwaningo lenzelwa phezu kwesisekelo sokuthola imigomo elandelwa amabhizinisi abantu abamnyama kulendawo, abakhiqiza, badayise lezizimpahla ezisetshenziswa njalo emakhaya. Yingakhoke loluncwaningo laqoka indlela yokucwaninga ngamagama-zimpawu engathinti ithuba lindlela yokwenza yaseNtshonalanga (*Euro-American/Western*). Kwasentshenziswa indlela yokuhlola egxila ekulandeleni okushiwo yibo laba balamabhizinisi, ukuze kuzokwakheka umhlahlandlela ongokwenza kwabo (*Grounded Theory*). Ukuze kutholakale ukuthi izimpendulo sezifike ekugcineni kumbuzo ngamunye, kwabukwa ukufanana kwezimpendulo, okuyikhona okwaqagula uma singasekho isidingo sokudlulela phambili kwabanye abakhiqizi, ngoba lokho kwakukhomba ukuthi akusekho okusha esekungafundwa ngalowo mbuzo. Lendlela yokwenza, iyona okwanqunywa ngayo isibalo sabantu kuloluncwaningo. Imibuzo eyabuzwa yayivumela lababakhiqizi baphendule ngendlela ekhululekile, bachaze kabanzi ngokwazi kwabo. Ukuze kungabi khona ukuphumela eceleni kwizinhloso zocwaningo, kwalandelwa uhlaka olunemigomo emine. Kwabukwa amasu (*Strategy*) alandelwa yilama bhizinisi ekukhetheni amagama-zimpawu abawasebenzisayo. Kwaphinde kwacwaningwa inqubo (*process*) yokuqamba amagama-zimpawu kanye nokusetshenziswa kwezilimu (*linguistics*) kulamagama. Umugomo wesine kwaba yilowo ophathelene nendima edlalwa isimosenhlalo-mnotho (*socio-economics*). Kwatholakala ukuthi inqubo esentshenziswa ilama bhizinisi isebenzisa izinyathelo eziyisihlanu, okuhlukile kulokhu okwenziwa eNtshonalanga, kodwa kucishe kufane nokwenziwa emazweni aseMpumalanga (*East-Asian*). Kwaphinde kwatholakala ukuthi amasu asentshenziswa uma kuqokwa amagama-zimpawu yilabakhiqizi ayisikhombisa, amanye awo ahlukile kulawa atholakala eNtshonalanga, kulawa ahlukile kubalwa kuwo ukukhetha igama eligququzelayo, elithuthukisa imindeni nezizukulwane ezilandelayo ngokuqamba ngawe (*selfnymic*) nokuqamba ngengane yakho (*childnymic*). Kuphinde kubekhona isu lokwakha intuthuko mnotho yabantu abamnyama (*black economic consciousness*), kanye

nesifiso segama elizokwamukelwa yizo zonke izinlobo zabantu (*universality*). Uma kuza kwezokusetshenziswa kolimi, kwatholakala ukuthi kuhlu losonhlamvu abanomoya (*prosives*) kuyaye kusetshenziswe uhlamvu elingu 'd' kuphinde kubaluleke umsindo owenziwa yigama, incazelo yalo, kanye nokuqanjwa kwamagama mbhumbhulu athi uma ephimiswa kube sengathi achaza okuthile. Ngokomgomo wokugcina wenhlalo-mnotho, kwatholakala ukuthi imfundo, ukuqeqeshwa, kanye nolwazi lokuqala amabhizinisi noma, ukuqashwa ezinkampanini, kunomthelela ekuqanjweni kwamagama-mpawu kwamabhizinisi abantu abamnyama akhiqiza, adayise izimpahla ezisetshenziswa njalo emakhaya, endaweni yasesifundazweni sakwaZulu-Natal, eningizimu Africa. Lolucwaningo lizokwazi ukushintsha indlela youqeqesha ngezokufundisa ngamagama-mpawu, luphinde libe nomthelela omuhle mase amabhizinisi amancane abantu abamnyama akhiqiza izimpahla ezisetshenziswa njalo endlini ekhatha igama-mpawu elifanekileyo.

Amagama angukhiye: Ukwakhiwa kwohwebo, Ezokuqhiqiza, Ezophawu lokudayisa, Ezamabhizinisi angamvulandlela

Contents

DECLARATION	i
DEDICATION	ii
ACKNOWLEDGEMENTS	iii
ABSTRACT	iv
INGQIKITHI	v
<i>(ABSTRACT in isiZULU)</i>	v
LIST OF TABLES	14
GLOSSARY OF ACRONYMS AND ABBREVIATIONS	15
INTRODUCTION AND BACKGROUND TO THE STUDY	16
1.1 INTRODUCTION	16
1.2 THE SOUTH AFRICAN CONTEXT	16
1.2.1. Race Theory, BBBEE and Business Failure in South Africa	18
1.2.2. The Case for Brand Naming in South African Small Businesses	18
1.3 BACKGROUND TO THE STUDY	22
1.3.1 Research Aims	24
1.4 RESEARCH PROBLEM	24
1.5 PRIMARY OBJECTIVE	25
1.6 SECONDARY RESEARCH OBJECTIVES	25
1.7 PRELIMINARY LITERATURE REVIEW	26
1.8 SIGNIFICANCE OF THE STUDY	27
1.9 JUSTIFICATION AND RATIONALE FOR THE STUDY	27
1.10 RESEARCH METHODOLOGY	28
1.11 ETHICAL CONSIDERATIONS	30
1.12 DELIMITATIONS OF THE STUDY	30
1.13 STRUCTURE OF THE THESIS	31
1.13.1 Chapter One: Introduction and Background to the Study	32
1.13.2 Chapter Two: Study Framework and Critical Literature Review	32
1.13.3 Chapter Three: Research Methodology	32
1.13.4 Chapter Four: Presentation of Data and Theoretical Sampling	32
1.13.5 Chapter Five: Discussion of Results	32
1.13.6 Chapter Six: Grounded Theory for Brand Naming by Black-Owned FMCG-SMMEs	34

in KZN (SA)	34
1.13.7 Chapter Seven: Conclusions and Recommendations	34
1.14 CHAPTER SUMMARY	34
CHAPTER TWO	35
WHERE BRAND NAMING, FMCG-SMMES AND PRACTICE MEET IN AFRICA	35
2.1 INTRODUCTION	35
2.2 SOUTH AFRICAN BLACK BUSINESS PRACTICE	36
2.3 THE GLOBAL CONTEXT OF SMME BRANDING AND BRAND NAMES	39
2.2.1 SMME branding in Western and Eastern cultures	39
2.2.2. SMME branding in Africa	40
2.4 BRAND NAME COLLOCATION IN AFRICA AND SOUTH AFRICA	40
2.4.1 Consumer Ethnocentrism and Xenocentrism	41
2.4.2 The Case of South Africa	43
2.5 CHAPTER SUMMARY	44
CHAPTER THREE	45
STUDY FRAMEWORK AND CRITICAL LITERATURE REVIEW	45
3.1 INTRODUCTION	45
3.2 CONCEPTUAL FRAMEWORK	46
3.2.1 Brand Naming Process	49
3.2.2 Brand Naming Strategy	55
3.2.3 Linguistics and Brand Naming Strategies	58
3.2.4 Socio-Economic Factors	59
3.3 CHAPTER SUMMARY	61
RESEARCH METHODOLOGY	62
4.1 INTRODUCTION	62
4.1.1 Research Questions	63
4.2 TYPES OF RESEARCH	63
4.2.1 Exclusion of hypothesis testing	64
4.2.2 Exclusion of descriptive research	64
4.3 RESEARCH PHILOSOPHY	65
4.4 RESEARCH DESIGN	66
4.4.1 Orientation of Grounded Theory	66
4.4.2 Grounded Theory Perspective	69

4.5. TIME HORIZON	75
4.6. TECHNIQUES AND PROCEDURES	75
4.6.1 Study Site	75
4.9 DATA COLLECTION	79
4.9.1 Target Population	79
4.9.2 Sampling	79
4.9.3 Data Collection Methods	81
4.10 DATA ANALYSIS	82
4.10.1 Axial Coding	83
4.10.2 Thematic Analysis	84
4.11 DATA QUALITY CONTROL	85
4.11.1 Theoretical Saturation	85
4.11.2 Transferability	86
4.11.3. Dependability	87
4.11.4. Confirmability	87
4.11.5 Credibility	88
4.11.6 Researcher Reflexivity	88
4.12 CHAPTER SUMMARY	88
CHAPTER FIVE	90
PRESENTATION OF DATA RESULTS AND THEORETICAL SAMPLING	90
5.1 INTRODUCTION	90
5.2 RESEARCHER REFLEXIVITY	90
5.3 DATA COLLECTION REPORTING	90
5.3.1 King Cetshwayo/uThungulu	91
5.3.2 Amajuba	92
5.3.3 EThekwini	92
5.3.4 Ugu	92
5.3.5 UMgungundlovu	92
5.3.6 Thukela	92
5.3.7 Harry Gwala	93
5.4 SAMPLING	95
5.4.1 Theoretical Saturation	97
5.5 THEORETICAL SAMPLING	102

5.5.1 Demographics	103
5.5.2 Brand Naming Process	116
5.5.3 Brand Naming Strategies	122
5.5.4 Brand Naming Linguistics	131
5.6 THEMATIC ANALYSIS	135
5.6.1 Theme 1: Brand (Brand criteria, choice and objectives)	135
5.6.2 Theme 2: Name (Trademark, clan names and naming process)	135
5.6.3 Theme 3: Business (Management and association with the product)	136
5.6.4 Theme 4: Family (Clan name and family link)	136
5.6.5 Theme 5: Word	137
5.7 DATA QUALITY CONTROL	137
5.8. CHAPTER SUMMARY	138
DISCUSSION OF RESULTS	139
6.1. INTRODUCTION	139
6.2.1. To identify the most critical socio-economic indicators in choosing a brand in KZN	139
<i>6.2.1.1 Demographics</i>	143
<i>6.2.1.8 Business and Branding Experience</i>	150
6.2.2 To establish brand naming strategies that can be used by FMCG-SMMEs in KZN	151
6.2.3 To identify a brand naming process that is most suitable for FMCG-SMMEs in KZN	157
6.2.4 To identify the most considered linguistic variables in FMCG-SMME brand naming in KZN	160
6.3. CHAPTER SUMMARY	162
CHAPTER SEVEN	163
EMERGING THEORY	163
7.1 INTRODUCTION	163
7.2 ANALYSIS OF SAMPLING STRATEGIES	163
7.3 ANALYSIS OF EMERGING THEORIES	165
7.3.1 Socio-economic factors	166
7.3.2 Brand Naming Process	168
7.3.3 Brand Naming Strategies	169
7.3.4 Brand Naming Linguistics	171
7.4 INTEGRATED VIEW OF BRAND NAMING FOR BLACK-OWNED FMCG-SMMES IN KZN	173
7.5 CHAPTER SUMMARY	174
CHAPTER EIGHT	175

CONCLUSIONS AND RECOMMENDATIONS	175
8.1 OVERVIEW OF THE STUDY	175
8.1.1 Rationale for the Use of Grounded Theory	176
8.2 ANSWERING THE RESEARCH QUESTIONS	177
8.2.1 Question One: What brand naming strategies are used by FMCG-SMMEs to establish brands in KZN?	177
8.2.3 Question Three: Which linguistic variables are considered by FMCG-SMMEs when choosing a brand name in KZN?	179
8.2.4 Question Four: Which socio-economic indicators influence FMCG-SMMEs' choice of a brand name in KZN?	180
8.3 MAIN FINDINGS	180
8.3.1 Brand Name Strategies	180
8.3.2 Brand Name Process	181
8.3.3 Brand Name Linguistics	181
8.3.5 Socio-Economic Indicators	182
8.4 CONTRIBUTION TO THE BODY OF KNOWLEDGE	182
8.4.1 Brand name strategy	183
8.4.2 Brand Name Process	183
8.4.3 Brand Naming Linguistics	183
8.4.4 Socio-Economic Indicators	184
8.5 RESEARCH IMPLICATIONS OF THE FINDINGS	184
8.5.1. Brand Name Strategy	184
8.5.2. Brand Name Process	185
8.5.3 Brand Name Linguistics	185
8.5.4 Socio-Economic Indicators	186
8.6 RECOMMENDATIONS	187
8.6.1 Black Owned FMCG-SMME recommendations	187
8.6.2 SEDA & government recommendations	188
8.6.3 Retail & FMCG recommendations	189
8.7 LIMITATIONS OF THE STUDY AND FUTURE RESEARCH	190
APPENDIX I – Ethical Clearance Approval	213
APPENDIX II-Gatekeepers Letter	214
APPENDIX III-Information and Consent Letter	216
APPENDIX IV-Interview Schedule	219

APPENDIX V-Interview Transcript	221
APPENDIX VI-Primary Memo's	266
APPENDIX VII-Second Layer Memo's	286
APPENDIX VIII- Generic Email to all districts	291
APPENDIX IX – District Responses-Harry Gwala	292
APPENDIX X- Editors Confirmation	297
APPENDIX XI- Turn It In	298

LIST OF FIGURES

FIGURE 1: CONCEPTUAL FRAMEWORK	48
FIGURE 2: THE PATRONYM IN THE NAMING SCENARIO OF THE COMPANY	57
FIGURE 3: THE RESEARCH ONION	67
FIGURE 4: CLASSIC GROUNDED THEORY PHASES	70
FIGURE 5: STRAUSSIAN GROUNDED THEORY	71
FIGURE 6: CONSTRUCTIVIST GROUNDED THEORY	72
FIGURE 7: CONSTRUCTIVE GROUNDED THEORY FOR THIS STUDY	74
FIGURE 8: KWAZULU-NATAL DISTRICT MUNICIPALITY	76
FIGURE 9: DATA ANALYSIS TRIANGULATION	83
FIGURE 10: BRAND NAMING THEMATIC MAP	136
FIGURE 11: CURRENT TIER DEFINITION FOR EACH BUSINESS INTERVIEW	141
FIGURE 12: OVERVIEW OF TERMS AND DEFINITIONS CURRENTLY USED IN ENTREPRENEURIAL EDUCATION	148
FIGURE 13: A TENTATIVE MODEL FOR BRAND NAMING PROCESS OF CHINESE ENTERPRISES	159
FIGURE 14: SMME BRAND NAMING FRAMEWORK	164
FIGURE 15: BRAND NAMING FOR BLACK OWNED FMCG-SMME MODEL	173
FIGURE 16: CHRONOLOGICAL BRAND NAME PROCESS COMPARISON	178

LIST OF TABLES

TABLE 1: CREATION OF BRAND NAMES	50
TABLE 2: BRAND NAMING MODEL	50
TABLE 3: BRAND NAMING PROCESS	51
TABLE 4: THE BRAND NAMING PROCESS BY CHINESE MANAGERS	52
TABLE 5: BRAND NAMING PROCESS	53
TABLE 6: COMBINED BRAND NAMING PROCESS	54
TABLE 7: RELATIONSHIP BETWEEN TYPES OF GROUNDED THEORY AND THEIR CONCEPTUAL FRAMEWORK	73
TABLE 8: RELATIONSHIP BETWEEN TYPES OF GROUNDED THEORY AND THEIR CONCEPTUAL FRAMEWORK II	74
TABLE 9: KZN FMCG-SMME SPREAD SUMMARY	94
TABLE 10: DATA COLLECTION PATHWAY	95
TABLE 11: BLACK-OWNED FMCG-SMME RESPONDENTS	96
TABLE 12: GENERAL BUSINESS DEMOGRAPHIC SATURATION REACH	97
TABLE 13: BUSINESS SPECIFIC DEMOGRAPHIC SATURATION REACH	99
TABLE 14: BRAND NAME STRATEGY SATURATION	100
TABLE 15: BRAND NAME STRATEGIES NOT GENERALISABLE, NOT TRANSFERABLE, WITH NO SATURATION	100
TABLE 16: BRAND NAME PROCESS SATURATION REACH	101
TABLE 17: BRAND NAME PROCESS NOT GENERALISABLE, NOT TRANSFERABLE WITH NO SATURATION	101
TABLE 18: BRAND NAME LINGUISTICS SATURATION REACH	102
TABLE 19: BRAND NAME LINGUISTICS NOT GENERALISABLE, NOT TRANSFERABLE WITH NO SATURATION	102
TABLE 20: NUMBER OF EMPLOYEES	104
TABLE 21: ANNUAL TURNOVER	106
TABLE 22: BRAND EDUCATION	109
TABLE 23: BUSINESS EXPERIENCE	111
TABLE 24: BRAND NAMING PROCESS	116
TABLE 25: BRAND NAME PROCESS DISCUSSIONS	117
TABLE 26 EMERGING BRAND PROCESS	121
TABLE 27: FAMILY LEGACY	124
TABLE 28: DIFFERENTIATION	125
TABLE 29: PRODUCT RELATED BRANDING	126
TABLE 30: EASE OF REMEMBERING	127
TABLE 31: BLACK ECONOMIC CONSCIOUSNESS	129
TABLE 32: UNIVERSALITY	130
TABLE 33: SOUND	132
TABLE 34: PLOSIVES	133
TABLE 35: SEMANTICS	134
TABLE 36: FMCG-SMME BRAND NAMING THEMES	137
TABLE 37: BRAND NAMING PROCESS BY FMCG-SMMES IN KZN, SA	158
TABLE 38: SOCIO-ECONOMIC EMERGING THEORIES	166
TABLE 39: BRAND NAMING PROCESS BY FMCG-SMMES IN KZN, SA	168
TABLE 40: BRAND NAMING STRATEGIES BY FMCG-SMMES IN KZN, SA	170
TABLE 41: BRAND NAMING LINGUISTICS BY FMCG-SMMES IN KZN, SA	172
TABLE 42: CHRONOLOGICAL BRAND NAME PROCESS COMPARISON	178

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

BOP	Bottom of the Pyramid
BBBEE	Broad-Based Black Economic Empowerment
CIPC	Companies and Intellectual Property Commission
CRT	Critical Race Theory
COVID-19 /C-19	2019 Corona Virus Disease
ESD	Enterprise and Supplier Development
FMCG	Fast Moving Consumer Goods
FMCG-SMME	Fast Moving Consumer Goods for Small Medium Micro Enterprises
GCA	Global Collaborative Advantage
GEM	Global Entrepreneurial Monitor
HE	Higher Education
IKS	Indigenous Knowledge System
KZN	KwaZulu-Natal
MNC	Multi-National Companies
OECD	Organisations for Economic Co-operation and Development
SA	South Africa
SME	Small Medium Enterprise
SMME	Small Medium Micro Enterprises
SOE	State Owned Enterprises
TEA	Total Early-Stage entrepreneurial activity
TIKZN	Trade and Investment KwaZulu-Natal

CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

1.1 INTRODUCTION

This study sought to understand brand naming as practiced by existing black-owned FMCG-SMMEs in KwaZulu-Natal (KZN), South Africa (SA). It was designed to establish a ground-up theory on this phenomenon to investigate whether the brand naming practices of these businesses align with those employed internationally. To this end, the study explored whether the management strategies adopted take into account cultural and societal changes that may influence a business.

Brand naming was selected as it is a crucial consideration in running a successful business due to its influence in attracting consumers and thus its impact on profitability. Given that the development of black industrial businesses is a cornerstone of economic development in SA, it is crucial to develop indigenous theories of practice that are best suited to local conditions, which are known as Indigenous Knowledge Systems (IKS). The existing FMCG-SMME sector was an appropriate one to identify constructs and create meaning.

1.2 THE SOUTH AFRICAN CONTEXT

Similar to many developing countries, SA has identified SMMEs as drivers of the exponential economic growth required to curb high rates of unemployment, poverty and inequality (Maziriri & Chivandi, 2020). These organisations are the primary custodians of innovation in the ever-changing economy, boosting their ability to promote economic development (Robinson, Martinez, Howells & Ko, 2020; Wong, Ho & Autio, 2005).

In SA, SMMEs include micro businesses which are usually not considered in other countries. While members of the Organisation for Economic Co-operation and Development (OECD) have adopted the category of Small and Medium Businesses (SMEs) (OECD, 2005), the inclusion of micro enterprises in SA and other developing countries reflects the important role they play in growing the economy. Micro businesses refer to informal businesses, many of which are black-owned and female-owned in the South African context (Rogerson, 1996).

The racial segregation imposed by the apartheid regime excluded black people from the economy and most social services (education, agriculture, health and social services). This resulted in endemic poverty among the black population. In SA, the term 'black' includes African, Coloured and Indian people. African people make up the majority and are at the bottom of the socio-economic ladder (Maharaj, 2020). The critical race theory (CRT) explains historically disadvantaged populations low participation rate in entrepreneurial activity (Gold, 2015). Originally designed to describe black Americans' struggle for equality, it has also been applied in other parts of the world. According to this theory, "racial identities and hierarchies have been woven into social systems like law, labour, social power, knowledge and ideology" (Modiri, 2012, p. 405). A society's failure to critically engage these racial constructs results in superficial, short-term solutions that do not result in equality. The theory is thus applicable to the South African context.

According to former Minister of Trade and Industry Honourable, Rob Davis, 70% of new businesses in SA failed in 2019 (Vuba, 2019). Although this was an improvement on the 90% failure rate recorded in the previous decade, it is still considered very high. Urban and Naidoo (2012, p. 150) attribute SMME failure to a "lack of business management skills, entrepreneurial knowledge, and a lack of financial management". According to Gyimah, Lussier and Nkukpornu (2020), in emerging markets like SA, the reasons for the failure of small businesses include a lack of access to finance, industry and marketing experience, and networks, and staffing issues. Kim and Lee (2020) add that failure to adopt innovative business strategies and product offerings increases the probability of failure. Against the background of the ever changing business environment marked by periodic crises, including the recent global COVID-19 pandemic, businesses with innovative thinking and business acumen survive, while those who do not are forced to close.

The democratic government that came to power in 1994 has adopted numerous strategies to promote black economic empowerment, including legislation such as the Broad-Based Black Economic Empowerment Act No. 53 of 2003 (Chauke, 2020). Progress has, however been slow, partly due to resistance to change and rigid organisational cultures (Grobler, Magau & Van Wyk, 2019). According to Saba (2018), the proportion of black-owned businesses in SA decreased from 33.5% in 2015 to 27.8% in 2017. According to BBBEE Commissioner, Zodwa Ntuli (Saba, 2018), this can be attributed to a failure to implement and enforce the BBBEE legislation. Björnsund and Grundström (2016) found that BBBEE and affirmative

action do not succeed in the face of an inflexible organisational culture, a lack of support from top management and cultural diversity, and a focus on individual rather than team performance. This perspective is supported by Grobler et al. (2019).

1.2.1. Race Theory, BBBEE and Business Failure in South Africa

Black-owned enterprises rely on an ecosystem comprised of corporate businesses and government that need to wholeheartedly commit to BBBEE (Mondi, 2017). Such an environment has yet to be achieved in SA as most black-owned businesses are still marginalised in both the public and private sectors (Giddy, Idahosa & Rogerson, 2019), despite the introduction of supply side support programmes in the form of Enterprise and Supplier Development (ESD). Sibiyana and Barnard (2020) found that these programmes are not yielding the expected results due to a lack of commitment and the views on BBBEE held by those who manage them. There are also those who suffer from what Mueller (2017) refers to as *racial ignorance*. While the democratic SA's legal framework prohibits racism, this has not permeated the country's social, political, and economic environments (Tshishonga, 2019), with many leaders lacking real commitment to transformation (Björnsund & Grundström, 2016).

The realities confronting black business in SA fit well with Critical Race Theory (CRT). According to Christian, Seamster, and Ray (2019), CRT describes scenarios where racism is embedded in society. They argue that such institutional racism results in 'long-standing continuity of racial inequality' (Christian *et al.*, 2019, p. 1731). The Executive Chair of the Democracy Works Foundation, William Gumede, notes that institutional racism is deeply entrenched in corporate SA and is propagated by *racial ignorance* (Gumede, 2018). It therefore comes as no surprise that there has been a failure to implement and monitor transformative development policies, which has led to black-owned businesses not performing as well as they should (Ntuli, cited by Shaba, 2018).

1.2.2. The Case for Brand Naming in South African Small Businesses

A further obstacle has been the lack of comprehensive training and development programmes. Where such programmes exist, they have tended to focus on financial literacy which, while crucial in small business development, does not create capable business owners. Furthermore, the impact of these programmes has not been evaluated over time through longitudinal assessment and they often changed in nature before their worth could be measured and their impact felt.

According to Eniola and Entebeng (2017); Muriithi (2017) and numerous other studies, a lack of financial knowledge is a major hurdle for small businesses, limiting their growth and development in SA. There is also a lack of emphasis on marketing decisions (2016). The foundation of marketing is establishing a brand that is used to sell the product. An established brand is allocated an appropriate name to distinguish one's product from others. During tough economic times, products that lack an appropriate brand, and are not marketed appropriately become redundant. In such times, consumers will buy brands that they trust and know, usually from the few dominant suppliers, making it difficult for private brands to compete (Beneke, 2010). Brands of choice are not found in the FMCG-SMME space, and are usually not manufactured by black-owned businesses, a phenomenon that is changing with the growth of the black middle class (Beneke, 2010) which has triggered growth in private labels through patronage (Montandon, 2014). The South African wine industry is a pertinent example. Black-owned wineries and brand companies' development is hindered by the lack of adequate partnership and mentorship relationships, experience and knowledge as well as integration into the white-dominated wine industry, despite the fact that funding is available for black-owned companies (Oertle, 2017, p. 10). Gedye (2017) argues that black-owned small businesses are 'squeezed out' by big retailers. This is partly due to the narrative that black-owned retail is defined through the lens of the Spaza shop, an informal trading model in South African townships hailed as 'the first black-owned retailing institution' (Terblanche, 1991). Such a perspective confines thinking around black-owned retail businesses and FMCG brands. This not only calls for adequate training on the importance of developing appropriate brands, but also raises the question of whether brands manufactured by black-owned businesses are side-lined, and thus unknown to the consumer as suggested by Gedye (2017). It is also a challenge for black businesses to gain access to markets in the private sector. While there are policy provisions for supplier agreements between SMMEs and state-owned enterprises (SOEs) as well as the private sector (Bosiu, Nsomba & Vilakazi, 2019), the latter lacks commitment to implementing them (Sibiya & Barnard, 2020).

Kunene and Phiri's (2017) study highlighted the need for further research on brand naming strategies and processes in SA for SMMEs. Siu and Zhang (2000) suggested that differences exist between Eastern and Western brand naming processes and strategies. The same can be said of the African context, which is vastly different from that of the West or the East. There is thus a need to develop theories that are appropriate to the South African context. Brand naming processes and strategies are often confused with those of branding. While the two are related, Aakar (1991) and Keller (1998) note that brand management

and strategy are mainly concerned with managing a brand: branding. The brand itself can be built over time if the name chosen is appropriate, which suggests that before a brand is managed, it has to be appropriately selected (Alnsour, 2018). In the context of this study, the brand naming exercise and choosing a brand are used to describe and include the chosen name, symbol and any other brand name-associated activities (Aaker, 1997).

Brands are assets to companies (Sembiring, 2020). “The success of a product is embedded on an appropriate brand being chosen” (Francis, Lam & Walls, 2002, p. 1). The stronger the influence of one’s brand, the higher the chances of influencing the choices customers make (Castaño, 2020). The branding process brings value to a product and positive branding has been found to positively influence financial performance in the corporate sector, as well as that of SMEs (Muhonen, Hirvonen & Laukkanen, 2017). According to Kohli and LeBahn (1995), carefully created and chosen brand names can bring inherent and immediate value to the brand. The authors note that when Kellogg’s Corn Flakes were launched, approval of the brand increased by 51% when prospective consumers were told the brand name, as opposed to 47% approval before they knew the name (Kohli & LeBahn, 1995). Kohli and Suri (2000) and Baker, Sciglimpaglia and Saghafi (2010) note that without an appropriate brand name, there is no successful brand to manage.

Brands in the FMCG industry that are not owned by big corporate companies are often referred to as private brands; these are usually locally sourced, offer value and are priced lower at times (Tran, Guzman, Paswan & Blankson, 2020). They are produced and marketed by the retailer that has sole ownership of them (Gielens, Ma, Naminc, Sethuraman, Smith, Bachtel & Jervis, 2021). The brands referred to in this study are private brands produced by black businesses in SA. Unfortunately, the country’s recent policies emphasise manufacturing and are silent on such businesses. For example, the Department of Trade, Industry and Competition’s Black Industrialist Policy does not mention FMCG industries (DTIC, 2021). Unlike the examples discussed above of brand naming and branding, these brands do not have the financial backing usually available to large companies, that would enable them to compete in the industry (deNair, Chisoro & Ziba, 2018). It costs money to place one’s brand in preferred retail spaces, to secure the most appropriate shelf space, and to package the goods so that they attract consumers. According to Kim, Lee, Lee and Taylor (2020), in order to compete with existing national brands, private brands require the

financial capacity to develop a strong brand and advertise it with the same intensity as well-known brands, which is difficult for businesses that lack adequate funding.

However, migration to online shopping is enabling these labels to sell their products directly (Gielens, 2021). This trend has grown due to the COVID-19 pandemic. Nonetheless, if consumers are not aware of the brand it is difficult to succeed; calling for a strong brand name (Alnsour, 2018).

In selecting a brand, managers and owners of businesses need to be aware that the choice of a brand rests heavily on individuals' attitudes and beliefs towards the product and service (Leuthesser, Kohli & Harich, 1995). The personality and identity of the chosen brand are significant factors in its choice (Melewar, 1998). Consumers are always going to require Fast Moving Consumer Goods (FMCG) that include cleaning and hygiene products; packaged food, stationery and personal care products. A producer of these products must get their brand naming correct. Given that FMCG products are regularly used within a household, it can be argued that consumers have brand schemas that they develop over time; these are essential in brand naming (Shields, 2012). When consumers make brand choices in relation to FMCG products they compare new experiences with existing memories and schema (Shields, 2012). It is therefore, critical for brand name decision-makers to be aware of this influence in consumers' brand name choices.

As noted above, due to the importance of the FMCG sector, SMMEs that operate in this sector need to be aware that they are competing with global corporate FMCG brands that have the financial backing and experts that they cannot afford. It is against this background that this study aimed to develop a theory that SMMEs can easily use without having access to the type of resources corporates have at their disposal.

The study examined practices among existing FMCG-SMMEs in the province of KZN, which it was believed were well-placed to assist in creating a theory of practice in brand naming for FMCG-SMMEs. In line with the Total Early-Stage entrepreneurial activity (TEA) as defined by the Global Entrepreneurial Monitor (GEM), it focused on businesses that had been operating for three-and-a-half years or longer (IGI Global, 2017). These entities are within the 10.77% TEA rate, which is below the global and regional average (GEM, 2020) but an improvement from the 8.9% in 2013 (Mahadea & Younglesson, 2013).

The FMCG-SMMEs' brand naming practice was examined in order to develop a Grounded Theory (GT) on brand naming processes and practices that are appropriate for the African context. Schmitt, Pan and Tivassoli (1994) raised concerns about reliance on Western approaches to brand naming and questioned their applicability to the Chinese socio-cultural context (Schmitt *et al.*, 1994). The same is true of the South African context where emerging theories of practice could help to improve the fortunes of the SMME sector.

Kohli and LeBahn (1995), McNeal and Zeren (1981), Hooley, Shipley and Wallace (1988) and Shipley and Howard (1993) are amongst the pioneers who formulated guidelines to assist managers in choosing the most appropriate brand name (Siu & Zhang, 2000). Acknowledgement of the importance and value of an appropriate brand name has accelerated the need for such guidelines, models and theories to be developed for different environmental contexts. This study sought to create such guidelines for marketing strategists in the FMCG-SMME sector in SA.

1.3 BACKGROUND TO THE STUDY

This study aimed to examine brand name processes, strategy, linguistics and the socio-economic impact of brand names. Shakespeare's words, "That which we call a rose by any other name would smell as sweet" are often referred to as the 'Juliet Principle' in branding (Alnsour, 2018). It points to how important a brand name is to the consumer. The more one repeats a brand, the more it takes shape and meaning is embedded in the product offering. In essence, the Juliet Principle highlights that, "the verbal form of the name does not matter but whatever we associate with the verbal form becomes the meaning of the name" (Arora, Kalro & Sharma, 2015, p. 82). Through a brand name, consumers form ideas and expectations. The name influences them in forming attitudes towards products, which later influence their purchasing decisions (Alhedhaif, Lele, & Kaifi, 2016).

Consumers' attitudes are not neutral, but are influenced by cognitive traits (beliefs, knowledge) and affective traits (emotions) about the product based on the brand name (Kardes, Pogacar, Hassey & Wu, 2017). Brand names can also be influenced by the 'Joyce Principle' where sound phonetics influence the brand name choice (Alnsour, 2018). Sound symbolism provides the meaning of the word chosen (Chen, Newell, Kou, Xheng & Li, 2017).

Entrepreneurs who operate FMCG-SMMEs in SA lack appropriate processes to select adequate brand names. This is an important issue given that brands create value for organisations. Nze (2016) found that FMCG-SMMEs in KZN lacked adequate branding. This study thus aimed to develop an appropriate theory to guide and govern the choice of brand names in the province.

The KZN province has the second largest economy and population in SA. Situated on the east coast of the country, it is home to an estimated 11.5 million people, with a GDP of R498.490 billion, which translates to 16% of the national output (KZN Provincial Treasury, 2019) and is equivalent to that of Tanzania. According to Trade and Investment KwaZulu-Natal-TIKZN (2020), the province has the highest level of industrialisation. However, it also suffers from a high poverty rate, with 36% of the population living below the poverty line (KZN Provincial Treasury, 2019). This can be partly attributed to the fact that the province was one of those that incorporated a Bantustan or 'Homeland' during apartheid (World Bank, 2018). Homelands were areas designated for African people who were removed from urban areas and placed according to their ethnic background. isiZulu speakers were thus part of modern day KZN (SAHO, 2020). Such spaces as a mechanism to oppress and segregate a specific group can be traced back to 1516, when the Venice City Government created what would become known as 'ghettos', enclosed places that were a source of labour for the city but could not benefit from the labour (Goldfarb, 2009). This template was used by the apartheid government to oppress the indigenous people of SA. Post-apartheid, the challenge remains to address the resultant poverty through a robust SMME sector amongst other economic policies.

Like any other profit-making organisation, FMCG-SMMEs need to satisfy their consumers. In order for consumers to choose their products, they need to select brand names that will positively influence their purchasing intention. Mechanisms are thus required to assist them in creating and using brand names that will yield healthy returns. A brand name is an asset to the company and an important consumer cue, and it is critical to the success of a new product (Francis, Lam & Walls, 2002).

As noted previously, South African SMMEs suffer from a high failure rate. While proposed solutions include the development of financial and management skills, other business functions also need to be developed (Theron & Subban, 2012). Nuntsu and Tassiopoulos (2002) note that a lack of marketing is an

important reason for the business failures experienced by South African SMMEs; this has been supported by Abimbola (2001) in the African context.

Makhita (2009) suggests that a lack of adequate branding is one of the reasons for SMMEs' failure in SA. Without adequate brand names, an appropriate branding strategy will not be achieved (Daye, 2014). Effective marketing is not possible without brand position and strategy (Dibb, Farhangmehr & Simkin, 2011). Nze (2016) observes that the lack of adequate branding among FMCG-SMMEs is the direct result of flawed brand names. Keller (1998), Aakar (1991) and Abimbola (2001) note that a company that lacks a valuable brand will not survive.

While there is an extensive body of literature on brand management, few studies have been conducted on brand naming for SMMEs, calling for further research, and models, theories and frameworks specifically developed for this sector, particularly in the South African context (Nze, 2016). Schmitt and Zhang (2017) caution that the principles of brand naming that are used in the West may not be applicable in other countries. Furthermore, the existing brand naming process was designed for large corporations with the requisite financial resources, knowledge and skills to choose appropriate brand names using the processes developed by Kohli and LeBahn (1995), amongst others. However, SMMEs, particularly black-owned enterprises in SA, lack access to such resources (Kunene & Phiri, 2017).

1.3.1 Research Aims

This study aimed to investigate whether or not there are similarities between brand naming practices adopted by small businesses in South Africa. It sought to investigate whether or not these were common to universal strategies which are usually Western or Eastern. The findings of this study would assist in understanding how brand naming practice differ in this country and why, which in future could yield better brand name strategies for Black Owned FMCG-SMMEs in SA.

1.4 RESEARCH PROBLEM

Dwivedi and McDonald (2018) emphasise the importance of FMCG products' brand name and brand communication and their impact on consumers' final purchasing choice. According to KPMG (2016), this is an important economic sector in all countries as it provides goods that are in high demand and required by households. South African SMME-FMCGs are unfortunately not benefiting from this industry as they

have a very high rate of failure, with only 0.5% having a history of manufacturing and supplying FMCG products for a period of 25 years (Lekhanya, Olajumoke & Nirmala, 2017). The challenges confronted by South African SMMEs in gaining a sizeable share of the FMCG market motivated this study.

Brand naming processes and brand naming are essential to the success of all products (Pathak, Calvert & Velasco, 2017). Kagita (2018) notes that consumers develop an emotional attachment to brand names, highlighting the need to understand this practice. A number of studies have examined brand naming for FMCG industries in Western and Euro-American contexts (Miller, 2015; Shipley, Hooley & Wallace, 1988; Kohli & LeBahn, 1995; Flowers, 2020). There has also been growing interest in brand naming of products in the East Asian context (Awan, Hayat, Hayat & Faiz 2020; Siu & Zhang, 2000). Chun (2015) observes that the ‘squeezing’ out of local brands by famous international brands in China has led to increased interest in branding in that country. While branding practices in these regions have been assumed to be the norm, even in countries that fall within the Global South, such assumptions have not been empirically tested, especially in KZN, South Africa. A few studies have examined marketing and branding for SMMEs. For example, Lekhanya (2010) investigated the use of marketing strategies by rural SMMEs and Nze (2016) examined branding for FMCG-SMMEs. However, by and large, brand naming practices draw on those used by large corporations whose financial and human resources far outweigh those of small businesses. Phiri and Kunene’s (2017) study concluded that SMMEs in Durban, KZN had little knowledge of and did not apply the practices adopted by large Euro-American and Asian corporations. Nze (2016) and Das Nair, Chisoro and Ziba (2018) concur and ascribe this to a lack of skills and financial resources, which is most prevalent amongst black businesses. Given this reality, it was crucial to identify current practice and assess whether or not it is the same as that found in other parts of the world. This would enhance understanding of the challenges, success and growth of black-owned FMCG-SMMEs in KZN. Such understanding can be used by policy makers to effectively implement the economic development policy of promoting black industrialists’ participation in manufacturing, which FMCGs form a sizeable part of.

1.5 PRIMARY OBJECTIVE

To develop a brand naming theory for FMCG-SMMEs in KZN.

1.6 SECONDARY RESEARCH OBJECTIVES

1. To identify brand naming strategies that could be used by FMCG-SMMEs in KZN.

2. To determine the most suitable brand naming process for FMCG-SMMEs in KZN.
3. To identify the most common linguistic variables in FMCG-SMME brand naming in KZN.
4. To determine the most critical socio-economic indicators in selecting a brand in KZN.

1.7 PRELIMINARY LITERATURE REVIEW

The literature identifies four main factors that influence brand naming, namely, the brand naming process, the strategy, linguistics and socio-economic influences. These are extensively investigated in this study. The brand naming process sets out the steps and stages that are followed in choosing the most appropriate brand name. The motivation for embarking on the naming process guides the processes that are followed (Kohli & LeBahn, 1995). Differentiation, or being unique, has been identified as pivotal to the brand naming strategy (Jin, Yoon, & Lee, 2019).

As businesses become more global, language has become a significant trait in brand naming. The ability to transmit meaning to different cultures and translate brand names has become a fundamental communication task in brand naming (Zhang, 2020). As such, in recent times there has been a shift in the role of brand naming and language, and calls have been made to improve language comprehension and for the use for dual language (Carroll, 2020). In a context like SA which has 11 official languages, more than dual language could be required. For instance, there is a health food brand in SA called GoLo, which promotes a low-carbohydrate diet. When translated and read by an isiZulu speaker, the name falls into the profane language category, suggesting that it would not be preferred by consumers who are isiZulu speakers. Sound, which is often part of linguistic comprehension of a brand name has been proven to impact on the decision to purchase a product (Koshikawa, 2019); thus, what the brand name sounds like, even though it is not such, could deter consumers from purchasing it.

Consumers are also attracted to brand names that are memorable. According to Zhang (2020), what the name sounds like, which is part of linguistics, has an impact on brand memorability. Language use can enhance memorability (Flowers, 2020). Repetition, usually achieved through frequent brand placement, further enhances memorability (Miner, Schurgin, & Brady, 2020). Thus, adequate marketing is required to promote a brand name and intentionally render the name memorable (Johnson, Carlsson, & Larsson, 2020).

Development economics, which involves the study of the impact of socio-economic attributes, offers insight into the factors that affect how SMMEs perform (Storey & Greene, 2010). Kunene and Phiri (2017) found that educational qualifications impact on brand naming decisions. In most cases, in-depth brand management curricula are offered at postgraduate level to people that already occupy managerial positions (Herstein, Rotem & Rivin, 2008). Kabango (2008) found that only 9% of universities in sub-Saharan Africa offered modules on brand management, while Legas (2016) identified marketing as one of the fields that is neglected in entrepreneurship education in this region.

1.8 SIGNIFICANCE OF THE STUDY

Kunene's (2014) exploratory study on SMMEs' understanding of the brand naming process concluded that, while large corporations provide blueprints that can be followed in brand naming, SMMEs do not have access to the resources required to follow these (Kunene & Phiri, 2017). The current study contributes to the literature by identifying the unique methods used by these small businesses.

Sui and Zhang (2000) note that cultural differences should be considered in brand naming processes. Language describes culture (Jiang, 2000). Indeed, Stewart and Strathern (2017) regard language as arising from culture. Therefore, linguistic influences were significant in comprehending the brand naming process among FMCG-SMMEs. Furthermore, socio-economic factors have been found to play a role in the brand naming behaviour of SMMEs in eThekweni, KZN (Kunene & Phiri, 2017).

1.9 JUSTIFICATION AND RATIONALE FOR THE STUDY

The study sought to provide a better understanding of the relationship between the constructs that make up brand naming, namely, linguistics, socio-economic factors, brand naming strategies and brand naming processes. It was motivated by the desire to assist these businesses to grow as private labels and become recognised retail suppliers by offering consumers' high quality, preferred, and trusted products. As noted by Alnsour (2018), the first step on this journey is to choose an appropriate brand name to build one's brand. While the South African government is committed to developing black-owned businesses in order to accelerate economic growth, no provision has been made to provide support specifically to FMCG industries (DTIC, 2020). Large enterprises in this sector recorded an income of R379 578 million in 2020, compared with R174 967 million shared among their small, medium and micro counterparts, with 422 167 people employed in 2018 (StatsSA, 2020). Furthermore, "Black (black African, coloured, Indian or Chinese South African) tech start-ups are struggling. While 16% of startups founded by white

entrepreneurs are turning a profit, a mere four percent of black-owned tech startups are doing the same. Most worrying, according to the report, is that 61% of black startups have yet to generate an income – because they are still working on their concept or are still in the seed stage – compared to 30% of white startups. Furthermore, just nine percent of black-owned startups (and four percent of black African startups) generate a revenue of above R1-million – compared to 29% of their white counterparts” (SME South Africa, 2017, Lines 6-12). No plans are in place to build FMCG-SMMEs’ operational, strategic, compliance, financial and reporting skills and to enhance their understanding of the risks confronting this sector, including social and environmental ones (Chakabva, Tengeh & Dubihlela, 2020). Branding decisions form part of the strategic direction adopted by businesses and are integral to their ability to generate healthy profits (Francis, Lam & Walls, 2002), while a brand name helps a business to formulate an effective branding strategy (Alnsour, 2018). Pillay (2014) observed that companies whose FMCG products yield higher profit engage in promotional activities like advertising. It is impossible to engage in promotional activities where there is no brand, inherently meaning no brand name.

1.10 RESEARCH METHODOLOGY

As noted previously, the study aimed to determine the processes and strategies that SMMEs use to choose the most appropriate brand names for their FMCG products. The use of a qualitative approach enabled the situation to be examined as it was. Grounded Theory developed by Glaser and Strauss (1967) was appropriate as it enabled an understanding of the decision patterns of those that run FMCG-SMMEs with regard to brand naming processes.

It should be noted that the tendency to define qualitative research methods like GT through the lens and standards of the physical scientist, should be avoided. Qualitative studies tend to be judged by quantitatively-oriented readers using quantitative canons (Corbin & Strauss, 1990). This would dilute the research and fail to appreciate its rigorous and thorough nature in creating substantive theories from data.

This study employed GT, which is not commonly used in studies in the fields of commerce and business (Locke, 2014). Business-related research usually uses the hypothetic-deductive research approach, which has been accepted as the norm (Locke, 2014). However, this approach is positivist in nature and does not consider the human element and human behaviour. It was thus deemed inappropriate for this study as people make decisions on behalf of businesses and decide on business strategies. The pioneers of GT,

Glaser and Strauss (1967), were motivated by the need to understand human decision making patterns and the processes that follow (Locke, 2014). It thus employs an inductive approach, which starts with observing the words used, and works backwards towards the formulation of a hypothesis (Sekeran & Bougie, 2011).

The province of KwaZulu-Natal, where the research was conducted, consists of eleven districts, all approached through the Small Medium Enterprise Development Agency (SEDA) offices, the custodians of SMME development in the country. Black Owned FMCG-SMMEs were the unit of analysis studied. The number of these FMCG SMMEs across the eleven districts was unknown. The final number of units are modified over time as the study progresses and is controlled by reaching saturation in the data collection process (Locke, 2014).

However, there still need to be parameters to guide the researcher; Hitchcock, Nastasi, Summerville, Meredith (2010) 'rule of thumb' was adopted, stipulating that saturation can be reached at a sample size minimum of twenty respondents and a maximum of thirty respondents. All Black-owned FMCG-SMMEs could not have an equal chance of being selected to be part of the sample; in such instances, non-probability sampling was used (Silverman, 2016). The researcher chose respondents based on providing information known as purposive sampling (Sekeran & Bougie, 2016). Therefore, the snowballing technique was best suited to collect data (Blumberg, Cooper & Schindler, 2014).

An in-depth, semi-structured interview schedule was used to collect data. The interviews were recorded, memos, in the form of diaries, were created as the study developed, providing researcher reflections for each unit to help build the categories. Line by line and sentence by sentence helped build more descriptive categories, known as low-level categories and ensured that the analysis was truly grounded, allowing for higher-level categories, which led to theoretical formulations known as theoretical codes emerging from the data (Willig, 2013). The first three respondents were treated as a pilot study, which helped identify opening codes (Willig, 2013), and it helped test the instrument and revise it where need be.

The data analysis process was triangulated, improving the trustworthiness of the data. Thematic analysis was also performed, which provided patterns and themes from qualitative data (Sekeran & Bougie, 2010). This step helped to confirm the categories identified as themes.

The research methodology is described in more detail in Chapter four. It drew on the constructivist GT school of thought, as this method allowed for theories and processes to be designed by the researcher drawing from the data (Charmaz, 2006). While the use of a conventional literature review is not advised in most forms of GT, in the constructivist version it is advisable to engage with the literature throughout the research and only compile the rest of the literature review at the end of the study as part of the discussion (Santos, Cunha, Backes, Leitie, & Sousa, 2018) and when presenting the newfound theory.

1.11 ETHICAL CONSIDERATIONS

The ethical protocols set by the University of KwaZulu-Natal were followed. Ethical clearance was obtained from the university under the reference number: HSSREC/00000633/2019 (Appendix I).

Gatekeeper's permission was obtained from the Small Business Enterprise Development Agency (SEDA), the custodian of black small business development in KZN, before the research commenced. Their permission formed part of the application to the University and can be found in Appendix II.

All information provided by the respondents remained confidential. A consent form was signed before data collection (See Appendix III). The data will be kept in a safe in the School of Management, Information and Governance at the university for five years. This data also appears in Appendix V (the transcripts), Appendix VI (the initial memos), and Appendix VII (the secondary level memos).

The researcher complied with the provisions of SA's Protection of Personal Information Act (POPIA), which prohibits the use of a person's personal information without obtaining their permission (POPIA Act - Compliance, 2021). Before the study commenced the respondents' rights were explained to them and the researcher informed them how the information they provided would be used and shared. Only those that agreed to such use participated in the study. This was important as the report includes their business names and some demographic details.

1.12 DELIMITATIONS OF THE STUDY

A number of crucial delimitations to the study influenced its outcome. The first was the number of years these SMMEs had been operating. It was found that most black-owned FMCG-SMMEs had not been in

business for more than three years. The second delimitation, which related to the first, was that there were few black-owned FMCG-SMMEs in KZN. This is discussed in more detail at a later stage. Finally, difficulties were experienced in obtaining information from the SEDA district office, and alternate procedures to identify these entities were thus applied, such as going on foot to find respondents in some areas. Furthermore, the district office lacked a specific FMCG strategy, which meant that it was difficult to produce a well-planned database (See the communication in Appendix IX). The study's limitations are discussed in the final chapter.

1.13 STRUCTURE OF THE THESIS

In qualitative research, how one tells one's research story is vital in conducting and presenting one's research. In most research in business fields, the story is told in what Alasuutari (1995) calls a Hypothesis Story. In this storytelling form, the researcher states the hypothesis, and research objectives, followed by testing and a discussion on the implications thereof (Lynch, 2014). This is a logical process when engaging in hypothetic-deductive research, especially if it is quantitative. It is, however, not plausible in research that does not follow reconstructive logic. The Analytical Story can be used in both quantitative and qualitative studies provided the research is clearly defined by reviewing the literature and that limits are set by means of pre-determined concepts.

While the constructivist approach of GT allows for the use of some pre-existing concepts, at its core, it calls for a Mystery Story. In this form of storytelling, which is adopted in this study, the study is inductive and the intention is to develop findings as the topic gradually evolves (Lynch, 2014). The research story "starts directly from empirical examples, develops the questions by discussing them, and gradually leads the reader to interpretations of the data collected and to the more general implications of the findings" (Alsuutari, 1995, p. 183).

Given the selected storytelling approach, this research was guided by Adrian Holliday's Map (Lynch, 2014). Figure 1 presents the adapted map, aligning all the processes to the accepted GT steps; this affects how the research is structured.

1.13.1 Chapter One: Introduction and Background to the Study

This first chapter introduced the research topic, and provided background information. It discussed the research objectives, the motivation for the study and its significance, and the methodology employed. The chapter concluded with a template for the entire thesis.

1.13.2 Chapter Two: Study Framework and Critical Literature Review

This chapter presents the conceptual framework that guided the research. The literature review enables in-depth understanding of the constructs of the framework and positions the study within scholarly discussions on brand naming. It should be noted that this is not an exhaustive review as is usually performed with more hypothetico-deductive studies. The fundamental role of this chapter was to identify the parameters used to maintain control measures for the research and to ensure that the study aligned with its purpose. As expected with constructive GT, it was used to provide the structure on which the research is based.

1.13.3 Chapter Three: Research Methodology

Chapter three presents the research methodology employed to conduct this study. The step by step breakdown is important due to the fact that GT is not recognised in economics and business research. Furthermore, meticulously presenting the methodology ensures transferability.

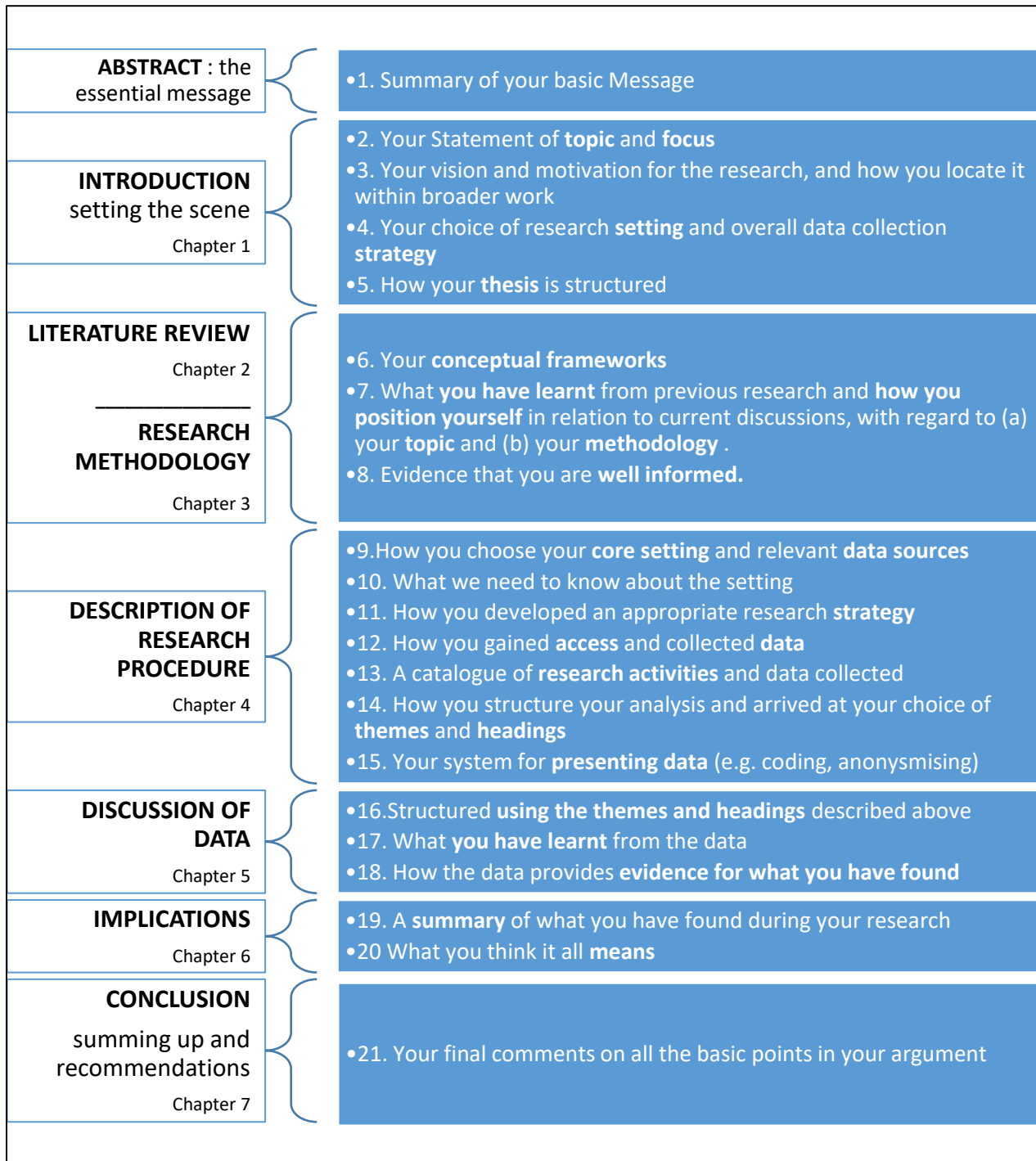
1.13.4 Chapter Four: Presentation of Data and Theoretical Sampling

Chapter four presents the data collected for the study. It discusses the research settings and data sources, presents the opening codes to the constructs using an anonymised approach and elaborates on the theoretical sampling processes that are fundamental in GT. Saturation reach is discussed to identify different points in the research at which it was reached and how this affected the research. Finally, the chapter discusses the constant comparative analysis that occurred to reveal the emerging theories.

1.13.5 Chapter Five: Discussion of Results

Chapter five discusses the study's results in line with the research objectives and compares them with those in the literature. The results provide the evidence required to assist in formulating the emerging theories.

Figure 1: Written Study, Structure and Functions



Source: Holliday (2007, p. 43)

1.13.6 Chapter Six: Grounded Theory for Brand Naming by Black-Owned FMCG-SMMEs in KZN (SA)

This chapter uses the theories that emerged from Chapter five to present GT that defines brand naming by black-owned FMCG-SMMEs. Fundamental to this chapter is the inclusion of the integrated view of all the emerging theories to form one overarching theory to define the phenomenon as found in KZN, SA.

1.13.7 Chapter Seven: Conclusions and Recommendations

Chapter seven concludes the study by discussing the findings' implications for brand naming research, and branding strategy, practice and research for FMCG-SMMEs. It also discusses the study's limitations and offers suggestions on how these can contribute to future research.

1.14 CHAPTER SUMMARY

This chapter introduced this study on the brand naming behaviour of small black-owned businesses in KZN, SA. It set out the research problem, the research objectives, the motivation for and significance of the study, and the ethical considerations taken into account. A brief literature review was also presented, as well as an outline of the research methodology. The chapter concluded by discussing the study's delimitations and the structure of the thesis.

It was noted that this research aimed to redefine and possibly identify new constructs in brand naming for a developing country context like South Africa. It did so to support decolonisation of knowledge in branding, which it is hoped will lead to appropriate regional solutions, policies and strategies.

CHAPTER TWO

WHERE BRAND NAMING, FMCG-SMMES AND PRACTICE MEET IN AFRICA

2.1 INTRODUCTION

As noted in the previous chapter, this study aimed to identify IKS dimensions that are active and used in brand naming due to practitioners' beliefs, skills, and the local environment. It is crucial to understand the business environment in order to achieve strategy-structure fit (Aleksić & Jelavić, 2017). Teece (2018) argues that, in principle, management has accepted that there are different environments that strategy needs to be built on; however, in practice and due to the dominance of systems theories, this has not been the case. As a result, it seems that the genealogy of management has dictated that only a Euro-American perspective is followed (Jammulamadaka, 2019; Nkomo, 2015). It is against this background that this study aimed to contextualise branding and brand naming in the context of SMMEs, the FMCG industry and the reality of being in Africa.

Constructs not found in the Global North, also referred to as the Euro-American context (Graml, Meyer-Lee & Peifer, 2021), are often accepted as the norm, which has led to the belief that no knowledge has been created in Africa in the fields of Management, Economics and Sustainability Management (Olaopa & Ayodele, 2021). According to Weston and Imas (2018) and Nkomo (2015), in the postcolonial period, "Western" imperial practice has been accepted as being superior to that from the "East". This is due to the fact that colonialism has not ended, but has assumed the new form of neo-colonialism, which Nyamnjoh (2016) described as "Resilient Colonialism". However, research has shown that theories and philosophies that are not 'Western' are just as if not more successful if understood well and applied correctly in their particular environment. A case in point is Japan's lean management systems (Mangaroo-Pillay & Coetzee, 2020). Indeed, Ndlovu-Gatsheni (2013) argued that Western socio-economic, political and cultural practices are not suitable for all countries, which explains differences in their economic fortunes. Ndlovu-Gatsheni adds that those that argue for decolonisation should not be dismissed as "dogmatic, ideological, polemic, and reverse-racists" (p. 50); rather, this should be understood as a shift in African epistemology towards knowledge and knowledge creation that is African, which would, in turn, enhance socio-economic growth in these countries.

Indigenous knowledge systems are best defined as local and community-based systems and knowledge (Tharakan, 2015). However, as noted previously, there has been a tendency to ignore IKS from Africa, which Olaopa and Ayodele (2021) believe undermines its ability to address the growth challenges experienced on the continent (Olaopa & Ayodele, 2021) Without intentional support for IKS and decolonisation, management, economics, culture and laws practised in this region will continue to draw on Euro-American norms without consideration of the realities of Africa and the rest of the Global South (Mpofu, 2019).

Osiri, Amaugo, Francis and John (2021) note that Africa operates within a Western framework, and advocate for a return to indigenous philosophies to achieve long-term sustainable solutions in business, politics and economics. Bismark (2012) states that the call to decolonise Africa involves shaking off imperial business, culture, language and social norms. However, as suggested by Mahsud and Imanaka (2021), the goal should not be decolonisation and adoption of indigenous knowledge to replace these norms; instead, it should be acknowledgement of the importance of these perspectives and theories to design more inclusive solutions that are relational rather than exchange-based. Thus,, global collaborative advantage (GCA) is preferable to decolonisation (Mahsud & Imanaka, 2021). Mahsud and Imanaka (2021) call for learning from both dimensions and using them together to achieve environments that are more relational in business. This is similar to the call from Ubuntu Principles of Management, which promotes "humanness" (Mangaroo-Pillay & Coetzee, 2020) and harmonious relationship building, with business based on trust, respect, responsibility, fairness, compassion and good citizenship to achieve a competitive advantage (Machi & Kunene, 2018). Damus (2021) of UNESCO Futures of Education Ideas Lab describes this as an epistemological alliance between the Global North and the Global South.

In exploring behaviour and decision-making with regard to brand naming, it is necessary to understand the environment in which these practices take place. This chapter thus examines brand naming perspectives and practices across the world, in Africa and in South Africa in order to identified appropriate strategies that will enable black-owned FMCG-SMMEs to achieve sustainable economic success.

2.2 SOUTH AFRICAN BLACK BUSINESS PRACTICE

In the recently published book, *Native Merchants - The building of the black business class in South Africa*, Phakamisa Ndzamelala traces the history of black business in SA from pre-colonial times

(Ndzamela, 2021). The author dispels the myth that entrepreneurship and small business activity are new phenomena in South African black communities. He notes that pre-existing economic activity was challenged by colonisation and, later, by apartheid as part of a well-orchestrated strategy to institutionalise social dependency based on race (Lephakga, 2016).

Discrimination against black businesses in SA dates back to colonisation and continued into the apartheid era (Preisendörfer, Bitz & Bezuidenhout, 2012). An article written in 1903 by Dr John Langalibalele Dube, the founder of the African National Congress (ANC), which was instrumental in the liberation of black South Africans, as well as the founder of the first isiZulu newspaper, *Ilanga lase Natali (The Natal Sun)* (Crouan-Véron, 2020) remains relevant in contemporary times. Dube wrote:

ABANTU

NAMAPASI

ETEKWINI

“...Nge sonto elidhlulileyo si tole incwadi ekomba usizi olutolwa abantu abasuke behambele eTekwini, nakuba beyo tenga nakuba beyo tengisa. ... Uzo fika ahlale ahlale alinde amapasi, kwesinye isikati kuze kufike idinana ipasi enga kalitoli. Uya qala eti uya kotengisa ufike inani seliwile ngoba izimambana ezi benenhlanhla yoku shesha u ku tola ipasi sezi tengisile, futi namakula nabe lungu bona be ngenawo lomncele sebe tengisile. Noma ebetembisile ekaya ukuti uzo buya ngomso usemelwe ukulala akoke imali abe nga yiqondile. Inkosikazi yake nezingane ekaya ubutongo bungehli ukuti kazi ubotywe noma ugetyengiwe yini u baba na. Ca, lomteto impela u lukuni kitina bantu...”

-Dr John Langalibalele Dube 1903, *Ilanga lase Natali*

According to this article, titled 'Black People and the Passbook', Dube included the above quotation in his editorial commentary, which translates as follows:

“...Last Sunday, we received a saddening letter addressed to all those (black people) who travel to Durban for purposes of purchasing and selling who now have to wait for a passbook permitting them to enter eThekweni, sometimes waiting for it until late into lunch time. By the time they are granted permission, it is late for them to sell at competitive prices because those who received theirs early (because they live within proximity) or are Indian or white people who are not expected to have passbooks are already selling at bargain prices by this time. As a result, even though one

has promised to return home to his wife and children, it becomes impossible as they now have to book accommodation to sleep over, with money they had not budgeted for and his wife and kids worry about his safety, whether or not he has been arrested or robbed. This law is hard (oppressive) to us black people..."

Furthermore, racial discrimination meant that black business people lacked access to adequate education, training and markets (Preisendörfer *et al.*, 2012). In a study published in 1979 at the height of apartheid, Mokoatle and Prekel (1979) noted the high levels of poverty and food insecurity amongst black South Africans. Southall (1980) argued that apartheid laws were designed "to inhibit if not suppress, ... [black people's] ability to accumulate capital" (Southall, 1980, p. 38), a view with which Hazlett (1988) concurs. Southall (1980) added that, at the same time, the white minority created an economy that was regarded as the best performing on the continent. However, it only benefitted the privileged few, with black South Africans living under the worst conditions in Africa. Interestingly, during the middle of the apartheid period, scholars and economists started to call for the establishment of black businesses and entrepreneurs (Mokoatle & Prekel, 1979).

Given this backdrop, black people who were able to trade in the past and are trading today have relied on IKS like Ubuntu Management Principles (Machi & Kunene, 2018). Decision-making among black people has been found to lean heavily on Ubuntu principles (Mangaliso & Damane, 2001) which predate colonisation, with its principles passed down orally from generation to generation and only recorded in written form in the 1990s (Mangaroo-Pillay & Coetzee, 2020). Ignoring the existence of such fundamental practices in the institutionalisation of SMMEs and entrepreneurship could lead to strategies that are not suited to the South Africa context and reality. As noted in the previous chapter, entrepreneurship and SMMEs are significant agents of economic development (Robinson, Martinez, Howells & Ko, 2020) The high failure rate among black businesses requires in-depth interrogation, which begins with exploring the dynamics and constructs in the context of black business practice. Branding helps entities to sell their products; choosing the correct brand name is thus fundamental in ensuring sales (Muhonen, Hirvonen & Laukkanen, 2017). Makhitha (2009); Nze (2016); and Dobbstein, Mason and Kamwendo (2020) attribute the failure of SMMEs to a lack of branding.

2.3 THE GLOBAL CONTEXT OF SMME BRANDING AND BRAND NAMES

While there are many studies on branding for large corporate companies, there is a dearth of literature on branding and brand naming practice for SMMEs. As noted previously, it is important to explore practices that depart from the accepted norm. This section thus compares Western, Eastern and known African practices.

2.2.1 SMME branding in Western and Eastern cultures

Brand names give SMMEs a competitive advantage in international markets (Jin & Cho, 2019). Danesi (2011, p. 175) states that brand naming is the ability to "create a 'code' of latent meanings for the product that the consumer can grasp either consciously or unconsciously". There has been growing interest in the difference between brand naming practices and theories in Western and Eastern countries. Usinier and Shaner (2002) attribute this to the fact that, in a globalised world, brand names need to be able to cross over into different cultures and countries and remain impactful. This poses challenges as the onomastics of most brand names can usually be traced back to local spelling, histories and idiosyncrasies.

In Singapore, it was found that young people did not distinguish between Western and Eastern brands; ethnocentrism played no part in their choice of brand (O'Cass & Lim, 2002). This could be related to high demand for Western luxury goods among the middle and upper-middle classes in Eastern countries (Kapferera & Valette-Florence, 2018). It could also be due to the fact that the younger generation has adopted the English language and is immersed in Western culture (Chong & Seilhamer, 2014). Kum, Lee and Qiu (2011) found that those whose English was weaker preferred brand names that used pinyin translations, which use the English alphabet in place of logographic-Chinese.

Cultural differences are crucial in the brand naming process as failure to acknowledge these may result in unsuccessful marketing strategies, especially in different cultures and countries (Chung & Smith, 2007). For this reason, it is essential to also consider sociolinguistic factors in the brand naming process, particularly when dealing with cross-cultural applications of brand names (Chao & Lin, 2017).

2.2.2. SMME branding in Africa

Nze (2016) found that South African SMMEs lacked the ability to craft and apply branding strategies. Given increased consumer preference for local brands, adequate branding is essential for FMCG-SMMEs in the Durban, KZN region (Dobbelstein, Mason & Kamwendo, 2020). Chao and Lin (2017, p. 120) assert that a brand name is "one of the most important and valuable assets a firm may possess". This is true of both large and small businesses (Cant, Wiing & Hugh, 2013). Cant, Wiing and Hugh (2013) observe that SMEs often fail to invest adequately in a brand name as they are preoccupied with other aspects of the business and do not have the financial resources to invest in brand development and management (Cant, Wiing & Hugh, 2013). Ogunsanya (2020) also found that SMEs in Nigeria suffer from a lack of resources and suggested that limited managerial competence and patience were instrumental in inadequate branding among these entities. These limitations notwithstanding, SMMEs could learn from corporate organisations' established brands (Farrington & Venter, 2017).

Maziriri, Chuchu and Ngoro's (2020) research on SMEs in SA concluded that it is essential to merge branding goals with those of the product and services offered; when consumers viewed SME product offerings, they gauged them as one. They found that the more brand-oriented the business was, the higher the probability of consumers choosing its brand (Maziriri, *et al.*, 2020). Leisegang's (2020) study in KZN also highlighted the importance of branding for SMEs to succeed.

According to Cant, Wiid and Yu-Ting Hung (2013) Marketing, specifically branding in South African SMMEs is a micro-environmental variable that is still challenging in these businesses, though they are aware of it they just do not have the right resources and skills to enforce appropriate branding strategies which "which ultimately influences their success, as they play a vital role in the South African economy" (p.735).

2.4 BRAND NAME COLLOCATION IN AFRICA AND SOUTH AFRICA

According to Oluwele (2021), Kantar and Brand Leadership rank the top ten African brands in the following order: Nigerian's Dangote first, followed by South Africa's MTN and DSTV; Ethiopia's Anbessa and Ethiopian Airlines; Kenya's Saficom; South Africa's Shoprite; Nigeria's Jumia and Glo and newcomer, South Africa's Bathu. Most of the names on this list are English sounding, underlining the fact that in developing countries, English sounding words still reign supreme (Porto & Soyer, 2018).

Anglicisation has been significant in brand naming on the continent. However, as can be seen in this list, more local, indigenous names are emerging.

Dangote is the founder of the company's surname, Anbessa is Amharic for Lion (Knight, 2015), and Jumia is an Arabic name. In the 2019 Brand Africa 100 index compiled by *Africa Business Magazine* Ugandan consumer goods brand Mukwano was ranked sixth (Kazeem, 2019). This brand was named after the founder's nickname, which in Luganda is 'Mukwano gwa Bangi', which speaks to Amirali Karmali's friendly demeanour (Ssebuyira, 2011). Among the top 40 brands in Kenya, African sounding names include Bambuki, Mumias, Uchumi and Kapchorua. Mumias and Kapchorua are geographic locations in the country (Adewunmi, 2011). Bambuki, which is the local name of the LaFarge cement company, is a combination of two words in Swahili, goat and people, meaningless to the business, but familiar to the region. Uchumi was established by the government in the 1970s as part of an economic regeneration strategy; it is a supermarket chain named after the Swahili word for the economy (Mwihak, 2010).

The latest addition to the Kantar and Brand Leadership list is the shoe brand from South Africa named Bathu (Oluwele, 2021), the first brand name in the top African listings to carry a name indigenous to the country. According to the founder, the name is township slang for shoes (Bathu, 2021). Thus, it would seem that African sounding brand names are starting to make their mark; however, the most admired brands on the continent still bear names that originate outside the continent (Oluwele, 2021). This consumer behaviour is in line with Kwamwendo, Corbshley and Mason's (2014) observation that consumers in developing countries tend to rate products from developed countries higher than local ones.

2.4.1 Consumer Ethnocentrism and Xenocentrism

The use of these more local, indigenous brand names raises the issue of consumer ethnocentrism and xenocentrism dynamics in brand naming choices. The former is defined as a preference for locally produced goods over foreign goods in order to grow the local economy (Kamwendo, Corbishley & Mason, 2014). Pentz (2011) defined it as 'in-group (domestic)' brand preference. Pentz, Terblanche and Boshoff (2013) add that consumer ethnocentrism is based on the view that it is wrong to prefer foreign products. Consumer ethnocentrism could be detrimental to businesses entering countries (Karouia & Khemakhemb, 2019). This could explain the pressure felt by some companies entering different African countries, which points to why the LaFarge cement company trades as Bambuki in Kenya. Over the years, consumer

ethnocentrism has been synonymous with economic nationalism, national identity, consumer animosity and consumer racism (Luburic, 2020).

South Africa has witnessed growing preference for local brands, including increased demand for private labels in the FMCG sector (Kwamwendo, Kamwendo, Corbishley & Mason, 2020). In the soap, cleaning products, wax and polish manufacturing industry, it has been found that consumer loyalty to multinational corporate goods is falling and they are being replaced by local micro manufacturers, who usually start as informal concerns and transition to more formal structures (*BusinessWire*, 2019). It is expected that this will become more common as, in the face of the economic downturn due to COVID-19, the government is encouraging consumer ethnocentric behaviour in an effort to boost the local economy and increase the country's GDP. Proudly South African Chief Executive Officer Eustace Mashimbye recently stated that, "The lack of demand for South African goods, and our reliance on imported instead of locally manufactured items are dragging down local manufacturing" (SAGN, 2020). However, it should be noted that younger generation South Africans, who are usually more exposed to other cultures, are not as driven by consumer ethnocentrism in choosing brands (Bevan-Dye, Garnett & De Klerk, 2012). This is similar to the case of Singapore discussed previously. A study in China found that consumer ethnocentrism was insignificant in brand preference due to young sub-Saharan black students at Zhejiang University being exposed to Chinese culture, and thus not distinguishing between the 'in group' and 'out group' in choosing a brand (Ma, Abdeljelil & Hu, 2019).

Consumer xenocentrism is the opposite of consumer ethnocentrism as it refers to consumers preferring foreign brands as they believe these are of better quality (Luburic, 2020). The sociological definition of xenocentrism is based on the perception that one's own culture is inferior (Kiriri, 2019). Diamantopoulou, Davydova and Arslanagic-Kalajdzic (2019) suggest that consumer xenocentrism in emerging/developing markets influences the acquisition of genuine brands from foreign countries. This is due to socio-psychological factors that place foreign brands on a pedestal and assume that they are better quality because they are foreign (Kiriri, 2019). In an earlier study, Kiriri (2018) generally found consumer xenocentrism to be more prevalent in African countries except for Kenya, Zimbabwe and South Africa for certain products and services.

2.4.2 The Case of South Africa

The case of SA needs to be examined separately due to the apartheid regime's oppression of black people (Hazlett, 1988). According to Puttick (2011), in SA, the narrative that anything black is inferior persists. Kunene, Mbhele and Mthembu (2021) also caution against the assumption that South African business practices are superior to those found in other parts of Africa. As discussed in the previous chapter, CRT plays a significant role in business strategies in SA. The assumption of superiority by South African corporate retail businesses has led to a significant number of them leaving East and West African countries. Games (2021) notes that, while this is partly due to COVID-19, problems were evident prior to the pandemic. In Kenya, for instance, the retail sector is dominated by the *Kadogo* economy, which is that country's informal sector (Games, 2021). Games notes that South African retailers operating in East and West Africa over-estimated the size of the middle class and its buying power (Games, 2021). However, their failure could also be due to the fact they lack understanding of middle class constructs in these economies and assume they are the same as those in SA and most of the developed world.

In capitalist economies, companies traditionally seek profit from the middle and upper classes (Prehalad & Hart, 2002). As such, most products manufactured by the world's multinational companies are not designed with the four billion people who occupy the bottom of the pyramid (BOP) in mind (Pizzagalli, Sharma & Lascu, 2018). Low-income earners make up between 60 and 70% of the world's population (Naudé & Vigar, 2019). Following Prahalad and Hart's (2002) research on the profit potential of this market segment worldwide, corporates and governments from developed countries have sought ways to penetrate it. While it holds great potential for their businesses, is concentrated in poorer, developing countries in Africa, South America and Asia (Kuo, Shiang, Hanafi & Chen, 2018). Universal strategies cannot be applied. Although researchers in the Global North tends to define all African countries in the same way, Mthembu, Kunene and Mbhele (2018) note that they have specific socio-economic and cultural profiles that call for different strategies.

For example, SA, which this study focused on, has a different lower-income market from Nigeria or any other African country. In SA this market is mainly located in townships, residential areas modelled on the ghetto system from Pope Paul IV's *Cum nimis absurdum* policy of July 14, 1555 that declared Jews to be slaves that would provide labour, be separated from other citizens and reside in demarcated fenced areas marred by poverty (Bonfil, 1994). In SA, such residential areas were designed for black people. They still

exist today. Densely populated and defined by poverty, their inhabitants provide labour to the country's economic hubs (Kunene & Dyili, 2014). Lower income markets also exist in SA's rural, and peri-urban areas, which are characterised by needs that are not met by multinational corporations and socio-economic deprivation, with potential consumers who are brand loyal (Naudé & Vigar, 2019).

Given that this market is brand loyal and that SMMEs aim to capture a significant share, the focus should be on building reliable brands. Black-owned FMCG-SMMEs' success therefore depends on their ability to build and sustain strong brands for this market in keeping with black economic consciousness.

2.5 CHAPTER SUMMARY

Similar to most developing countries, there is a growing trend of local brand preference in SA. The shift towards private labels has meant that smaller producers, usually found in the SMME context, need to strengthen their brand names and position their brands to stimulate consumer ethnocentrism. However, this will require a societal shift to local being an accepted norm. Consumer xenocentrism, which is deeply entrenched in African and South African society, is a threat to the acceptance of local brands. Therefore, it is critical for marginalised black FMCG businesses to prepare themselves to gain a larger slice of the market by offering competitive, quality goods.

CHAPTER THREE

STUDY FRAMEWORK AND CRITICAL LITERATURE REVIEW

3.1 INTRODUCTION

This study used GT to establish a theory for brand naming in KZN. The classical school of thought on this method advises that there can be no theoretical frame on which to base the research (Glasier & Strauss, 1967). However, contemporary scholars advise that previous literature could be used as a guide (Locke, 2014), as undertaken in this study. In most research, the omission of a literature review is 'taboo'; it is still not an acceptable practice in mainstream research (Silverman, 2000). Without disturbing the status quo, as usually practiced in the field of commerce, a literature review that directly linked to the framework and the study's objectives was undertaken (Lynch, 2014). This chapter does not include an exhaustive presentation of the literature. Instead, it adopts a more discovery-oriented approach, which means that the literature is primarily presented with and following the findings (Wolcott, 2002).

Thus, this chapter identifies the conceptual framework used to conduct the research and the lessons and knowledge from the previous literature to position the topic, methodology and discussions (Holliday, 2007). The literature review provided an informed perspective that served as the foundation to complete the research (Lynch, 2014). Hart (2018) described the exercise of reviewing literature as a way to contextualise one's research position by identifying where existing research stands and how one's research will fill the gaps. Various types of reviews are available that are appropriate for different research methodologies. This chapter presents what is referred to as a critical review of literature, due to its ability to provide a "critical evaluation and interpretive analysis of existing literature on a particular topic of interest to reveal strengths, weaknesses, contradictions, controversies, inconsistencies, and/or other important issues with respect to theories, hypotheses, research methods or results" (Paré & Kitsiou, 2017, p. 157). According to Grant and Booth (2009), this method is most appropriate when the aim is to create a theory; thus, the purpose of the review was identifying the most significant constructs in the field.

In this type of review, the aim is not simply to identify the literature and the definitions it offers, but to critically evaluate the effectiveness and quality of the existing literature (Samnani, Vaska, Ahmed, & Turin, 2017). According to Koller, Pouesard and Rummens (2018), a critical literature review synthesises

previous research, where the “main focus is an analysis using appropriate criteria such as strengths, weaknesses or validity of cited resources” (Samnani, Vaska, Ahmed, & Turin, 2017, p. 636). Performing such a review for this study validated the need to continue with the research and also ensured that the positioning of the study’s outcomes enable an understanding of the phenomenon of FMCG-SMMEs in KZN.

Given this background, this chapter draws on and discusses the existing literature in order to comprehend the nature of brand naming. Naming a product appropriately is probably the most critical step when establishing new brands (Roszkowski, 2013). According to Kunene and Phiri (2017), studies on the science of brand names used in SA have not focused on black-owned SMMEs. Furthermore, it appeared that no importance was attached to the brand name or its impact was not understood by black-owned SMMEs. This is not surprising given that, besides Kunene and Phiri (2017) and Kunene’s (2014) studies on brand naming for FMCG-SMMEs, there is no body of literature on this subject. Ogunsanya (2020) observes that, in general branding for SMMEs is an emerging body of knowledge in SA.

3.2 CONCEPTUAL FRAMEWORK

The case of FMCG-SMMEs’ brand naming process and strategies is a unique one and a conceptual framework was thus required to guide the study (Kivunja, 2018; Guntur, 2019). The framework ensured that the research was based on a combination of relevant constructs that were chosen due to their ability to address the research problem (Rocco & Plakhotnik, 2009). According to Ravitch and Riggan (2017), a conceptual framework is the foundation of one’s research as it assist one in identifying the researches construct, their alignment with the problem statement and, ultimately, the study’s objectives. It is ‘a metacognitive, reflective and operational element of the entire research process... the logical master plan for your entire research project’ (Kivunja, 2018, p. 47). The conceptual framework is an argument for the study (Crawford, 2020), which imbeds the researcher’s thinking about the different constructs under study (Kivunja, 2018). Maxwell (2012) advises that a conceptual framework should be constructed from personal experience of the subject, and existing theories.

Although this study did not employ a theoretical framework in the conventional sense, its ethos was applied for each construct of the conceptual framework. This enabled theories to emerge to link the results and interpretation thereof (Kivunja, 2018). However, these theories were not used to testing exist theories

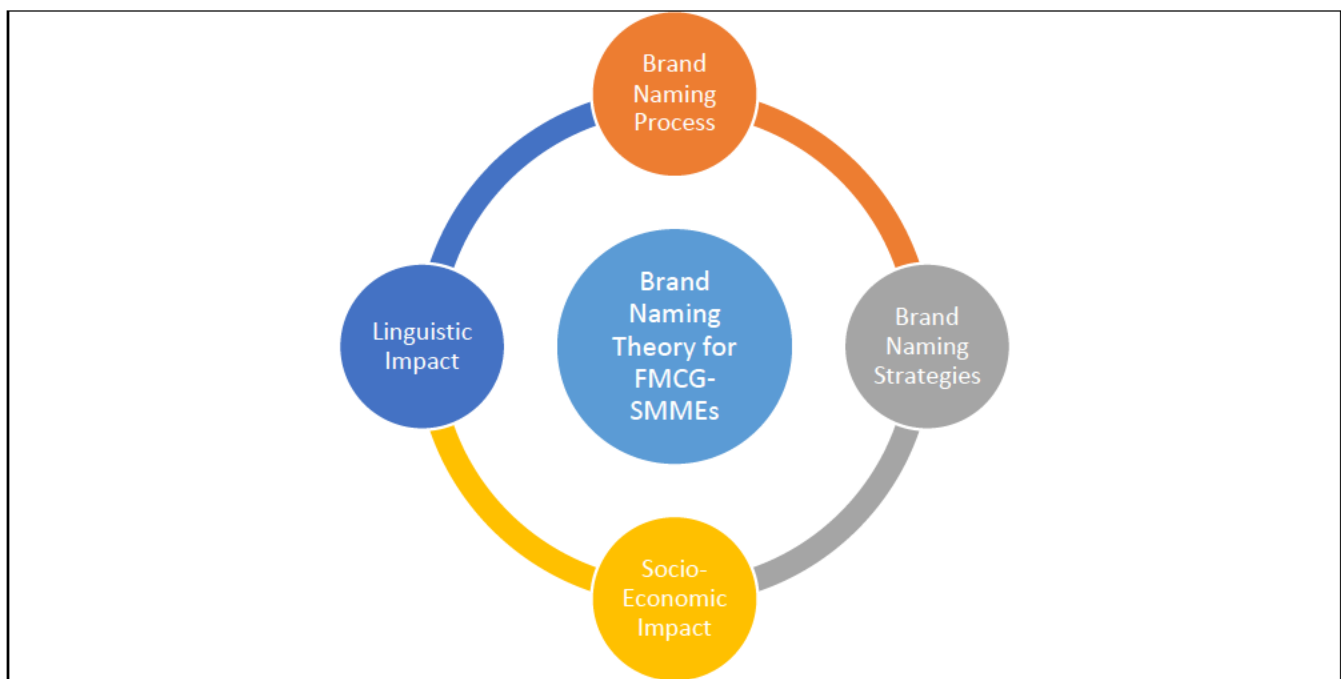
with pre-existing assumptions (Charmaz, 2006). This would be defeatist in a GT study as there are no known conclusive constructs and they would only become obvious as the theory emerged.

The conceptual framework constructed, served the purpose of identifying the phenomenon of brand naming and did not attempt to explain and make assumptions about the phenomenon as advised when conducting GT (Charmaz, 2006). It was simply an extension of the research objectives and questions. A specific framework was constructed because GT, which this research used, was designed to develop new theories grounded in the data collected (Strauss & Corbin, 1990). “It does this through abstraction from the data collected in order to develop a theory that is grounded in the empirical data” (Kuckartz, 2019, p. 83). The study’s orientation, sometimes referred to as articulation of the variables that define the research were presented in a conceptual framework (Crawford, 2020) which is displayed in Figure 2 below. This framework assisted in the data abstraction process to create and develop a theory. Kivunja (2018) aptly describes this framework as the Master Plan that guides the research.

According to Kivunji (2018), each construct of the conceptual framework requires theoretical framing, as shown in Figure 2. This framework assisted the researcher in identifying codes to build on at the beginning of the study (Santos, et al. 2018). In the interests of transparency and research reflexivity as advised by Lazard and McAvoy (2017), it is important to note that the researcher is a black African researcher and practitioner in the field of entrepreneurship and SMME development in SA. When the researcher has pre-existing knowledge on the phenomenon and exposure to the literature s/he should not consider this to be a deterrent. Instead, as suggested by McGhee, Marland and Atkinson (2007), this study harnessed research reflexivity to deal with *priori* knowledge. This refers to the researcher’s awareness of the field which makes him/her aware of his/her subjectivity (Ali & Yusof, 2011) and thus enables him/her to put mechanisms in place to ensure that his/her prior knowledge does not influence the outcomes of the study; rather, the outcomes themselves are considered (McGhee *et al.*, 2007). This practice is usually difficult as Social Science studies are by nature influenced by the researcher’s personal bias (Bordieu, 2004). As explained in detail in Chapter five, as advised by Kleinsasser (2010), memo writing was adopted from the commencement of data collection to promote reflexivity and transparency in relation to the researcher’s bias. “Reflexivity is viewed as the explicit quest to limit researcher effects on the data by awareness of self, something seen as integral both to the process of data collection and the constant comparison method essential to grounded theory” (McGhee *et al.*, 2007, p. 334).

This study sought to understand the process that takes place in brand naming among FMCG-SMMEs in KZN. Grounded Theory was appropriate as it is designed to understand a ‘process’ rather than a ‘unit’ as found in hypothetico-deductive research; it systematically reviews a phenomenon (Singh & Estefan, 2018). As shown in Figure 2, the conceptual framework relied on four constructs based on the study’s objectives, namely, the brand naming process, brand naming strategy and objectives, linguistic brand naming strategies and socio-economic factors.

Figure 2: Conceptual Framework



Source: Author’s Own

Previous research that is discussed in this chapter was used to create a conceptual framework in the quest to understand the variables that are critical in building a brand name. According to Schmitt and Zhang (2012) and Jin and Cho (2019), brand naming has become a fundamental exercise for businesses. The science of brand naming can take up to six months as different marketing, legal and linguistic experts are consulted to identify the most appropriate brand name (Schmitt & Zhang, 2012). Large organisations have invested in brand naming and overall branding in a way that yields the best outcomes; this is usually not as affordable for smaller companies that confront budgetary and human resources constraints (Couto & Ferreira, 2017).

Research on brand naming practice advises that certain steps be followed in the brand naming decision-making process; however, it notes that these steps are always informed by the brand name strategy (Miller, 2015; Awan, Hayat, Hayat & Faiz, 2020; Shipley, Hooley & Wallace, 1988; Kohli & LeBahn, 1995; Siu and Zhang, 2000; Flowers, 2020). These are not the only two important constructs in the process of brand naming. Chakabva, Tengeh and Dubihlela (2020) observe that social and economic risks affect decisions made by FMCG businesses. For example, education has been identified as one of the important catalysts for sustainable development (UNESCO, 2020). Other constructs also affect decision making and impact the entrepreneur's epistemological position in terms of entrepreneurial experience, business profile and culture (Saleem, 2012; Rotich, Cheruiyot & Yegon 2014). Language is an important construct that is used as a tool to select a brand name (Schmitt & Zhang, 2012). These four constructs thus link together to provide a holistic approach to brand naming. Based on Kivunja's (2018) recommendations, a conceptual framework requires theories that support the constructs it identifies, creating theoretical framing for them and their relationship. As such, the remainder of this chapter discusses theories to support and motivate for the conceptual framework of the study that was been identified.

3.2.1 Brand Naming Process

Naming one's product or organisation is essential and can thus be thought of as a simple process. However, developing a name that will propel the product and business, requires careful and intentional planning (Miller, 2015). This section discusses existing brand naming processes that represent the systematic procedure followed by marketers in the process of brand naming. The processes are presented in chronological order dating from 1981 in order to construct an exhaustive list of the steps used in brand naming. They were then used to design a comprehensive list with all known steps which the respondents were asked to rearrange based on their own processes.

The first brand naming process was developed by McNeal and Zeren (1981) who came up with a six-stage process. According to them, the first step is to establish the objectives; i.e., why the person/organisation is brand naming. This involves identifying the brand's unique properties and what the name hopes to achieve (Awan, Hayat, Hayat, & Faiz, 2020). The second step is the generation of various names thought to be appropriate and aligned to the brand. In stage three, the selected names are screened using consumer preferences. The name chosen in stage four is subjected to a trademark search in stage five to determine

if it is available, while in stage six, the selected name is registered. These steps are set out in Table 1 below.

Table 1: Creation of Brand Names

1 Establish objectives
Set clear objectives for the naming process, usually drawn from the marketing strategy and the positioning stance the brand wishes to take.
2 Generating new brand names
Create a pool of names to choose from.
3 Screening names for appropriateness
Evaluate the names for appropriateness and link to the brand.
4 Researching consumer preferences
Use targeted consumers to help with the final choice of brand names.
5 Conduct trademark search
Search registration databases for name availability.
6 Selecting a name
Choose and register the name.

Source: McNeal and Zeren (1981)

Six years later, Shipley, Hooley and Wallace (1988) further developed this process. They concluded that it was critical to split McNeal and Zeren's (1981) first step and thus proposed a seven-step process (Shipley *et al.*, 1988). Brand criteria were listed after objectives and the authors referred to their proposal as a brand naming model. This is depicted in Table 2. Their motivation for developing a model was that, until 1988, only companies in the United States had adopted a practical approach to brand naming and they wanted to identify an approach that was applicable to corporates in the United Kingdom.

Table 2: Brand Naming Model

1 Establish objectives
Set out clear objectives for the naming process, usually drawn from the marketing strategy and the positioning stance the brand wishes to take.

2 Brand name criteria

Identify traits that the name should have.

3 Generating new brand names

Create a pool of names to choose from.

4 Screening names for appropriateness

Evaluate the names for appropriateness and link to the brand.

5 Researching consumer preferences

Use targeted consumers to help with the final choice of brand names.

6 Conduct trademark search

Search registration databases for name availability.

7 Selecting a name

Choose and register the name.

Source: Shipley, Hooley and Wallace (1988)

Shipley and Howard (1993) included branding criteria within their brand naming model examined what one hoped to achieve with the brand name. These were not to be confused with branding objectives which looked at the reasons for establishing a brand (Shipley & Howard, 1993). The model posed the question of whether or not the intention was to create a brand image, foster brand loyalty or to create differentiation (Kohli & LeBahn, 1995). These models were developed for large corporations, which are significantly different from SMMEs.

Kohli and LeBahn's (1995) research revealed that brand criteria did not emerge in the initial phases of the process, but at the end when evaluating a brand. They came up with a five-stage process for creating new brand names. This is shown in Table 3.

Table 3: Brand Naming Process

1 Brand objectives

Set out clear objectives for the naming process. These can be drawn from the marketing strategy, especially the positioning statement.

2 Creation of brand names

Create a reasonably long list of candidate brand names to ensure a good pool of alternatives.

3 Evaluation of brand names

Conduct a thorough evaluation of the candidate names; consider each criterion deemed appropriate for the product being introduced.

4 Choice of final brand names

Systematically apply the objective and criteria specified in the earlier steps in choosing the final brand name.

5 Trademark registration

Choose four to five names for submission to the patent and trademark office for registration.

Source: Kohli and LeBahn (1995)

According to Kohli and LeBahn (1995), the first stage, which was the identification of brand name objectives, should set out clear objectives for the naming process. These could be drawn from the marketing strategy, specifically the positioning decisions. The second stage was the creation of a list of names (Kohli & LeBahn, 1995). The authors advised that this list should be constructed during brainstorming sessions that usually came up with an average of 46 names. (Kohli & LeBahn, 1995) In the third stage, each criterion was considered to evaluate the appropriateness of the names. The brand name was chosen in stage four, followed by stage five, which was registration of the brand (Kohli & LeBahn, 1995).

The Siu and Zhang (2000) model in Table 4, which inspired this study, suggested that the Asian-oriental context requires brand naming processes that are different from those in the Western world. These authors investigated the differences in these contexts and used GT to come up with a four-step model for Chinese businesses that does not consider brand objectives.

Table 4: The Brand Naming Process by Chinese Managers

1 Generating Brand Names

Freely generate a variety of names.

2 Screening Brand Names

Set criteria to screen names, highly linked to the Chinese cultural context.

3 Choosing Brand Name

Identification of the final brand name.

4 **Applying for Registration**

Name registered with the administrative authorities

Source: Siu and Zhang (2000)

Siu and Zhang's (2000) research revealed that it was common practice in China to register and own more than one brand name. The first step in their model is thus generating a pool of names without any specific guidelines. The second step was the screening process, usually guided by the Chinese cultural context and influenced by relatability to products, ease of pronunciation and luck. Identification of more than one name is the next step, guided by officials from the Trademark Review and Adjudication Board under the Administrative Authority for Industry and Commerce of the State Council process (Siu & Zhang, 2000). The final step is registration of the names. Registration of a brand name is crucial because it protects the brand (Sembiring, 2020). According to Wilkins, General Manager at CIPC, in South Africa, the relevant authority for registration is the Companies and Intellectual Property Commission (CIPC, 2016). Once the name is registered, no other company can use that name or one similar to it (CIPC, 2016). This applies even when there is no trademark registration in place.

Recently, Flowers (2020) came up with a five-step process which he describes as the same as those proposed by Kohli and LeBahn (1995), but simplified for the practitioner. In Flowers (2020) version, found in Table 5, the difference lies in creating a list of names in step two which he notes is a difficult process; he thus proposes that it be split into three sections, namely, brainstorming, compiling names and expanding one's knowledge.

Table 5: Brand Naming Process

1 **Establishing criteria**

Set clear objectives for the naming process. These can be drawn from the marketing strategy, especially the positioning statement.

2 **Brainstorming**

Create a reasonably long list of candidate brand names to ensure a good pool of alternatives.

3 **Compiling names**

Conduct a thorough evaluation of the candidate names; consider each criterion deemed appropriate for the product being introduced.

4 Expanding your knowledge

Systematically apply the objectives and criteria specified in the earlier steps to choose the final brand name.

5 Deciding on final name

Choose four to five names for submission to the patent and trademark office for registration.

Source: Flowers (2020)

Flowers (2020) also suggested that evaluating and choosing a brand name take place simultaneously. It was assumed that registration followed, as he noted that it is an issue deserving of separate discussion due to its gravity. While he did not suggest that it be ignored, he noted that it might not be necessary for all business types.

While scholars have adjusted these steps over the years (McNeal & Zeren, 1981; Shipley, Hooley & Wallace, 1988; Kohli & LeBahn, 1995; Siu & Zhang, 2000; Flowers, 2020) to fit the processes chosen by practitioners, it is clear that they remain fundamentally similar, with slight adjustments over the years and between countries in both the West and the East. For the purposes of this study, a conceptual process was created using lessons from previous developments. This process is presented in Table 6 below.

Table 6: Combined Brand Naming Process

Brand Objectives
Creation of brand names
Brand name criteria
Evaluating the brand name
Choice of final brand
Researching consumer preferences
Conducting trademark searches
Selecting a name
Trademark registration

Source: Author's own adapted from McNeal and Zeren (1981); Shipley, Hooley and Wallace (1988); Kohli and LeBahn (1995); Siu and Zhang (2000); and Flowers (2020)

The combined brand naming steps in Table 6 were not biased in favour of any previous models; instead, an inclusive approach was proposed to cover all the available steps as opposed to a few pre-selected ones, making it a comprehensive model constructed from all the previous models used over the years.

Brand naming processes identified what is meant by this construct and how it has been used and implemented to assist organisations to choose the most appropriate brand names. The next construct of the framework is the brand naming strategy, which, according to Kohli and LeBahn (1995), works together with the brand naming processes when choosing a brand name.

3.2.2 Brand Naming Strategy

It is important to understand the brand naming strategies used by FMCG-SMMs. According to seminal researchers in brand naming strategy, Vanden Bergh, Adler and Oliver (1987), four strategies are used in brand naming. The first is the use of semantically based names. These names convey what the product does within the brand name; for example, iTunes, Multichoice, Wonderbra (McCune, 2011). According to Wu, Sun, Grewal and Li (2019), in some markets meaning, which is semantics, is preferred by consumers in making a product choice. Real or fictitious words is the second strategy; for example, McDonald's. The third strategy is the use of known words in an unexpected way; for instance, Amazon. The fourth strategy suggested by Vanden Bergh *et.al.* (1987) is coming up with unique names like, Prozac. Due to the fact that many names are registered on a daily basis, the latter strategy is preferred by many (Vanden Bergh *et al.*, 1987) or even required due to what is available on registration databases.

The need to create an image is a primary driver in choosing a brand name as is achieving differentiation (Kohli & LeBahn, 1995). The latter was found to be relevant to SMMs in eThekweni, SA (Phiri & Kunene, 2017). Differentiation creates brand awareness and loyalty and, through appropriate marketing campaigns, generates favourable brand associations (Lau, 2018). The stronger the cultural value associated with a brand name, the more the brand identity stands out and differentiation is achieved (Marito, Deden, Radi & Rahmat, 2019).

Watkins (2019) suggested that a brand name should be memorable and easy for consumers to understand. Marketers use specific brand naming criteria to achieve memorability. Kohli and Suri (2000, p. 114) state that brand names should satisfy the following criteria: “in descending order of importance; relevance to product category, connotations, overall liking, ease of recognition, distinctiveness and ease of recall”. Product category relevance refers to a brand’s ability to reinforce the nature of the product (Kohli, Harich & Leuthesser, 2005).

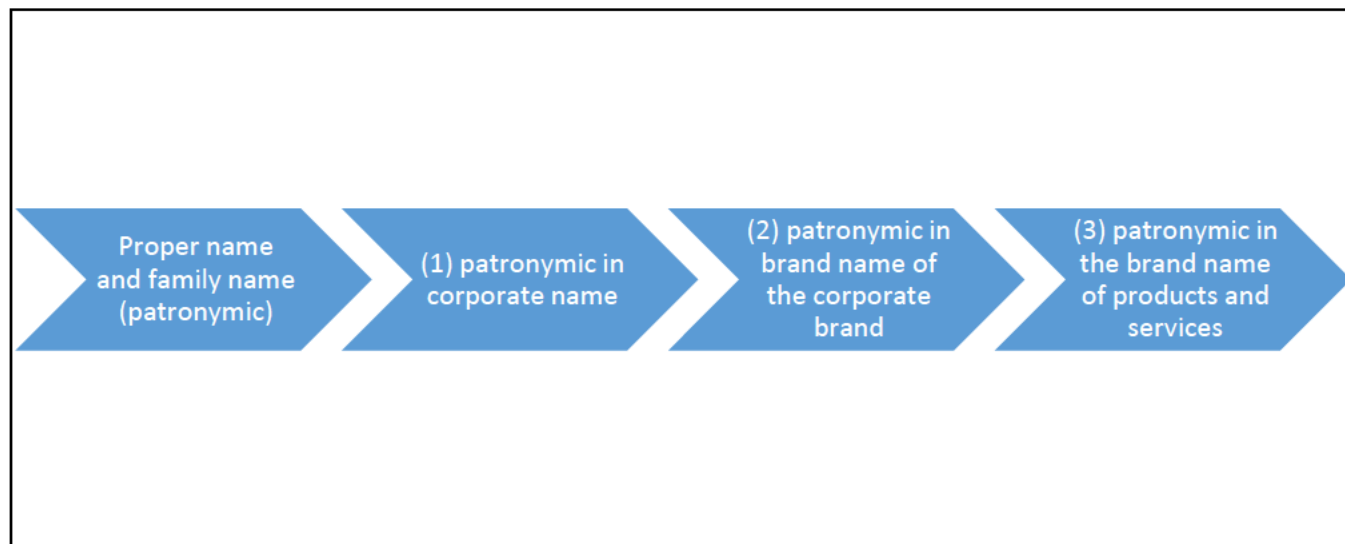
The brand name should speak for itself and should not have to be explained further, as this devalues the brand (Watkins, 2019). Thus, the brand name should be entirely new and should not confuse consumers by being similar to other brand names. Furthermore, a new brand needs to appeal to consumers that are the targets of a new FMCG product (Truong, Klink, Simmons, Grinstein, & Palmer, 2017). There is often a relationship between the product and the selected brand name (Kara, Gunasti, & Ross, 2020). Alnsour (2018) adds that consumers tend to associate brand names with specific product categories.

Differentiation extends to brand name imprinting, which refers to the process of establishing and strengthening a brand name in consumers’ memory. To achieve this, it is suggested that a chosen brand name is one with a neutral meaning (Baker, 2003). However, brand name imprinting could also be achieved by choosing a brand name that already has associations that an entrepreneur wishes to evoke in consumers. Jain (2017, p. 366) observes that a brand that is differentiated "creates distinct positioning, locates and captures new niches and builds a strong and lasting image which requires companies to create and build strong brands, which not only have the capability and potential to gain leadership positions in one's home country but also can expand, diversify and become global brands". An appropriate brand name can therefore, differentiate the product, attract customers and boost the growth potential of the brand. If selected carefully, it can attract consumers from places outside its country of origin (Jain, 2017). Such a brand is also easier to protect as a trademark that stands apart (Petty, 2008).

The use of family names is a popular brand naming strategy. A patronym or sometimes a matronymic name is used to create a legacy and promote a family business (Olivares-Delgado, Pinillos-Laffón, & Benlloch-Osuna, 2016). The latter term pertains to naming based on the mother or mothers’ ancestral names, whereas the former, which is more common involves the use of paternal ancestral names

(Muzellec, 2006). According to Pinillos (2014, cited by Olivares-Delgado *et al.*, 2016) creativity can be used when using patronymic names. For example, the family name can be creatively connected with toponyms, or with the business activity as well as a product category. Interestingly, patronymic and matronymic names may be first used to name the organisation and then become the source of the brand name of a final product or service. This is depicted in Figure 3 (Olivares-Delgado, 2016).

Figure 3: The patronym in the company's naming scenario



Source: Olivares-Delgado, Pinillos-Laffón, and Benlloch-Osuna (2016, p. 34)

A family name will positively impact the brand and support its growth provided it is associated with a strong family history, values and identities (Gallucci, Santulli, & Calabrò, 2015). Where these facts about the family are unknown, branding using family names should be coupled with a strong communication strategy conveyed by the family and employees (Sageder, Mitter & Feldbauer-Durstmu, 2018). There are also instances where family names are used together in what are referred to as toponyms. These are names that refer to a geographical place, and this practice is embedded in the brand name (Olivares-Delgado, Pinillos-Laffón, & Benlloch-Osuna, 2016).

Chen, Newell, Kou, Zheng and Li (2017) identified four categories of brand naming: “(1) informational – names which convey benefits and/or describe the type of product or industry the product is associated with (e.g., Healthy Choice; Jiffy Lube); (2) person/company/place related (e.g., Disney; Harley Davidson; Outback Steak); (3) common words used in uncommon ways (e.g., Apple; Amazon); Effective strategies for developing meaningful names and associations for co-branded (4) invented – new names that are total

fabricated (e.g., Oreo; Nissan; Xerox), acronyms (e.g., HP; IBM), based on other terms” (Chen, Newell, Kou, Zheng & Li, 2017, p. 363).

3.2.3 Linguistics and Brand Naming Strategies

Language can assist in creating 'better' brand names (Usunier & Shaner, 2002). Language use has given rise to the field of brand linguistics, which examines the relationship between language in a brand name and the impact it has on the consumer (Carnevale, Luna & Lerman, 2017). The mind tends to translate words into sounds (Francis, Lam & Wallis, 2002) and these sounds create images, which embed in consumers' minds and can be used to relate to the brand as a form of connotation (Kohli & LeBahn, 1995). According to Chan (1990), brand names linguistically carry semantics which is the relationship between meaning and association, and phonetics, which is sound and morphological traits which refers to the length of the brand name. These are critical in choosing the most appropriate brand name. When brand naming, care should be taken to ensure that linguistically, the phonetical system aligns with ideographics as misalignment may cause the meaning and acceptance of the brand to be lost in translation (Reis & Trout, 2001). For instance, Wu, Sun, Grewal and Li (2019) found that, in Chinese culture, there was four-way categorisation of brand name types for logographic languages: alphanumeric, phonetic, phonosemantic, or semantic brand preference. The authors add that this distinction was useful in comprehending consumers' brand choice behaviour in Chinese markets (Wu *et al.*, 2019)

Francis, Lam and Wall (2002) note that, in choosing a brand name, it should be borne in mind that language is not universal. Thus, a brand name should first be designed to suit local markets while taking into account global growth and multiculturalism. South Africa has 11 official languages, highlighting the importance of cultural influences in the brand naming process and strategy. However, English has become the accepted universal language of business (Posel & Zeller, 2016). Interestingly, it has become the language of the world (PennyCook, 2017). Porto and Soyer's (2018) research on developing countries like SA and Brazil found that consumers preferred the English foreignness of brands and were more inclined to purchase products that sounded more English.

Phonology is also part of the linguistic construct of brand naming. This involves creating names that have sound symbols, known as phones themes (Klink, 2000). The 'Joyce Principle' of branding, as in James Joyce, helps to create an evocative name (VanDen Berg *et al.*, 1988) that involves specific feelings,

emotions, memories and images when a consumer thinks of the name. This principle stresses the importance of phonetic symbolism in brand naming. VanDen Berg *et al.* (1988) and more recently McCune (2011) found that initial plosives (b, c, d, g, k, p, q, and t) were used in most financially successful brand names internationally. Yum-Yum peanut butter is an example where the actual sound-symbol one gets from eating the product is used as the brand name.

Sound communicates certain perceptions about a product, influencing purchasing decisions (Pathak, Calvert & Lim, 2020). Different consonants, their fortis and lenis tend to communicate certain perceptions about the brand. According to Shenkar (2019), consonants as found in plosives act as an agent to achieve memorability, which is fundamental in choosing an effective brand name. The debate on the impact of sound symbolism through the use of obstruent's and fricatives in language needs to be extended across different languages and cultural contexts as it is clear that it plays a role in influencing consumers' buying behaviour.

Alphanumerics, which are brand names that include the use of numbers combined with words have been found to be more acceptable for technical products (Alnsour, 2018). In China, for instance, car brands that use alphanumerics from phonetic language countries are preferred (Wu *et al.*, 2019). Interestingly, the same applies to the letter 'Z', while the opposite is the case for the letter 'A' (Pavia & Costa, 1993). Language is thus a critical dimension of brand naming.

3.2.4 Socio-Economic Factors

The term socio-economic is best described as a combination of economic factors that affect one's social profiling. Neoclassical perspectives on brands simply related brand names to consumer tastes; however, more recent perspectives include social and economic constructs in the comprehensive understanding of branding (Castro & Siaz, 2020). This suggests that the brand naming process is affected and influenced by socio-economic factors, which are part of the field of study known as development economics.

Development economics is a combination of topics in economics that aim to address the problems of an ailing economy, usually synonymous with developing countries (Storey & Greene, 2010). These include strategic decision-making on issues relating to income, welfare, agriculture, demography, public services, education and the health system (Edward & Libbert, 2020). Socio-economic indicators are examined as

a combined force in order to assess their role in sustainability and development (Dalevska, Khobta, Kwilinski, & Kravchenko, 2019). In this study, education was the main socio-economic indicator of interest, as it has a direct impact on the decision making process for brand naming products. However, due to the interrelation of socio-economic indicators, other factors were also taken into account.

Knowledge of the consumer, including who they are, and what their interests are, is crucial in selecting a brand name (Parameswarn, 2008). This information takes precedence over the personal feelings of the business owner. Keller (2005) highlights that a brand choice is not made based on how the marketer feels about the brand; it is based on the consumer. The decision includes consumer needs and aspirations, often embedded in their socio-economic positioning. Knowledge on how to find such information and use it strategically is often the result of experience and education.

Successful brand naming also requires adequate knowledge of theories of branding. Kunene and Phiri's (2017) study found that brand naming activities were not understood or given the attention they require by SMMEs due to low educational levels and a lack of branding and marketing skills, while Dube (2001) points to the high failure rates among black-owned businesses in SA. The apartheid system forced black citizens to be labourers rather than owners of the economy (Trehwela, 2010). The unequal apartheid education system left a lasting legacy and many black South Africans still lack the education required to make strategic, informed business decisions. Furthermore, as noted by Worku (2017), persistent gender disparities mean that female-owned businesses are more likely to fail.

The apartheid legacy also means that many black South Africans are unable to access appropriate and relevant higher education which could improve their social mobility (Moses, van der Berg, & Rich, 2017). Furthermore, few higher education institutions offer courses on small business management, which would contribute to the growth and development of SMMEs in the country (Ayansola & Houghton, 2017). Marketing is part of the essential training that assists entrepreneurs to successfully run their businesses. However, there are pedagogical gaps in the teaching and learning of entrepreneurship that is appropriate for SMMEs (Amjad, Rani, & Sa'atar, 2020). In most instances, the curriculum is designed for the corporate sector (Cheng, Lourenço & Resnick, 2016).

3.3 CHAPTER SUMMARY

The literature review in this chapter and the previous one was essential to identify a conceptual framework to guide the research and the various theoretical frames for each construct. This chapter examined brand naming strategies and processes to identify best practice and the most relevant approaches. The critical review found that in current practice, language use is universally significant in brand naming processes and strategies. It has also been found that socio-economic factors influence brand naming activities in the South African context. Various brand naming processes developed in the Euro-American and East Asian contexts were presented in chronological order. This chapter thus focused on the context that informed the current research on brand naming for FMCG-SMMEs.

CHAPTER FOUR

RESEARCH METHODOLOGY

4.1 INTRODUCTION

This chapter presents the research methodology employed to conduct this study. It discusses the sampling techniques, and the methods adopted for data collection and analysis that were selected to ensure quality results that would enable the formulation of brand naming policies and strategies as well as training programmes for FMCG-SMMEs in KZN.

Businesses in SA rely on Western policies and strategies that are the accepted norm. There is a need to change the African dialogue on development. Africa needs to define its own agenda for the continent's development and growth. At a workshop hosted by the African Development Bank (AfDB) held in Kenya in 2016 and attended by representatives of Education for Sustainable Development in Africa (ESDA), the African Union, academics from various African universities and entrepreneurs from across the continent, President of the AfDB, Akinwumi Adesina called for an overhaul of the African entrepreneurship and development agenda. He noted that the continent is at the dawn of industrialisation in its growth path and that a clear plan is required to chart an entrepreneurship trajectory. It was agreed that the African development agenda and plans for the development of the SMME sector, should fit the African context (ESDA, 2016). This suggests the need for a postcolonial narrative to business (Cruz & Sodeke, 2020).

Against this background, as noted earlier, this study's results will assist in determining whether direct transfer of Eurocentric business practices is appropriate to achieve business sustainability in the context of KZN, South Africa and Africa at large. If, as suggested by Nagao (2018), Africa should be striving to achieve greater self-reliance, the continent's entrepreneurship trajectory needs to change. Doing so requires an examination of the constructs that inform different business activities within the milieu of Africa.

Given this motivation, an inductive method was appropriate to explore brand naming among FMCG-SMMEs in KZN as narrated by the respondents. Due to its ability to identify emerging theories through

engagement with qualitative data, GT was best suited to identify the constructs that theoretically define this phenomenon (Bryant & Charmaz, 2007).

The chapter begins by justifying the selected form of research. The remainder of this chapter describes the methodology employed to “align paradigmatic assumptions, theoretical orientations, methodological practices, analytical techniques, and representational practices” (Rose & Johnson, 2020, p. 432), authenticating the data and thus making it plausible to reach sound conclusions.

4.1.1 Research Questions

The study was guided by the following research questions constructed in alignment with the research objectives set out in Chapter one.

1. What brand naming strategies are used by FMCG-SMMEs to establish brands in KZN?
2. What brand naming processes do FMCG-SMMEs in KZN use to choose a brand name?
3. Which linguistic variables are considered by FMCG-SMMEs in KZN when choosing a brand name?
4. Which socio-economic indicators influence the choice of the brand name in KZN?

The research questions, which were based on the study’s objectives outlined in Chapter one assisted in theory discovery from practitioners. The aim was to identify differences with Western or Eurocentric practices and theory, and Eastern practices.

4.2 TYPES OF RESEARCH

This research was rooted in exploration, driven by the need to understand the brand naming strategies of FMCG-SMMEs in KZN. Sekaran and Bougie (2010) state that exploratory research is most appropriate when there is limited information on the phenomenon under study. Kotler and Armstrong (2006a) note that the information collected through exploratory research could be used to inform future causal and relationship-based research, through the formulation of hypotheses. This study aimed to identify and develop a theory based on human decision-making behaviour with regard to brand naming for businesses that achieve success. The best way to do so was through the use of GT which, according to Sutcliffe (2016), can deeply assess complex social processes to understand human perceptions and thought in decision making. Locke (2001) stresses how GT is not widely accepted for commerce studies though there

is a growing interest in it. As such, in this study it was important to provide detail on the decision to eliminate other types of research and provide a motivation for the selection of GT.

4.2.1 Exclusion of hypothesis testing

Sekaran and Bougie (2010) note that hypothesis testing aims to understand the relationship between variables and how they impact each other (Filho, Paranhos, Rocha, Batista, Silva Santos & Marino, 2013). Where two variables are probed, it is assumed that the one has a causal impact on the other. The variable that impacts the other one, referred to as variable X, is known as the independent variable. The variable affected by X is Y, known as the dependent variable.

In this type of research, the researcher makes informed generalisations on the relationship between the two variables based on the sample data from the population (Frank & Althoen, 1994). Within this research model, the “certainty or the uncertainty of the researchers' inferences is known...” (Frank & Althoen, 1994:327). However, hypothesis testing cannot be applied when the variables have yet to be identified and understood. In other words, no inferences can be made for non-existing variables. As such, hypothesis testing was not appropriate for this study.

Secondly, in this form of research, it is assumed that any change that will impact the dependent variable is due to the dynamics of the independent variable. The dependent variable, which, Wright (1976) who is regarded as a seminal scholar in hypothesis testing, refers to as the ‘loose’ dependent variable, will ultimately have an impact on the final research results. Again, for this research, the variables were not known; therefore, hypothesis testing was inappropriate. The study aimed to identify the various variables that affect and influence brand-naming processes.

4.2.2 Exclusion of descriptive research

According to Ghauri & Gronhaug (2005), descriptive research is used in environments that are well understood, and accuracy and a specific procedure form the basis of the research. Descriptive research usually uses statistical representations to summarise the data collected (Koesten, Simperl, Blount, Kacprzak, & Tennison, 2020). In other words, descriptive research involves the 'expressed characteristics' of a variable, understood as statistics.

According to Koesten *et al.* (2020) descriptive statistics serve as the raw material for statistical analysis. It requires known or easily assumed parameters to engage with the phenomenon. There are no known parameters that define branding naming strategies for FMCG-SMMEs in KZN; it would thus not have been plausible to conduct a descriptive study, when the aim was discovery.

4.3 RESEARCH PHILOSOPHY

The philosophical assumptions that guide academic research are ontology, epistemology and axiology assessment whose comprehension is imperative in studies at PhD level where the aim is to contribute to knowledge (Aliyu, Singhry, Adamu, & Abubaker, 2015). These are commonly referred to as the conceptual terms defining paradigms (Levers, 2013). From an ontological perspective, this study was designed to probe the reality of brand naming as experienced and practiced by FMCG-SMMEs. The study was conducted through the lens of the respondents' subjective experiences, acknowledging that they had experiences that had multiple realities (Levers, 2013). Charmaz's (2006) introduction of a constructivist perspective of philosophy in GT was a significant shift from the ontological critical realism and epistemological objectivity previous scholars identified with. The constructivist outlook that is discussed in more detail later in this chapter introduced the notion of multiple realism (Levers, 2013) which was found to be more realistic in conducting this study. The constant pressure to try and fit into philosophical labels can distort research and explains why pragmatism trumps all other propositions as it relies on the practical activity of the research taking place.

These three overarching philosophical paradigms were important as they provided insight into sets of attitudes, values, beliefs, procedures and techniques that create a framework of understanding (Trochim & Donnelly, 2006). They are depicted in the outer layer in Figure 4.

This study was guided by the pragmatist philosophical paradigm. In this paradigm, *priori* logic and pre-set categories do not play a role; within this philosophy, "choosing among conflicting interpretations means constant struggle for selfhood, that is, how one shapes a body of interruptions and interpretations, and comes to incorporate integrity and authority in action. In this, pragmatism is neither modern nor postmodern, but orthogonal to the terms of those debates, including positivism vs. interpretation (or realism vs. relativism)" (Star, 2007, p. 87). Morgan (2020) notes that pragmatism chooses induction over

abduction, treating theoretical sampling as an act that leads to emerging theory identification, justifying the importance of verification in developing a theory.

Based on Levers' (2013) definitions of philosophical paradigms, constructivism has become recognised and accepted. Fletcher (2017, p. 182) defines constructivism as reality "entirely constructed through and within human knowledge or discourse". The intention of this research was the construction of theory; thus it was positioned within this philosophy, which is not included in the research onion in Figure 4. In truth, it should appear alongside the other philosophical paradigms in the first outer layer. These philosophies and knowledge of where and how the study would contribute to knowledge guided the research design.

4.4 RESEARCH DESIGN

According to Lewis, Saunders and Thornhill (2012), the research onion is the best way to ensure that all facets of the research are completed as the onion peels refer to details of how to conduct the research, outlining the critical considerations (Melnikovas, 2018). This study was guided by the research onion depicted in Figure 4. The layers of the onion detail the philosophical orientation; the research approach; research strategies; time-horizons; and data collection techniques used in the study. A justification is provided for all the decisions taken in order to promote the transparency required in this type of research. The research onion ensures that the research design is coherent and justifiable by providing a step-by-step guide (Melnikovas, 2018). "The research onion for future studies offers a flexible model of methodology development as it enables the researcher to choose the most suitable theories or practices within existing layers in order to answer the research questions" (Melnikovas, 2018, p. 41).

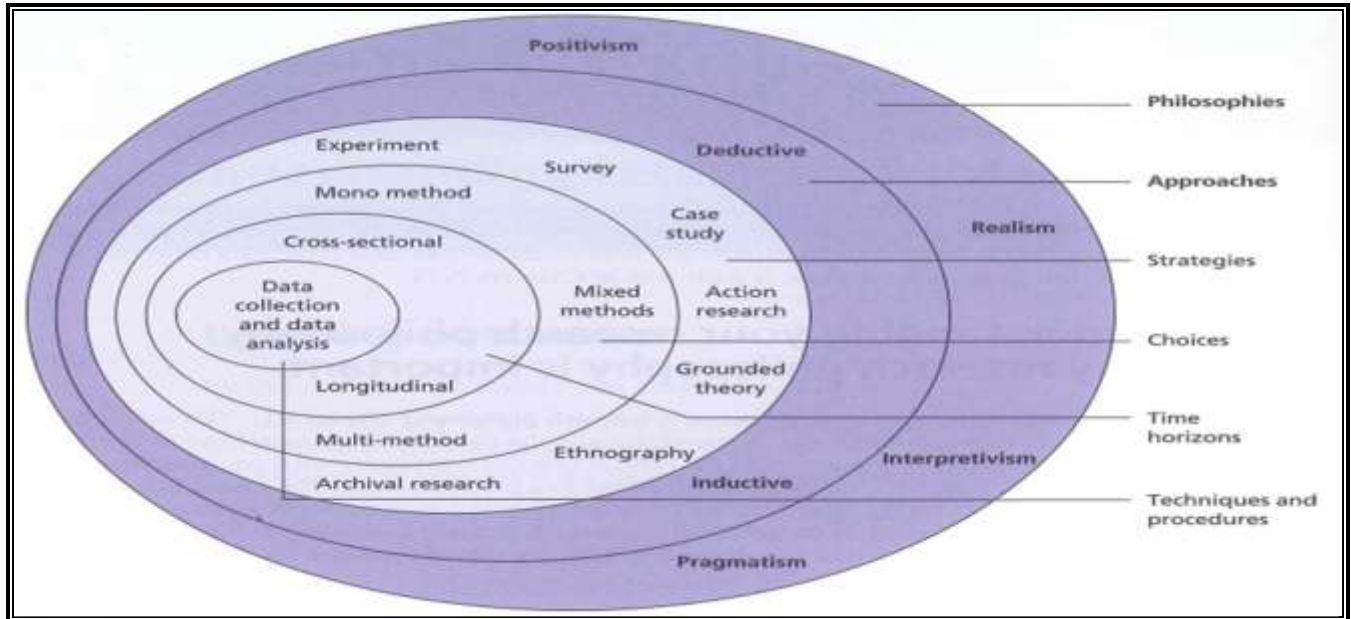
Through GT, the reality of a phenomenon can be better understood, and a conceptual understanding developed (Henning, Rensburg, & Smit, 2004; Locke, 2001). As noted in Chapter two, Siu and Zhang (2000) used this methodology to understand the brand naming process within the Chinese cultural context.

4.4.1 Orientation of Grounded Theory

Grounded Theory is usually deemed unusual in studies in the commerce and business field. The hypothetic-deductive research approach has become the accepted norm for business-related research (Locke, 2014). A hypothetico-inductive approach which GT uses does not verify a hypothesis or provide

evidence; instead, it is a vehicle to generate ‘middle range’ or ‘substantive’ theories (Sutcliffe, 2016). Human beings make decisions on behalf of businesses and decide on business strategies. Grounded Theory can be employed to create a theory to explain social processes like decision-making behaviour (Currie, 2009). In the case of this study, it was used to understand how entrepreneurs who run FMCG-SMMEs make brand naming decisions.

Figure 4: The Research Onion



Source: Lewis, Saunders and Thornhill (2009, p. 108)

Glaser and Strauss (1967) formulated this research method to understand human decision making patterns and it was further developed by other researchers (Locke, 2014). The use of GT enables the creation of a theory that describes, explains and predicts phenomena and is open to revision of the findings (Glaser & Strauss, 2010). It is a mechanism that enables the comprehension of decisions and actions to create a process derived from data in instances where there is little or no knowledge about a phenomenon (Currie, 2009). Glaser and Strauss’ original version, known as the Glaserian ‘classical’ approach commanded that there be no structure, and that the researcher work in an open-ended frame (Glaser & Strauss, 2010). The classical approach posited that theory develops purely from rigorous empirical data. Strauss and Corbin (1998) proposed a more prescriptive, inductive approach to such research and highlighted the need for coding paradigms that allow the researcher to identify the specific patterns in the data, as carried out in this study.

Central to this research is the epistemology of this methodology; it is essential to provide a solid, scholarly rationale for its use. Cutcliffe (2000), cited by Cruz and Sodeke (2020), advised that GT researchers should avoid conducting a literature review before data collection as doing so would taint one's study. However, Locke (2014) highlighted the need for some form of knowledge base and Charmaz (2014) asserted that it is no longer possible to complete GT and produce a realistic proposition without conducting a literature review as presented in Chapter two. While GT allows the researcher to form a hypothesis post data collection, business research, which is usually positivist in nature is quite different, as it relies on a hypothetico-deductive approach.

Various schools of thought have interpreted and applied GT in different ways, which have at times seemed contradictory (Tinmonen, Foley & Co, 2018). However, according to Currie (2009), the methods remain broadly similar. A number of principles are common to all schools of thought on GT. The first states that for a study to be GT, it has to remain open to new, unanticipated findings. It cannot rely on prior knowledge to make decisions (Tinmonen *et al.*, 2018). To avoid reliance on prior knowledge, open-ended questions must be used as the researcher cannot make assumptions and conclusions on behalf of the respondents (Foley & Timonen, 2015; Charmaz & Thornberg, 2020). The open-ended instrument that is set out in Appendix III enabled the researcher to pose follow-up questions and thus probe the responses further.

The second principle of GT is that the data collection process should be centred on the identification of phenomena within the data. The difference between how interviews are used in such research compared to other qualitative methods is that it explains, “how changes in action-interaction come about in response to different contexts” (Tinmonen *et al.*, 2018). Open-ended, semi-structured interviews offer a fluid approach that enables the researcher to learn more about the respondent (Charmaz & Thornburg, 2020). Brand naming choices are a result of decisions taken, and there are reasons for these. The researcher is thus always seeking clarity on the events, behaviours and incidents within the data collected (Tinmonen *et al.*, 2018).

Principle three states that within GT and its data collection process, the researcher is continuously seeking to identify similarities and differences between conditions. This process calls for coding, categorisation, and conceptualisation (Tinmonen *et al.*, 2018). The use of this process enabled deep understanding of the

decision making process used by the respondents in brand naming. It answers the question: 'What is the data doing concerning the inquiry?' Once provisional categories are developed, coding begins as well as memo writing and theorising, which derives codes that form clusters (Santos, *et al.* 2018). Finally, principle four is that GT is continually trying to find a way of explaining a phenomenon. Theoretical sampling “is the process whereby the research samples are based on the concepts that emerge in data” (Tinmonen *et al.*, 2018, p. 8). As the study develops and becomes more precise, it tends to either concentrate on a particular group or specific sources of data. The goal is to reach saturation. Due to this, the researcher who uses GT may have to move back and forth through the data to find empirical evidence that can deepen “insights into a theoretical construct that has emerged in the data” (Tinmonen *et al.*, 2018, p. 8).

4.4.2 Grounded Theory Perspective

This section examines the different schools of thought on GT in order to justify the perspective selected for this study. It discusses Classical GT, Straussian GT and Constructive GT, which was used in this research.

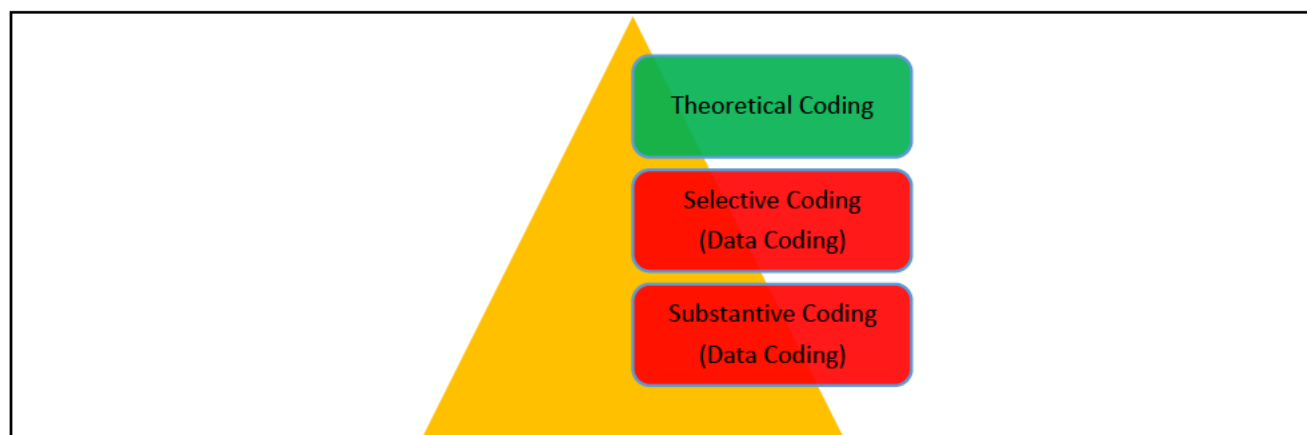
4.4.2.1 Classical Perspective

The Classical perspective was the original coding system of GT. As shown in Figure 5, it consisted of three layers of coding. Substantive coding which was used to develop the first concepts from the data, later developed into *theoretical coding* (Kenny & Fourie, 2015). The first phase of this research was identifying how *substantive coding* would work. According to Glaser and Holton (2004), in substantive coding, data was analysed line-by-line. Each incident was coded with a keyword summarising each section, and this enabled the generation of concepts. These concepts were then compared to one another and grouped conceptually, thus receiving a conceptual title known as categories (Kenny & Fourie, 2015). At this stage, new evidence emerged, categories become denser, and interrelationships emerged as the data was collected. Relevant questions at this stage would be, 'What is the main concern of the participants?'; 'What was happening to the data?' 'What category did the incident indicate?' (Glaser & Holton, 2004).

The second phase, which was the second layer referred to above was *selective coding*. At this stage, the researcher codified data to identify the central category and related categories (Kenny & Fourie, 2015). All the data found not to be objective and logical was found to be irrelevant and left out. Interview

processes following this concentrated on the concepts that emerged from the data. Selective coding continued until no new properties were identified, and saturation was reached (Glaser & Strauss, 1967; Kenny & Fourie, 2015; Santos, Cunha, Adamy, Backes, Leite, & Sousa, 2018).

Figure 5: Classical Grounded Theory Phases



Source: Author's Own

The last phase occurred when data coding was completed. This phase involved *theoretical coding*. The researcher conceptualised and explained the interrelationships from substantive concepts (Kenny & Fourie, 2015). Theory emerged, showing patterns of human behaviour. At this stage, the literature could be used to help to compare the emerging theory and existing knowledge (Santos *et al.*, 2018). In this study on branding, this form of GT was not appropriate, as it was essential to engage with some of the literature to establish parameters and a framework to guide the study.

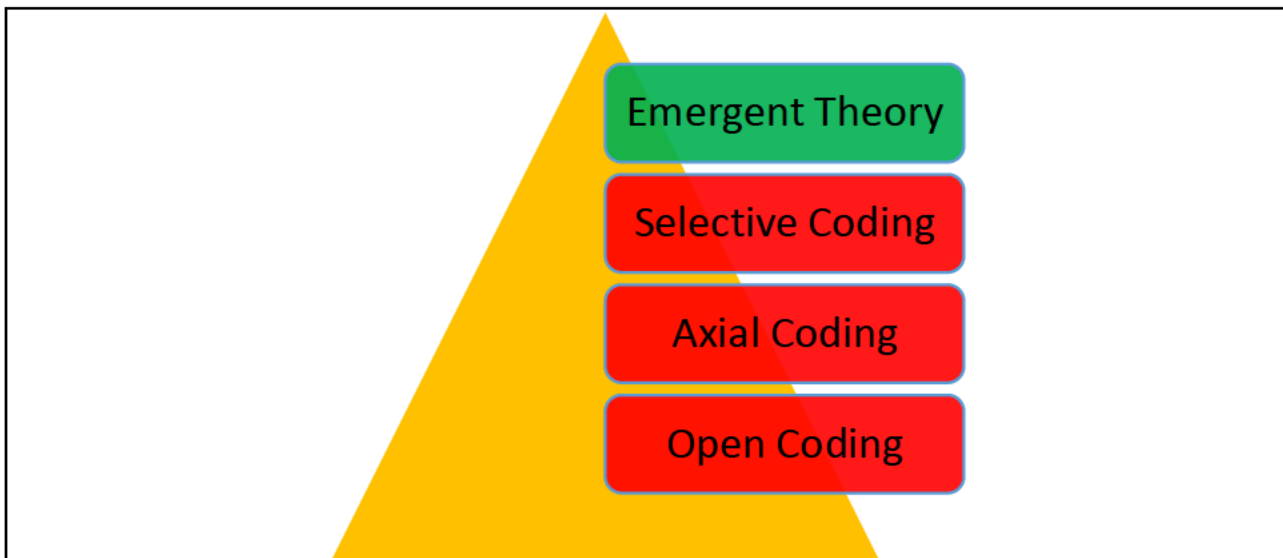
4.4.2.2 Straussian Perspective

This school of thought argued that the researcher should be central in identifying the main themes of the research. Strauss regarded GT as a research method that enabled the researcher to play an active role in the development of the theory (Corbin & Strauss, 1990). In contrast to the classical perspective, the Straussian perspective sought to create theory rather than discover theory closely reflective of data (Kenny & Fourie, 2015). This perspective has three development stages, while the fourth is theory development.

As shown in Figure 6 the first stage was *open coding*, where the researcher focused on collecting data. As s/he collected data, s/he began to analyse each word, line by line (Kenny & Fourie, 2015). Substantive codes thus emerged from this exercise. *Axial coding* followed. In this phase of the research, there was

inductive-deductive motion to the data, meaning that the researcher went back and forth asking ‘Why?’; ‘In which way?’; ‘Where?’; ‘When?’; and ‘How?’ (Glaser & Holton , 2004). Through this action, categories emerged. The codification paradigm used 5Cs: context, causal conditions, interventions, strategies and consequences (Kenny & Fourie, 2015). Through this exercise, relationships were identified.

Figure 6: Straussian Grounded Theory



Source: Author’s Own

The third stage was *selective coding* where the defined codes were further refined and categories and subcategories were identified. This stage was completed by continuously comparing and analysing data. In the last phase, these were integrated towards the formation of the central phenomenon, the *emergent theory*.

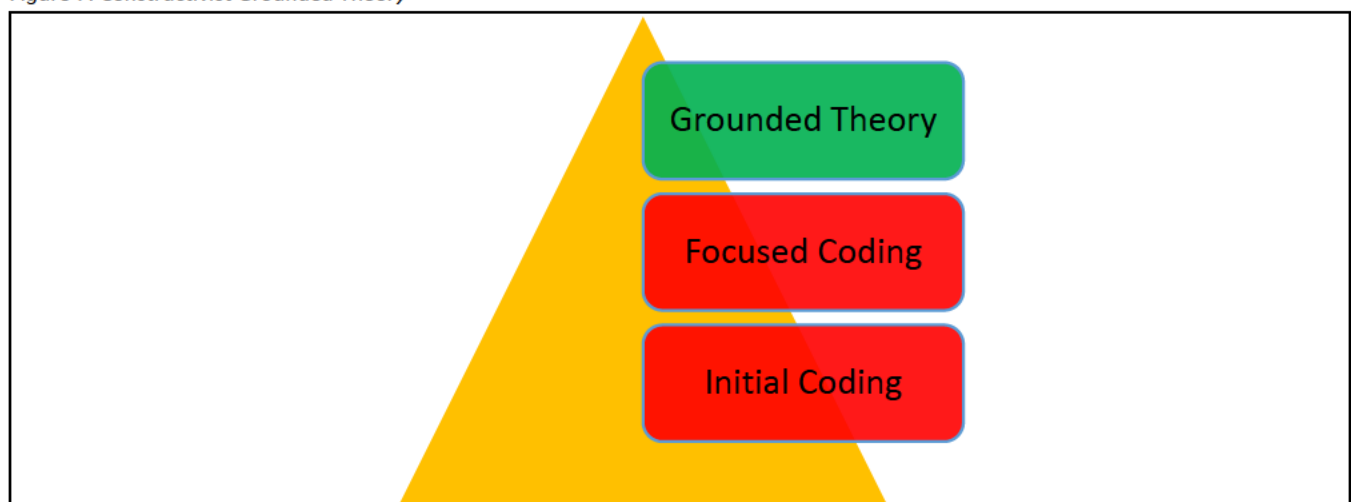
4.4.2.3 Constructivist Perspective

This type of GT was rooted in the belief that there was reciprocal construction between the researcher and the research objects (Santos, 2018). The research focused on the meanings attributed by the respondents to construct a conceptual interpretation (Kenny & Fourie, 2015). Figure 7 illustrates that the first phase was called the *initial coding* phase. In this phase, word by word, line by line, incident by incident analysis was carried out to identify relevant dimensions, relationships, categories and subcategories in causal relationships (Charmaz, 2006).

According to Kenny and Fourie (2015), the researcher continually asked, ‘who are the actors involved in this phenomenon?’ ‘what are the concerns?’ and ‘How are they resolved?’ In answering these questions, categories were developed and referred to as the provisory categories (Charmaz, 2006).

The next stage was *focused coding* which was concerned with identifying recurring codes that seemed to be significant. More significant and frequent codes from the previous step allowed for better understanding of the data. As new concepts emerged some became subcategories and other categories based on how prominently and frequently they featured (Kenny & Fourie, 2015).

Figure 7: Constructivist Grounded Theory



Source: Author's Own

Santos *et al.* (2018) advised that in developing theory, it was vital to conjugate the verb in the form of gerund(ing)-adding (-)ing. Verb conjugating helped to develop theoretical sensitivity, which allowed for the identification of concepts and processing due to the researcher's theoretical sensitivity by using the gerund form (Santos, *et al.*, 2018), where the data requires gerunding for the theory to be identified. For example, the respondent may have said they are 'pushing through' which would be analysed in the initial code as 'struggle'. Using the gerund form, which allows a noun to retain properties of a verb, this was converted in refocused coding to 'struggling.'

4.4.2.3 The Case for Constructive Grounded Theory

Charmaz (2006) founded another critical school of thought in GT, the constructivist analyst. This argues that the researcher is the one “who constructs categories, and ultimately the one who composes the theories” (Henning *et al*, 2004, p. 115) as was done in this study. In this approach to GT, the theory is

created by the viewer, who is also the observer and the observed are the data subjects who provide the data that makes up theory. In 2007, Charmaz and Belgrave (2007) went further, arguing that critical awareness of relevant literature can advance GT without intruding on theory development. Dunne (2011) concurs and disputes the notion of avoiding the literature early on in the study as it guides research and helps to create the codes that make up GT. As shown in the conceptual framework in Chapter two, this assisted in creating parameters to guide the research process.

The critical realist perspective, which focuses on “human perspective and on the structure, processes and social relations that shape event and outcomes” (Timonen, Foley, & Conlon, 2018; Oliver, 2012), was regarded as more realistic. This type of GT could navigate between positivist and radical constructivist positions (Timonen *et al.*, 2018). As shown in Table 7 below, the positivist outlook that was often referred to as Glaser's 'Classical' GT tended to fall short in this regard, as it provided a true logical proposition which could only be proved through experience. The assumption about the nature of reality, the ontology of it all, is through experience and it purports that it cannot be otherwise.

The second type of GT, seen in the second row of Table 7, and often referred to as Straussian GT has a critical realist epistemology and ontology. It does not allow flexibility to accommodate the 3Cs, namely, conditions, actions-interactions and consequences (Kenny & Fourie, 2015). These are components of constructive contemporary thinking (Corbin & Strauss, 2015).

Constructive GT, seen in the last row of Table 7, allows for fluid movement between pre-existing knowledge, theories and data. It dispels the myth that GT should not engage with existing themes and literature (Timonen *et al.*, 2018). According to Balfrage and Hauff (2017), this would give rise to conceptual framing and restructuring of existing theories.

Table 7: Relationship between types of Grounded Theory and Their Conceptual Framework

Types of Grounded Theory	Ontology	Epistemology
Glaser	Realist	Positivist
Strauss & Corbin	Critical realist	Critical Realist
Charmaz	Constructivist	Social Constructivist

Source: Sutcliffe (2016, p. 46)

With this particular research, the findings were created as the research proceeded. Unlike the positivist outlook, the relevance of the outcome was not embedded in being true, but rather by being more informed (Viljoen, 2018). This was the ontological and epistemological stance taken by this research. As such, the constructivist GT used in this research carried a relativist ontological position. Table 8 depicts how this version differs from the classical and Straussian perspectives. Where there is “no absolute or objective truth that everyone must acknowledge...reality is what man [sic] thinks it is...there is no objective truth at all but the truth for ‘me’ and for ‘you’” (Frame, 2008, p. 76).

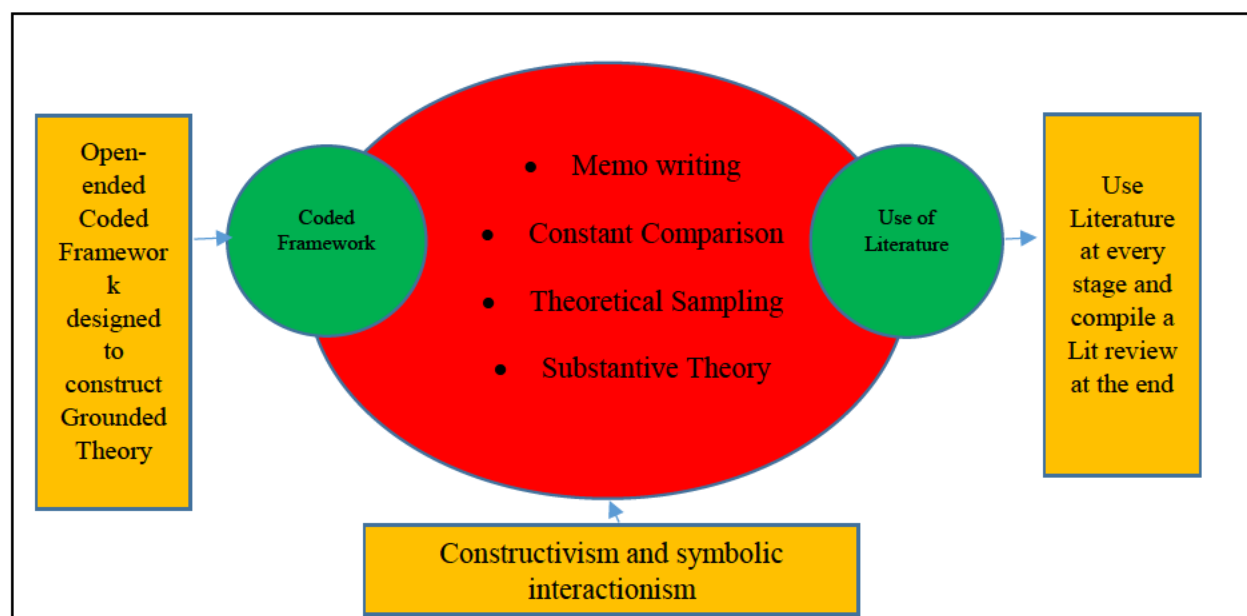
Table 8: Relationship between types of Grounded Theory and their Conceptual Framework II

Types of Grounded Theory	Ontology	Epistemology
Glaser	Realist	Positivist
Strauss & Corbin	Critical realist	Critical Realist
Charmaz	Postmodern Relativist	Postmodern Relativist

Source: Author’s Own adapted from Sutcliffe (2016, p. 46)

Frame (2008) suggests that it is for this reason that constructive GT has a postmodern relativist ontology, encompassing many realities, with a postmodern relativist epistemology, denoting the strong influence of the researcher within the research.

Figure 8: Constructive Grounded Theory for this Study



Source: Author’s own adapted from Kenny and Fourie (2015)

The first step in constructing theory was to use the framework discussed in the previous chapter to design the data collection process which is further elaborated on below. As advised by Kenny and Fourie (2015) and shown in Figure 8 above, as soon as the data collection process started in November 2019, open-ended coding commenced. Memo writing (see Appendix V (1-11) and Appendix VII (1-4)) was engaged in throughout the data collection process. Using constant comparison, by going back and forth with the data, theoretical sampling could take place and in so doing, substantive theories began to emerge. Substantive theory is best described in this instance as observed manifestation of variables as they began to form part of the emergent theories (Lee & Song, 2010) which would later define the GT for brand naming among FMCG-SMMEs in KZN. This stage where these four activities (depicted in the middle of Figure 8) take place is referred to as constructivism, identified as symbolic interactionism (Hall, Griffiths, & McKenna, 2013). The final stage presents the research and compares and contrasts it with the literature to come to conclusions that assist in defining the GT that emerged.

4.5. TIME HORIZON

Melnikovas (2018) referred to the time frame in which the research takes place as the time horizon. Two types of time frames are used, namely the cross-sectional and longitudinal options. With the latter, the data is collected over a long period, and data sets are compared over time (Lewis *et.al.*, 2009). Cross-sectional research occurs over short-term time frames as performed in this study, where data was collected over a specific period between the months of November and December 2019 (Melnikovas, 2018).

4.6. TECHNIQUES AND PROCEDURES

All researchers have to identify appropriate research techniques and procedures that will ensure that the research objectives are met and that the study contributes to knowledge. This section identifies the steps used and provides motivations for the decisions made. Qualitative research is often criticised by positivist researchers as lacking in rigour and thus not scientific (Levers, 2013). The introduction of GT changed this as the constant practice of reflexivity promotes rigour, therefore making the work more scientific (Kleinsasser, 2010).

4.6.1 Study Site

The province of KZN consists of 11 districts which all fall under the jurisdiction of the national small business development initiative as set out by SEDA. This agency promotes the development of small

businesses and entrepreneurs through its provincial offices which are spread across KZN's districts. Its mission is to "implement government's small business strategy; design and implement a standard and common national delivery network for small enterprise development, and integrate government-funded small enterprise support agencies across all tiers of government" (SEDA, 2020, para 2).

SEDA aims to "develop, support and promote small enterprises throughout the country, ensuring their growth and sustainability in coordination and partnership with various role players, including global partners, who make international best practices available to local entrepreneurs" (SEDA, 2020, para 2). Figure 9 below depicts the study site comprising the 11 districts served by SEDA (Municipal Demarcation Board, 2016).

4.8.1.1 Amajuba

Located in the north-west of KZN, Amajuba mainly covers peri-urban and rural areas, with a small urban portion (Amajuba SDF, 2018). According to the 2016 population census, it is home to 531 327 people (Municipalities, 2020). The province has declining mining and manufacturing activity (Amajuba SDF, 2018).

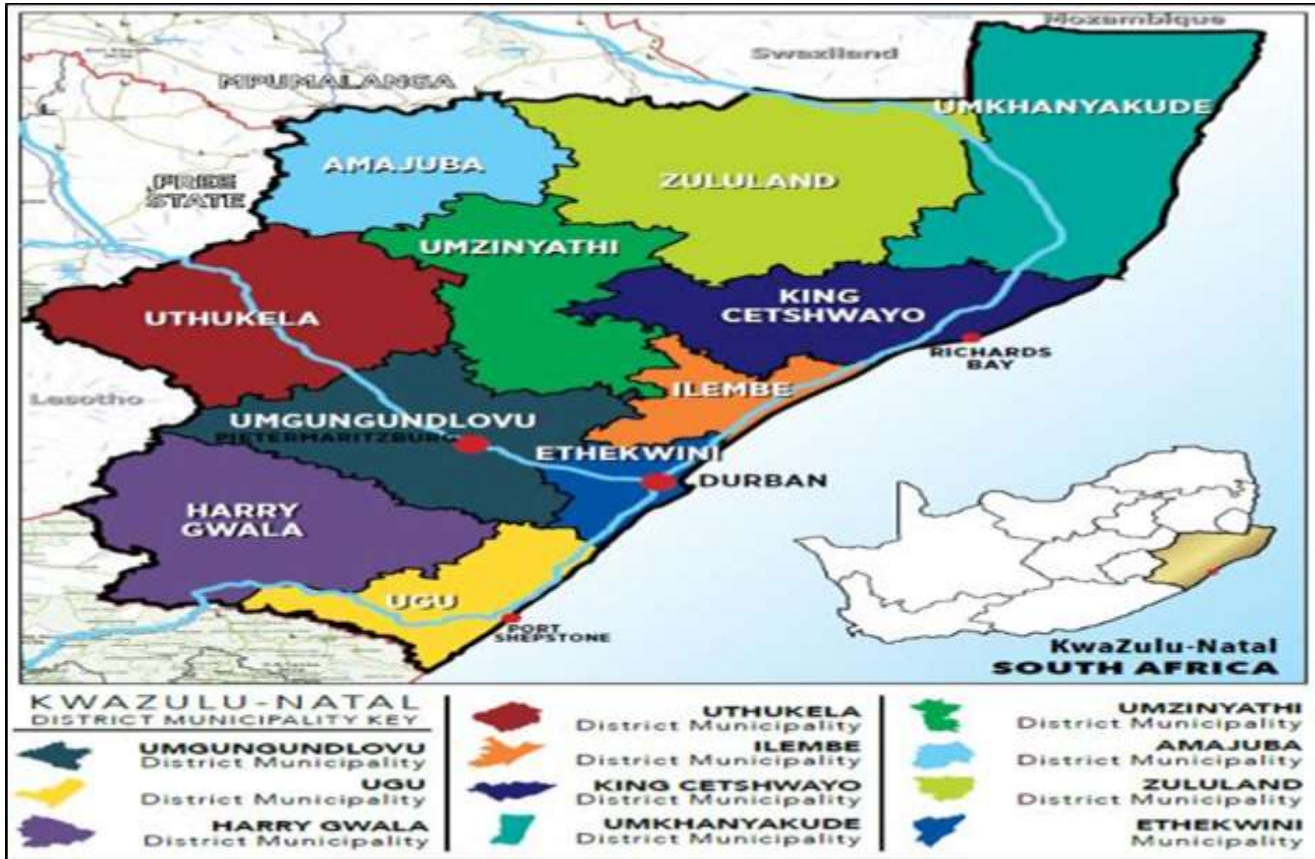
4.6.1.2 Harry Gwala

Harry Gwala district in the southernmost part of the province is mainly comprised of rural and farm land, most of which falls under the tribunal authority, the Ingonyama Trust (KZNTopBusiness, 2020). According to its Draft IDP (2020), it has a population of 510 660. Fifty-three per cent of the population in this district depends on government social grants.

4.6.1.3 Ilembe

This district lies between the two economic hubs of the province, Richards Bay in King Cetshwayo district and Durban in eThekweni. Thirty-one per cent of the land in the district is given over to privately-owned sugar cane farms and agriculture is the main economic activity (KZNTopBusiness, 2020). The population stands at 657 612 (Municipalities, 2020).

Figure 9: KwaZulu-Natal District Municipalities



Source: KZN Top Business (2020)

4.6.1.4 King Cetshwayo/ uThungulu

This district in the north eastern part of the province focuses on agriculture, forestry and fruit cultivation. It is known for its industrial development business zone (KZNTopBusiness, 2020). However, 80% of the district is rural and peri-urban (KZNTopBusiness, 2020). The population is 971 135, with an unemployment rate of 34.7% and youth unemployment stood at 44.4% (Municipalities, 2020) prior to the recession triggered by the COVID-19 pandemic.

4.6.1.5 Ugu

This district is an agricultural hive that produces a fifth of the bananas consumed in SA (Municipalities, 2020). It is home to 753 336 people (Municipalities, 2020).

4.6.1.6 EThekwini

The only metropolitan municipality in the province, eThekwini has a population of 3 702 231 (Municipalities, 2020). It is “home to Africa's busiest port, Durban Port, Dube Tradeport - a multimodal logistics platform and King Shaka International Airport” (KZNTopBusiness, 2020, para. 4).

4.6.1.7 Umgungudlovu

This is the second-largest district in KZN, with a medley of urban and rural areas (KZNTopBusinesses, 2020). It is home to Pietermaritzburg, the capital city of the province and its main economic activities are community services (25-30%), finance (15-20%), manufacturing (10-15%), agriculture, forestry and fishing (10-15%), wholesale and retail trade (10-15%), and transport and storage (10%) (Municipalities, 2020).

4.6.1.8 UMkhanyakude

Situated in the northeast part of the province, bordering Mozambique and Swaziland (KZNTopBusinesses, 2020), UMkhanyakude has a population of 689 090 people, many of whom live below the poverty line (Municipalities, 2020). The district is mainly dependant on agriculture and tourism. It has one of the province’s highest unemployment rates (Municipalities, 2020).

4.6.1.9 UMzinyathi

The district is located in the north-central part of the province, with a population of 554 882 (Municipalities, 2020). The economy is centred around agriculture and craft, with most people dependent on commercial farms (KZNTopBusinesses, 2020). According to the Human Sciences Research Council (2013), it is one of the poorest districts in the country with low levels of education and skills, and functional literacy posing a challenge to socio-economic development.

4.6.1.10 UThukela

UThukela is situated in the western part of the province and is surrounded by other provinces. It is a predominantly rural area characterised by poor socio-economic conditions (Municipalities, 2020). In 2016 the population stood at 706 588 with a high unemployment rate (Municipalities, 2020). The district relies on agriculture.

4.6.1.11 Zululand

This district is a mainly rural municipality with some private farms, and tourist attractions. More than half of the district falls under traditional leadership with high levels of subsistence farming (KZNTopBusiness, 2020). It has a population of 892 310 and the unemployment rate stood at 41.1% in 2011 (Municipalities, 2020).

4.9 DATA COLLECTION

As discussed earlier, the study used a qualitative method, GT. In this method the data collection process is part of the outcome and it builds the emerging theory. It was thus imperative that the data collection process was well-articulated to promote the dependability and trustworthiness of the data and the results.

4.9.1 Target Population

Before GT was conducted a Unit of Analysis needed to be identified (Locke, 2014). The Unit of Analysis was that which would be impacted by the different independent variables, i.e., the dependent variable (Henning *et al.*, 2004). In this study, the dependent variable, which was the Unit of Analysis was FMCG-SMMEs in KZN. These were profiled as black-owned businesses which were registered and had a proven track record as they had survived and traded for 3.5 years. The number of active FMCG-SMMEs with such a profile across the 11 districts was unknown. While the CIPC may contain a number of registered businesses, it was not possible to ascertain which were still active as its staff acknowledged that 50% or more of businesses close due their survivalist nature, and inability to file returns, thus forcing them to be inactive and at times deregister as entities (CIPC, 2016). It was therefore not plausible to rely on such a source. SEDA KZN, as the custodian of SMMEs, also did not have an exhaustive list but was able to provide a guide on respondents who could become the initial Unit of Analysis.

4.9.2 Sampling

All FMCG-SMMEs could not have an equal chance of being selected to be part of the sample; in such instances, non-probability sampling is used (Silverman, 2016). This was supported by the nature of GT which is assumed to start from the unknown (Currie, 2009). Sekeran and Bougie (2011) argue that in a case where the researcher chooses respondents based on their ability to provide information as was the case with the FMCG-SMMEs, purposive sampling is appropriate.

This form of sampling allows the researcher to consciously select subjects who are in a position to articulate their experience of the phenomenon under investigation. Respondents are chosen in the belief that they will provide the researcher with a “richer and deeper understanding of the phenomenon” (Ligita, Harvey, Wicking, Nurjannah, & Francis, 2019, p. 1). Blumberg, Cooper, and Schindler (2014) add that, in such a case, snowballing sampling can be used to identify and reach these respondents.

It is important to emphasise that, as noted previously, GT does not follow the same steps and rules as hypothetic-deductive research (Locke, 2014). It was not possible to draw a conclusive sample size or to predetermine the final number of data sources as these were modified over time as the study progressed, with saturation reach employed to indicate when to halt data collection (Locke, 2014). This GT data collection management strategy was found to be flexible in drawing accurate interpretations of the phenomenon studied (Henning *et al.*, 2004).

Hitchcock, Nastasi, Summerville, and Meredith (2010) argue that as a ‘rule of thumb’, saturation is reached at a minimum sample size of 20 respondents and a maximum of 30. However, this is merely a guide, because, with GT, “The sample is not *priori* defined, but rather along the course of the study the construction of hypothesis allows for developing and deepening of concepts to fill in the gaps of the emerging theory” (Santos, 2018, p. 2).

Grounded Theory draws conclusions when saturation is reached (Locke, 2014). It is critical to understand that GT's theoretical sampling has an impact on the sample size. “Sample choice is a function of the emerging hypothesis, and sample size a function of theoretical completeness” (Currie, 2009, p. 25). Therefore, in each district, once the first FMCG-SMME was approached, each acted as a guide for the snowballing effect. This aligns with Sutcliffe’s (2000) recommendation that the first respondent be regarded as the gatekeeper who determines the direction of those to follow.

Saturation reach therefore determined the final number of respondents from each district. Although there was a set minimum and maximum sample set, as discussed above, Bagnasco, Ghirotto & Sasso (2014) cautions that these should purely be viewed as guidelines as saturation should always be used as an accurate measure of when to stop data collection. This meant that the data collection process stopped when collection no longer yielded any new information and knowledge (Brekenridge & Jones, 2015). It should

be noted that the GT researcher is always aware of the fact that size does not mean significance (Bagnasco, *et.al.*, 2014). The respondents were owners of black-owned FMCG-SMMEs who actively participated in the running and management of the business.

4.9.3 Data Collection Methods

In GT, there are categories on which to base question design (Locke, 2014). The study's objectives and research questions provided a basis for the interview schedule. The in-depth, open-ended, semi-structured interview schedule was used to achieve the study's aims and objectives. Given notes that this type of schedule solicits open-ended responses (Given, 2008). These are depicted in the interview schedule in Appendix X. A dictaphone was used to record the interviews. Failure to record one's interactions with a respondent, makes it difficult to understand the meaning conveyed. It is difficult and nearly impossible to undertake GT data collection without recording as one needs to conduct line by line analysis, which requires an accurate record of what is said and how it is said (Tinmonen *et al.*, 2018).

The researcher had to ensure that the interviews were conducted in a comfortable environment. The respondents were able to choose where they wanted to be interviewed as this tends to encourage them to divulge more information and be forthright (Maryudi & Fisher, 2020). As the custodian of economic development in KZN, SEDA provided gatekeeper's permission to conduct the research. The agency was best positioned to provide information on and access to FMCG-SMMEs in the province.

Section B of the interview schedule deviated from a normal interview. To achieve the study's second objective, the respondents were asked to rearrange certain stages identified in the study's framework to establish a process and behaviour towards it. The researcher observed the respondents as they did so and their actions and decisions were later used to draw the emergent stages. This assisted in adjusting the research process where necessary for adequate coding to take place and for the categories to be identified as per Strauss and Corbin (1998). Observation was used in conjunction with the interviews. The researcher identified plosive letters based on the brand name and the respondents also identified these letters. Observation enables the researcher to use his/her senses of sight and hearing to collect data (Smit & Onwuegbuzie, 2018).

Although the categories identified in the pilot phase assisted in kick starting the study, they were not a prescription or category parameter. In this instance, the first three respondents were treated as respondents in both the pilot and final studies. This stage was used to test the appropriateness of the instrument and it was found to be appropriate as it aligned with the objectives of the study almost perfectly. As shown by the memos, throughout the data collection process, there was critical engagement with the data to ascertain meaning and draw specific conclusions to assist with category building.

With each data collection process as recorded in the memos, there was a naming data incident, where meaning was assigned on a line by line basis in each memo (Locke, 2014). All the memos were dated with headings and definitions (Locke, 2014). Such activities whilst collecting the data ensured that data links were identified early and comprehension of the phenomenon was manifested in real time (Locke, 2014).

4.10 DATA ANALYSIS

There are different schools of thought on how GT should be conducted. All of these are bound by universal principles, i.e., axial coding, theoretical sampling and inductive reasoning. Coding was part of the data analysis process and there was thus constant comparative analysis. When theoretical sampling was taking place and interviews were conducted, memos were developed, which were used as part of axial coding that began immediately data collection commenced. Sequentially, thematic analysis was performed to validate the results.

It was for this reason that the triangulation of data was critical in this study. This increased the certainty of its outcomes, increasing their transferability (Honorene, 2017). The research followed the GT approach; however, the data was also triangulated through thematic analysis, using NVIVO software. As explained later in this chapter and depicted in Figure 10, secondary data analysis was used to test data quality.

This form of data triangulation was conducted to test the legitimacy of the results as per Denzin's original conceptualisation of triangulation in the 1970s (Flick, 2017). According to Willig (2013), triangulation improves the legitimacy of the results in cases such as this, where more than one method was used to analyse the data. This would provide support for or dismiss some of the theoretical codes found to be

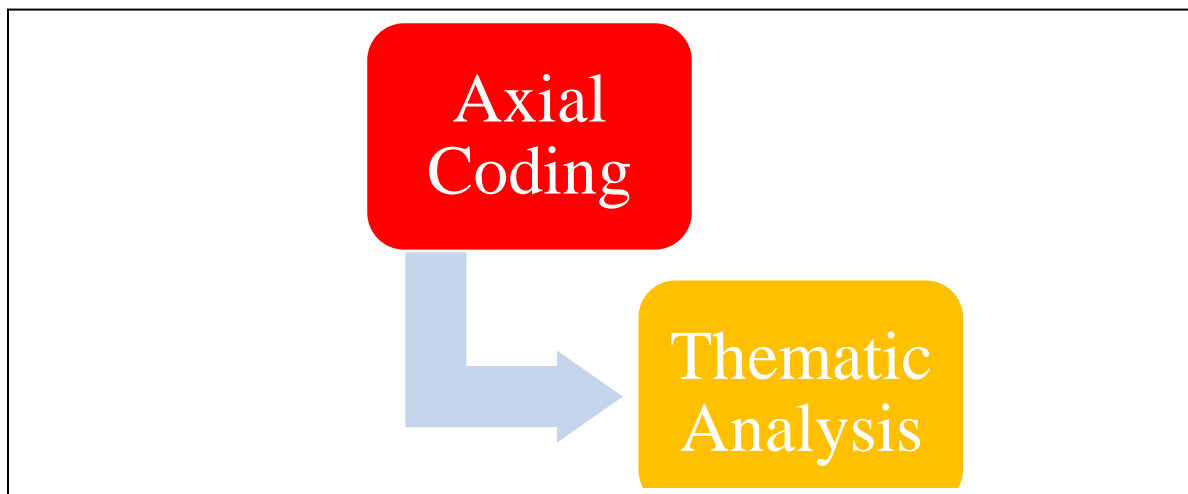
invalid (Willig, 2013). However, the use of more than one method as shown in the diagram below, and using two of them sequentially as applied in this study went beyond the need to authenticate outcomes and included the need to develop more knowledge by identifying gaps that other methods may not have manifested (Flick, 2017).

Roller (2015) notes that the use of a multi-method approach is advisable when studying a complex phenomenon in order to gain a holistic understanding and retain meaning. The primary qualitative study was performed through GT; the transcripts were later used in a second qualitative assessment, which involved thematic analysis. The aim was to provide greater depth and breadth of information which is not possible utilising singular approaches in isolation (Almalki, 2016).

4.10.1 Axial Coding

Although there may be different practices in coding, what is common is that there is a first phase which is the 'opening up' phase, which is used to identify codes and categories (Tinmonen *et al.*, 2018). This phase was followed by the ability to make connections, critique and relate the data between different codes, categories and subcategories, which is called axial coding (Scott & Medaugh, 2017).

Figure 10: Data Analysis Triangulation



Source: Author's Own

This ultimately leads to the development of a framework which later becomes a theory. Although this process is time-consuming, it was necessary and ensured that the outcomes were grounded in actual reality (Santos, *et.al.*, 2018).

Once all the memos were concluded, coding was completed line by line; sentence by sentence (Willig, 2013). This process unveiled more descriptive categories, known as low-level categories and ensured that the analysis was genuinely grounded, allowing for higher-level categories which lead to theoretical formulations known as theoretical codes emerging from the data (Willig, 2013). These higher levels of paradigms can be reached through coding paradigms, which is the arrangement of the categories by how they link; thus, core and periphery categories emerge (Glazier & Strauss, 1967).

Memo writing is critical in GT. Through memos, the researcher is able to reflect on the data (Kenny & Fourie, 2015). These recordings provide direction for the researcher towards developing the codes that are used.

Theoretical sampling began from the time the decision was made on the scope of the study, which identified its object as black-owned FMCG-SMMEs in KZN. Theoretical sampling is part of the analysis and sampling activities in GT, where the aim is to group responses to comprehend what the data tells the researcher. There is constant comparison of data (Sutcliffe, 2016). Even the choice of respondents starts to become more aligned with how earlier memos guide the research (Bryant, & Charmaz, 2019). The significant difference between GT and other qualitative methods is its ability to use theoretical sampling in framing concepts and later a theory.

4.10.2 Thematic Analysis

Computer Assisted Qualitative Data Analysis (CAQDAS) was used to analyse the data using NVIVO software. The reason CAQDAS was chosen was its ability to improve the transparency of the results (Miles, Huberman, & Saldana, 2013). Thematic analysis, which provides patterns and themes from qualitative data, was the chosen method of analysis (Sekeran & Bougie, 2011). A comparative analysis was thus completed using the axial coded results and thematic results. CAQDAS was used to track the coding from GT; and to store and retrieve the data, linking it to the memos drafted in the first step (Currie,

2009). While CAQDAS is an optional aid and NOT an indispensable tool in data analysis, it was helpful in support of codes, conceptualisation of data and identification of theories.

4.11 DATA QUALITY CONTROL

Trustworthiness was ensured to promote data quality control. The principles that promote trustworthiness guided the research, including transferability, dependability, confirmability and credibility. Saturation reach practices had to be clearly articulated to ensure that set quality standards were met. Anney (2014) advises that trustworthiness improves the authenticity of an inquiry in qualitative research, which was the goal in this research.

Muhammad, Muhammad and Muhammad (2008) state that credibility, trustworthiness and transferability are all terms that may be used to explain the reliability and validity of a qualitative research study. Researchers in qualitative research rely on personal experience as well as the literature to address issues related to validity, reliability and the potential to generalise (Patton, 2002). McMillan and Schumar (2006) maintain that researchers should make use of more than one method when collecting and analysing data in order to ensure valid and reliable results. This could include methods such as interviews, recordings, observation and keeping a diary in the form of memo-writing (Charmaz *et al.*, 2021). This study used all these tools to promote the trustworthiness of the data and to ensure that “coding is the pivotal link between collecting data and developing an emergent theory to explain these data. Through coding, you define what is happening in the data and begin to grapple with what it means” (Charmaz, 2006, p.46).

4.11.1 Theoretical Saturation

Saturation is used in qualitative research to determine the sample size. It is usually defined as a time in the data collection process where the researcher believes s/he has reached a point at which no new evidence can be provided (Guest, Namey & Chen, 2020). Hennink, Kaiser and Marconi (2017) identify the saturation process as the principle at the core of sample size determination in qualitative research. Various factors influence how saturation is conducted, but at its core is the research design, the scope of the study and its objectives (Mason, 2010). Two types of saturation are commonly used to determine saturation reach, namely, *code saturation* and *meaning saturation*. Hennink, Kaiser and Marconi (2017) describe the latter as the point where the meaning of the codes that emerged is reached, whereas the former describes a saturation reach that probably happens earlier in the research when the codes are first

established and repetition with no new codes begins to manifest. *Code saturation* usually occurs first, followed by *meaning saturation* (Hennink, Kaiser, & Weber, 2019).

Saturation was an operationalised principle used in this research study. This meant that the saturation practice of observing saturation reach was adopted to ensure consistency with the research questions and the study's framework (Saunders, Kingstone, Waterfield, Bartlam, Burroughs, & Jinks, 2018).

This principle constantly guided the data collection process. Due to its objectives, saturation was reached at different times during the study. There were instances where one code reached saturation earlier than another; as such, the same saturation reach could not be assumed for all codes that emerged and it had to be treated on a code by code basis (van Rijnsouwer, 2017).

4.11.2 Transferability

External validity, which in essence is the ethos of transferability is "concerned with the extent to which the finding of one study can be applied to other situations" (Shenton, 2004, p. 69). Nassaji (2020) notes that the researcher has a responsibility to ensure that sufficient contextual information is provided about the fieldwork in order for the reader to make a transfer. It is also crucial for the researcher to provide a thorough description of the phenomenon being investigated in order for the reader to have a good understanding. This will enable the reader to compare the occurrences in the study with broader situations. In this study, this was achieved by providing empirical evidence, providing details and the motivation for all decisions taken and validating using the literature to compare and contrast the findings.

In qualitative research the aim is not to reach an outcome which will make the results generalisable; rather it is to identify particularity. Particularity in research is best defined as peculiar findings which are held together through their common phenomenon description and not by them being the same, as found in typical generalisation practice in quantitative research (Dreier, 2019). These particularities help to build the theory because the aim is to provide data that describes the phenomenon and its depth. In qualitative research, demography is not as significant as identifying respondents with situational experience to provide data: "the aim is to make logical generalizations to a theoretical understanding of a similar class of phenomena rather than probabilistic generalizations to a population" (Popay *et.al.*, cited by Horsburgh, 2003, p. 309). Generalisability is therefore only applicable when both the data from the previous literature

and current empirical data are used to reach conclusions (Emeka & Collins, 2020), as was the case in this study.

This is supported by Payne and Williams' (2005) assertion that, in qualitative research, generalisation is possible by providing evidence that supports the data, which in essence is ensuring transferability to research (Gheondea-Eladi, 2014). According to Payne and Williams (2005), in such instances the term *moderatum generalisation* can be used to explain and suggest that the findings may not necessarily be cast in stone and could be subject to change when further research is performed and they are statistically tested.

4.11.3. Dependability

With regard to reliability, Shenton (2004) notes that positivists use techniques that ensure that if their work is repeated using the same methods and participants, it will yield the same results. In qualitative research, however, because the nature of phenomena is ever-changing, it raises several issues (Marshall & Rossman, 1999). However, Nassaji (2020) emphasises that there is a close relationship between credibility and dependability, and that if credibility is evident, then dependability may also be present. To ensure dependability, the researcher needs to provide a detailed process report (Shenton, 2004). Lincoln and Guba (1985) refer to this as a "prototype model", which will enable future researchers to undertake the same work and may even yield the same results. An in-depth report will also assist the researcher to analyse the extent to which proper research practices have been followed (Shenton, 2004). According to Lemon and Hayes (2020), dependability in qualitative research takes on the role of reliability found in positivist research work; "it asserts that findings are distinctive to a specific time and place, and the consistency of explanations are present across the data" (Lemon & Hayes, 2020, p. 2).

4.11.4. Confirmability

According to Patton (2002), confirmability is comparable to objectivity. Qualitative researchers are faced with a challenge when it comes to ensuring real objectivity, as the researcher's bias may be inevitable. Nonetheless, the onus is on the researcher to ensure that the findings of the study reflect the experiences and ideas of the participants, and not those of the researcher. Confirmability ensures that the data is free from researcher bias and reflects the respondents' experiences (Lemon & Hayes, 2020).

4.11.5 Credibility

Credibility in GT or any other qualitative research is reached when the researcher acknowledges her/his *priori* knowledge about the subject and includes her/his human experience through the research process (Cutcliff, 2000). Cutcliff (2000) suggests that this is achieved when the researcher provides details of how s/he has engaged with research methods and provides an audit trail. Credibility is the ability to achieve “congruence between the worldview of the researcher/s, the aims of the research, the nature and scope of the documents under investigation, and the analytic procedures undertaken” (Wood, Sebar, & Vecchio, 2020, p. 3).

4.11.6 Researcher Reflexivity

Reflexivity serves to achieve trustworthiness because it calls for a detailed step by step record on how the research was conducted. According to Davis (2020), reflexivity is achieved by being open and transparent about one’s personal relationship with the subject of enquiry. In the process reported in the subsequent chapter, there is therefore constant reporting on the said relationship to achieve reflexivity and to ensure trustworthiness. Lazard and McAvoy (2017) advise that revealing the researcher’s perspective and position on the phenomenon helps to achieve reflexivity. In qualitative research, the researcher’s bias cannot be denied and it should therefore be discussed upfront in order to reveal his/her subjectivity on the phenomenon being investigated (Mohajan, 2017). Researchers should always be aware of their own bias in the research process (Zawada, 2021).

4.12 CHAPTER SUMMARY

Regardless of the GT school of thought one follows, four core principles are said to be indispensable when conducting GT. These are: (1) Taking GT seriously and abiding by its rules, with no shortcuts, (2) Capturing and explaining context-related processes related to a phenomenon, (3) Pursuing theory by engagement with the data, and (4) Pursuing theory through axial coding and theoretical sampling. All these principles were applied in this study so as to ensure that the theory created would be one that can be trusted by policy developers and SMME training programme developers.

In conducting this purposive study, sampling was used to gather data from all districts in KZN. The use of saturation instead of numbers to quantify the sample size was important in setting the parameters to

guide the study. The process followed to analyse and triangulate the data was captured in this chapter to set the context for the data presented in the following chapter.

CHAPTER FIVE

PRESENTATION OF DATA RESULTS AND THEORETICAL SAMPLING

5.1 INTRODUCTION

Following on from the description of the research methodology in the previous chapter, this chapter presents and analyses the data from two perspectives, as per the design of the thesis. In line with Alsutari's (1995) suggestion, it begins with the empirical examples that developed into questions. These lead to theories, using the grounded approach. It is for this reason that this chapter uses a storytelling tone (see Chapter one). While storytelling is not usually accepted in commerce studies, in inductive perspectives of research of this nature, it is crucial.

In this chapter, the story told is that of reporting the results from the research. The presentation of the results begins with the contextualisation of district experiences in the process of data collection. The story starts with the narrative on the data collecting journey; this context is vital in understanding the research results. This phase is followed by the process of axial coding of data; this coding method began as soon as the data collection process started. The chapter goes on to present the results of the thematic analysis to confirm the results as explained in Chapter three and discusses the trustworthiness of the data. It commences by discussing reflexivity to ensure transparency.

5.2 RESEARCHER REFLEXIVITY

One of the fundamental points of departure between quantitative and qualitative research is how the researcher becomes part of the research. As noted in the previous chapter, reflexivity has to be practiced to ensure that the researcher's subjectivity is taken into consideration when final conclusions are drawn. This is achieved by ensuring that all decisions taken are transparent. In reporting the data, where applicable, the researcher's background in SMME development and marketing research is shared.

5.3 DATA COLLECTION REPORTING

Having received ethical clearance (Appendix I), the research process began with obtaining the contact details of SEDA offices across KZN; these were found on the agency's official website. Seven district offices were identified and it was confirmed that King Cetshwayo and uThungulu referred to the same district due to a name change. The district offices were:

1. King Cetshwayo
2. Amajuba
3. EThekweni
4. Ugu
5. Mgungundlovu
6. Thukela
7. Harry Gwala

These SEDA branches were contacted using the email in Appendix VIII. Some sent the contact details of the FMCG-SMMEs within their jurisdiction, while others were unable to assist, or did not respond. The following sub-sections recount what took place in each district during the data collection process. The responses received from some of the district offices are presented in Appendix IX, with the contact people not identified by name in order to protect their privacy. Interestingly, one of the SEDA district managers warned that FMCG businesses were not common:

SEDA District Manager: I need to caution you though that we do not have many clients in the category that you have specified

5.3.1 King Cetshwayo/uThungulu

This district office confirmed that manufacturing and production of FMCG products by SMMEs was not common. They added that the Protection of Personal Information (POPI) Act of 2013 also made it difficult for them to pass on any information without consent. The Act is designed “To promote the protection of personal information processed by public and private bodies; to introduce certain conditions to establish minimum requirements for the processing of personal information;” (Government Gazette (SA), 2013, p. 2). After they consulted with entrepreneurs in FMCG-SMME industries, they were able to provide a list of nine businesses. Through snowballing, three more businesses were identified, making a total of 12 businesses in this district who fit the profile and could be interviewed.

Three of these businesses produced baked goods; three household detergents; and one bottled foods (Jam). The last two were involved respectively in stationary production and personal care products. The two

businesses identified outside of the list produced personal skincare and health products, and indigenous health foods.

5.3.2 Amajuba

This district also cited the POPI Act as a barrier to reaching respondents. Three businesses were identified, one of which produced household detergents, one Cannabis-infused hair growth products and one Cannabis personal care oils.

5.3.3 EThekwini

No response was received from this office, prompting an on-foot search and the use of snowballing. Ten businesses were identified. Three made hair products for black African hair, one of which also had a cosmetic range under the brand name. One made household cleaning products; four sold baked goods, and two sold pickled, bottled foods (chillies). It should be noted that several cleaning products were manufactured. However, they did not fit the profile as they were not manufactured for sale to households, but for business to business sales.

5.3.4 Ugu

This district noted that there were FMCG-SMMEs in their area of jurisdiction and also cited the POPI Act. Only one FMCG-SMME was identified and it supplied frozen food.

5.3.5 UMgungundlovu

The SEDA office promised to compile a list; however, this did not transpire. Businesses were identified through a call on Facebook, and this allowed for snowballing. Five businesses were identified, with two producing hair products, one pickled, bottled foods, and two baked goods.

5.3.6 Thukela

The Thukela office did not respond, and the foot search did not identify any potential participants.

5.3.7 Harry Gwala

This district office also cited the POPI Act; however, it identified 11 businesses that fit the study. They consisted of four producing household detergents; three baked goods; one household cleaning products, two fresh food producers and one stationary supplier.

Four districts did not have SEDA offices and used offices in other districts to seek assistance for SMME and entrepreneurship development. Parts of the Zululand district that are closer to the Amajuba district depend on officials from that district, and those that are closer to uThungulu use the uThungulu/King Cetshwayo offices.

The same applies to the uMkhanyakude district that uses the uThungulu/King Cetshawyo offices. The iLembe district relies on the eThekwini offices and the uThungulu/King Cetshwayo district. UMzinyathi uses the Amajuba office. In collecting data, these areas were also visited. As custodians of economic development, their municipal offices also had information on FMCG-SMMEs, all of which fell within the jurisdiction of SEDA.

The Zululand municipal offices were not aware of any FMCG-SMMEs in the area and it was advised that detergents are usually imported and sold under new brand names and were not manufactured in the area. The uMkhanyakude municipal offices advised that a number of SMMEs sold baked goods and pickled, bottled chillies; however, they were not registered. In the area of uMhlabuyalingana, many businesses were spotted on the side of the road, who sell self-made FMCG products, particularly in the food sector. However, they were operating informally and therefore, did not fit the profile for the research. They were not registered, nor did they follow any 'typical' branding processes besides their work being known by trusting in the person who is selling a particular product.

On the 19th of December 2019, in the uMhlaba'yalingana area, a woman arrived at the local petrol garage with a tog bag. By the time she put the bag down, she was surrounded by people waving money. In the space of 10 minutes, the contents of her bag were finished. She was interviewed as per the protocol in Appendix III (refer to her memo in Appendix VI (11)) in the hope of gaining insight into why she was not an official FMCG-SMME and how branding and marketing played out in her context. The content of her

responses was not included in the study. However, it provided context and further profiled FMCG-SMMEs in KZN.

The conversation revealed that the woman did not have a registered business; she had attempted to get registered several times, by approaching the development offices in the area. She said that samples of her work were taken, but the registration process never took off and years passed. She admitted that had she been more educated, she could have done this on her own. She now feared that the samples she supplied might have been used to make similar products, but was vehement they could not copy her specific recipe. She said she made R5 000 a month, which she used to feed her family. Her most significant customer was a man in Stanger who bought her chillies in bulk once a month. She sold her pickled, bottled chillies in old mayonnaise bottles of varying sizes. Although they differed in size, she only had two prices, small and big. She said that people bought from her because they trusted and knew her product, so when she appeared there was an assumption that she had chillies. People told their friends and this ensured that she always sold all her goods. During the data collection phase, it was observed that most FMCG-SMMEs across the province were operating as informal structures, usually micro entities and thus could not form part of the study.

The final number of businesses identified for the research across the province is set out in Table 9 below. The table summarises the data collection process. These were the industries and businesses the study initially targeted.

Table 9: KZN FMCG-SMME Spread Summary

FMCG CATEGORY	PRODUCT DESCRIPTION	NUMBER OF BUSINESSES
Cleaning & Hygiene	Cleaning	2
	Detergents	8
Food	Baked	12
	Frozen	1
	Fresh	2
	Bottled	4
	Dried Foods	1
Stationary	Stationary	2
Personal Care	Skincare	3
	Hair	6
	Health	1

Four industries were identified within FMCG, namely Cleaning and Hygiene, Food, Stationary and Personal Care. The food industry had the highest FMCG participation by black business owners. Only 42 businesses were identified and these were few and far between. This was confirmed by a SEDA district manager, who as noted earlier, said, *“I need to caution you, though, that we do not have many clients in the category that you have specified”*. The researcher worked with what was available to complete the study.

5.4 SAMPLING

Having defined the data collection journey that took place across the province, it is essential to identify the decisions that were taken aligned with the data used to understand this phenomenon. At the core of the data collection process was the principle of saturation. Axial coding took place as soon as the data collection process began, with the first interview on the 16th of November 2019 and ensured that saturation could be monitored. The planned sample was a minimum of 20 and a maximum of 30 respondents. The principle of saturation reach guided this study. Locke (2014) found that it was critical to use the technique of saturation for GT studies. Unlike in quantitative studies, the size is not definitive of the phenomenon, especially where the study seeks to find meaning which is the “how and why of a particular issue, process, situation, subculture, scene or set of social interactions” (Dworkin, 2012, p. 1319).

Given this background, the total number of respondents for the study was ten, the transcripts for which are found in Appendix IV. As noted in the methodology chapter, the first three interviews were the piloting phase of the study, which helped to determine the appropriateness of the data collection instrument.

Table 10: Data Collection Pathway

PHASE	ACTION	DATE
Phase One	Pilot phase with the original open-ended, semi-structured interview schedule.	16 November 2019
		20 November 2019
		20 November 2019
Phase Two	With the pilot, section B had to be explained and defined with all three respondents; thus, it was incorporated into the instrument	16 November 2019 to 17 December 2019

	to avoid confusion before continuing with the study.	
Phase Three	Transcription and line-by-line assessment, leading to the final memos in Appendix VII.	Finalised 22 February 2020
Phase Four	Secondary level memos found in Appendix VIII	14 August 2020

Table 10 above provides details on how data quality was achieved over time. In the first phase, piloting the instrument enabled shortfalls to be identified and rectified before moving to the second phase where the changes were adopted. The third phase entailed line-by-line (Appendix VII) processing that was recorded over time in the primary memos. This led to the final phase, creating the secondary level memos in Appendix VIII.

Subsumed under the South African racial definition of black, eight respondents were African, one was Coloured, and one was Indian. The axial coding included the saturation reach for the different criteria of the study. Table 11 lists the brand names of the ten respondents. Ethical clearance was received for data collection: HSSREC/00000633/2019 (see Appendix VIII). It should be acknowledged that, had the saturation principle not been applied, the number of respondents willing to participate would have increased and been more challenging to locate. It was evident at the beginning of the data collection process that it was difficult to identify these individuals due to two main reasons. The first was that contact details were out of date or that there was no response. Secondly, many were of the view that research is a government activity that never yields any benefits for them, so they were not interested participating. Notwithstanding these challenges, the study continued and sampling took place which yielded the respondents listed in Table 11 below.

Table 11: Black-Owned FMCG-SMME Respondents

BRAND NAME	FMCG-SMME	KZN DISTRICT
Paradigm Life	Personal Care – Skincare	King Cetshwayo/uThungulu
Wicked Donuts	Food – Baked	eThekwini
Azande	Hygiene – Cleaning	eThekwini

Ulti-Care	Personal Care – Hair	uMgungundlovu
Nelzank	Food – Frozen	Ugu
Ludonya Trading	Food – Baked	Harry Gwala
Mindbrain717	Food – Dried Foods	King Cetshwayo/uThungulu
Grow A Fro	Personal Care – Hair & Skincare	Amajuba
CanCure	Personal Care – Health	Amajuba
Get2Natural	Personal Care – Hair & Skincare	eThekwini

5.4.1 Theoretical Saturation

As noted previously, the sample size was determined by saturation reach, which occurred when no further new information could be found. Saturation reach was determined by a trait being repeated three or more times.

5.4.1.1 Socio-Economic Saturation

The respondents' demographic details are presented in two separate tables: General Business Demographic Saturation Reach in Table 12 and Business Specific Demographic Saturation Reach in Table 13. The saturation reach is highlighted in these tables in yellow to make it easier and faster for the reader to identify when saturation was reached.

Table 12: General Business Demographic Saturation Reach

	GENDER	INDUSTRY	EMPLOYEES	TRADING YEARS	QUALIFICATION
1	Female	Personal Care – Cosmetic	One	Three years	Undergraduate
2	Female	Food	Twenty Seven	Five years	Undergraduate
3	Male	Hygiene -Cleaning	Four	Two years	Undergraduate & Postgraduate Undergraduate qualification saturation reached 3 November 2019
4	Male	Personal Care - Hair & Hygiene - Cleaning	Four	Ten years	Certificate

		Gender saturation reached 9 December 2019			
5	Female	Food	Three	Three years	Undergraduate
6	Female	Food	Three	Three years	Undergraduate
		Food saturation reached 10 December 2019	3-4 employees saturation reached 10 December 2019	Three years saturation reached 19 December 2019	
7	Male	Food - Health	Ten	Ten years	High School & Undergraduate
8	Male	Personal Care – Hair	Three	Three years	Undergraduate & Postgraduate
		Personal care (hair) saturation reached 17 December 2019			
9	Male	Personal Care - Health	One	Three years	High School
10	Female	Personal Care - Hair	Three	Three years	Undergraduate & Postgraduate

Table 12 above presents the data in terms of industry type, the number of employees and trading years, and education level, represented by qualification obtained. By the 9th of December 2019 saturation was reached in representation of the gender, which showed an equal split in the industry; however, females mainly participated in the food industry and the hair and cosmetic personal care space. Food industry saturation was reached by the 10th of December and personal care on the 17th of December 2019. By the 10th of December 2019, the number of employees ranging from three to four was determined as the common practice as saturation was reached and by the 3rd November 2019 an under graduate qualification was identified as the general level in this group. These individual reached levels were not used to determine the end of the data collection process; however they made it possible to ascertain common practice, to help with the understanding of the socio-economic dynamics that affect these businesses. Table 13 below provides further representation of the demographic results concentrated on business specifics that represent the performance of the business.

Table 13: Business Specific Demographic Saturation Reach

	TURNOVER	BUSINESS EXPERIENCE	BRANDING MARKETING TRAINING	& BRANDING EXPERIENCE
1	R49,000.00	None	Self-taught	No
2	R10,000,000.00	Two unrelated	Self-taught	No
3	R10,000.00	Two unrelated	Marketing in Undergraduate	Yes
4	R149,000.00	None	SEDA business training & Self taught	No
			Self-taught saturation reached 21 November 2019	Brand experience saturation reached 21 November 2019
5	R149,000.00	One unrelated	Self-taught	No
6	R149,000.00	None	SEDA business training	No
	R149,000.00 turnover saturation reached 10 December 2019	Previous business experience saturation reached 10 December 2019		
7	R10,000.00	Two unrelated	Self-taught	No
8	R41,000.00	None	SEDA business training & Self-taught	No
			SEDA business training saturation reached 17 December 2019	
9	R49,000.00	Two unrelated	Self-taught	No
10	R149,000.00	None	Self-taught	No

Table 13 depicts the results in relation to business turnover, business experience, brand and marketing training and prior branding experience. Turnover saturation and business experience saturation was reached by respondent six and it was established that these SMMEs had previous business experience, and that their current FMCG-SMME businesses' turnover was R149,000.00. Most of the businesses owners taught themselves about branding and marketing.

The results presented in Table 13 show that most of the respondents did not have any previous experience of branding even though they had previous business experience. As depicted in the above tables, saturation reach was not the determining factor at this stage to determine the sample size; however, at this stage saturation had to be understood in alignment with the whole study as presented in the discussions that follow.

5.4.1.2 Brand Name Strategy

As explained earlier, the saturation process covered all the different objectives as it reached saturation for the whole study. For the second objective, as shown in Table 14 eight strategies used by these FMCG-SMMs in KZN were identified. Standalone (unique) was the only strategy that reached saturation with respondent ten and could not be tested beyond this level. The other strategies reached saturation earlier and thus their legitimacy had an opportunity to go through testing through their repeated presence with different respondents.

Table 14: Brand Name Strategy Saturation

	STRATEGY	SATURATION REACH RESPONDENT	SATURATION REACH DATE
1	Product Related	Seven	12 December 2020
2	Differentiation	Four	3 November 2020
3	Stand-alone (unique)	Ten	17 December 2020
4	Black Economic Consciousness	Seven	12 December 2020
5	Family Legacy	Six	10 December 2020
6	Personal Legacy	Nine	17 December 2020
7	Familiar	Nine	17 December 2020
8	Fictitious	Seven	12 December 2020
9	Ease of Remembering	Four	3 December 2020

Differentiation as a strategy reached saturation first with respondent four. This was followed by a product related, black market appeal and fictitious strategy for brand naming. Family legacy as a strategy reached saturation with respondent six whilst the creation of a personal legacy and being familiar reached saturation with respondent nine. Strategies that were not found to be relevant to these respondents are set out in Table 15.

Table 15: Brand Name Strategies not generalisable, not transferable, with no saturation

	STRATEGY
1	Easily recognisable
2	Toponym (geographic relevance)
3	Graphic and word link

The three strategies listed in Table 15 above manifested but did not reach saturation and would appear to be anomalies which one or two respondents raised. These were easily recognisable, toponym (geographic relevance) and graphic and word link. It could be argued that easily recognisable forms part of ease of remembering.

5.4.1.3 Brand Name Process

Identifying saturation reach also served to identify the process followed by the FMCG-SMMEs when brand naming. As shown in Table 16, five processes were identified that were considered in the brand naming strategy. The first three were creating new brand names, evaluating a brand, and establishing brand criteria, which the researcher, based on her previous knowledge, found odd as this is usually identified as an earlier step in international research; however, she had to be aware that personal bias should not influence the study. Step four was the selection of a brand name, followed by CIPC registration.

Table 16: Brand Name Process Saturation Reach

	STEPS	SATURATION REACH RESPONDENT	SATURATION REACH DATE
1	Creating new brand names	Four	21 November 2019
2	Evaluating a brand	Seven	12 December 2019
3	Branding criteria	Ten	21 November 2019
4	Selecting a brand name	Seven	12 December 2019
5	CIPC registration	Six	10 December 2019

As shown in Table 17 below, the steps that were presented in the research instrument that were found not to be of importance for FMCG-SMMEs in KZN were brand objectives, trademark search, choice of brand and consumer research preferences.

Table 17: Brand Name Process not generalisable, not transferable with no saturation

	STRATEGY
1	Brand Objectives
2	Trademark Search
3	Choice of Brand
4	Consumer Research Preference

Only respondents two and eight had an intentional strategy to gauge consumer preferences. They are the only respondents who had practiced some form of recognised strategy in choosing a brand name.

5.4.1.4 Brand Name Linguistics

Language consideration saturation reach found three linguistic traits to be of concern and interest in the brand naming process. As illustrated in Table 18, ease of pronunciation, language transferability and the

use of at least one weak plosive reached saturation reach respectively at respondent eight (with respect to the first two) and respondent six. Sound reached saturation with respondent ten.

Table 18: Brand Name Linguistics Saturation Reach

	STRATEGY	SATURATION REACH RESPONDENT	SATURATION REACH DATE
1	Ease of pronunciation	Eight	13 December 2019
2	Language transferability	Eight	13 December 2019
3	Sound	Ten	17 December 2019
4	One weak plosive use	Six	10 December 2019

The use of alphanumeric was mentioned as a linguistic strategy in brand naming, but, as shown in Table 19, was found to be an irregularity. Respondents seven and ten used this strategy which is discussed in detail later in this chapter.

Table 19: Brand Name Linguistics not generalisable, not transferable with no saturation

	STRATEGY
1	Alphanumeric

5.5 THEORETICAL SAMPLING

To begin the process of analysing the data, the process of axial coding commenced immediately. As soon as the data collection process started, all analysis was aimed at theoretical sampling, which was the final data found as the data developed, and specific concepts from the data become prevalent. In order to present the data, word for word, line by line assessment of the data was completed to identify emerging theories. Where direct quotations are presented, they are quoted verbatim to preserve their authenticity in truly understanding the emerging, ground-up theories manifested. This section of the chapter thus describes the theoretical sampling process that took place using axial coding. These are presented in alignment with the objectives of the study, the memos in Appendix VI (1-10) and the interview transcripts in Appendix V. Primary Memos were completed (Appendix VI) as the research continued and codes start emerging; therefore, the axial coding process extracted using memos is presented in this chapter through the representation of an initial phase, which later becomes focused coding until it becomes GT emerging from the research. This took place through constant comparison going back and forth between the data, as the data collection process continued. Appendix VII contains the second layer memos which provided outcomes from the constant comparison, leading to the study's conclusions.

5.5.1 Demographics

The demographics extended the profiles of the respondents and provided the socio-economic context, which was objective four. Five questions were posed in this regard. Through theoretical sampling, these five questions were absorbed and aligned to sections more relevant to them. During data collection, questions one, four and five, were found to be more concerned with demographics; this is explained below. However, questions two and three were found to deal with brand naming strategy and were shifted to that section of data presentation with the reasons provided in that section.

1. Were you influenced by plosives in brand naming?

The question assumes that a person who knows about plosives either has experience in marketing and branding, or has acquired it through advanced teaching and learning or apprentice learning. Only one respondent leaned towards saying 'yes'; they considered it, but did so after admitting they did not previously know that these were plosives.

Respondent 2: Yes, and No, I knew there were words that are possibly more catchy than others.

The following question referred to a lack of education and experience in the demographics section. It was based on the assumption that education would be an important construct to consider in this study.

4. Have you studied the science of branding or anyone else who was part of the naming process?

The data point to a lack of branding experience, as the majority of the respondents had not had experience of interacting with branding for business. Only two respondents had such experience. This is best presented by Respondent three who said the following with regard to branding experience and training:

Respondent 3: Sort of, but not specifically in this but hey, selling is selling. We covered brand strategy in undergraduate study and didn't cover any brand naming theory in both my undergrad and postgraduate study.

5. Do you have previous branding experience?

The question of previous branding experience spoke to the experience question in the demographics discussion; therefore, it was plausible to absorb this question into the experience section of the study.

In essence, the section on demographics also served another critical element of the study; beyond socio-economic contextualisation of the respondents, it enabled the researcher to profile the respondents to ensure they fit the study. It is for this reason that the responses are grouped into the objective aligned subheading and their responses and data reduction processes are presented up to the point where the emergent theory is identified.

5.5.1.1 Employment

The first demographic was the number of employees. This points to the economic impact businesses have in their ability to address unemployment. Table 20 shows the number of people employed by these entities. The first interview revealed that there was only one employee who was also the founder. Similar trends emerged across the interviews with the most common employee numbers falling between one and five, specifically between three and four employees. There was also a level of uncertainty regarding the number of employees among some businesses and they seemed to be tallying them for the first time, as shown by these responses:

Respondent 5: *I have employed four people, but mostly the three are part time because we do not process every day because of the facility.*

Respondent 6: *We have two people who bake, and two people, and one driver who makes deliveries if and when he has to deliver. We have five in total.*

Respondent 8: *We have nine people who work for us but I think it is more, there is three people who create and sell the oil. It almost works as a coop with members contributing to the organisation. It ranges between nine and 20.*

Table 20: Number of Employees

PHASE 1 INITIAL PHASE	PHASE 2 FOCUSED CODING	PHASE 3 EMERGENT THEORY
Founder	27 Labourers	Employing 1-4
27 Employees	Less than 5 Employees	
4 Employees		
3 Employees		

The second layer of the axial coding process for the number of employees presented below justifies how phase two was reached in reducing data further. The number of employees could thus be presented as:

Respondent 1: One

Respondent 2: Twenty-seven

Respondent 3: Four

Respondent 4: Four

Respondent 5: Three

Respondent 6: Three

Respondent 7: Ten

Respondent 8: Three

Respondent 9: One

Respondent 10: Three

The last phase, phase three, presented the final emerging theory from the data which found that the most common practice for these business entities was to have between one and four employees, as confirmed by the discussion on saturation reach above.

5.5.1.2 Turnover

Three of the businesses did not seem confident in responding to the question on turnover. They were evasive and it could not be determined if this was due to not knowing what turnover meant or it was beyond or above the scope provided. The researcher's knowledge and research proposition pointed to a lack of financial literacy as the reason for the responses. One respondent said their turnover was below R9, 000.00 but later said they were not too sure as they had not checked.

Respondent 6: We do not do financials but I think what we make as a turnover is between R50,000.00-R149,000.00 ngonyaka. (per year)

Respondent 7: R0-R9,999.00 from the beginning, each year, but I must say, I am not sure I must check it.

Respondent 9: R10,000.00- R49,000.00 closer to R49,000.00 though.

It was apparent that there was a relationship between the number of employees and turnover shown in Table 21 below. Businesses with between one and five employees reported turnover of R149,000.00 or less, while the one with 27 employees had high turnover of R10 million. It emerged that two types of turnover defined black-owned FMCG-SMMEs in this study, those with less than R149, 000.00 turnover and those with between R150,000.00 and R10 million.

In the opening commentary under this subheading, it was noted that two questions that were not answered from the socio-economic questions during data collection pointed to a lack of education and knowledge of plosives which form part of brand naming. The same applied to specific, comprehensive training in branding and brand naming.

Table 21: Annual Turnover

PHASE 1 INITIAL PHASE	PHASE 2 FOCUSED CODING	PHASE 3 EMERGENT THEORY
R49,999.00	R9,000.00-R50,000.00	R9000.00-149, 000.00
R10 Million	R51,000.00-149 000.00	
R0-R9000	150 000-R10 Million	
R50,000.00 to R149,000.00		

Respondent three said:

Researcher What is your level of education?

Respondent Post graduate level, I have a BA degree in International Finance, I have post graduate in property development, I have a PDP, and then the last one is an MDP (Management Development Programme) with Stellenbosch.

Researcher Do you have any specific marketing qualification?

Respondent I have a major in marketing in my undergraduate and I did it in my postgraduate study.

Researcher So you had some form of branding training within your diploma qualification?

Respondent *Sort of, but not specifically in this but hey, selling is selling. We covered brand strategy in undergraduate study and didn't cover any brand naming theory in both my undergrad and postgraduate study.*

The word 'covered' suggests superficial coverage. This is another response from respondent three:

Researcher *Have you ever studied specific courses on branding?*

Respondent *Yes, I did one through SEDA. I did short courses on branding under marketing through government and private sector programs I was part of.*

This respondent's choice of words, 'I did short courses' suggested that he was not well versed in the subject, which the researcher agreed with as a business curricula designer for SMMEs. The response further suggested that the content was probably at entry level.

The data reduction process led to the next phase as extracted from the first memos and presented below:

Respondent 1: R49,000.00

Respondent 2: R10,000,000.00

Respondent 3: R10,000.00

Respondent 4: R149,000.00

Respondent 5: R149,000.00

Respondent 6: R149,000.00

Respondent 7: R10,000.00

Respondent 8: R41,000.00

Respondent 9: R49,000.00

Respondent 10: R149,000.00

Based on the saturation reach discussed earlier it emerged that, based on the reporting by the respondents, business turnover ranged between R9,000.00 and R149,000.00. Turnover of R10,000,000.00 was found to be an anomaly.

5.5.1.3 Education

All the respondents had matriculated. Only respondents three and ten had completed business-related studies at both undergraduate and postgraduate level. This is in contrast to the literature that usually identifies a lack of education as one of the challenges confronting the South African SMME sector. It suggests that the type of education is probably the narrative that should be of interest. The axial coding process based on the memo led to the emerging theory that these SMMEs owners had undergraduate qualifications. This is shown in Table 22 below.

Respondent 1: Undergraduate

Respondent 2: Undergraduate

Respondent 3: Undergraduate & Postgraduate

Respondent 4: Certificate

Respondent 5: Undergraduate

Respondent 6: Undergraduate

Respondent 7: High School & Undergraduate

Respondent 8: Undergraduate & Postgraduate

Respondent 9: High School

Respondent 10: Undergraduate & Postgraduate

Only two respondents did commerce related studies. However, those that did not complete business studies did a marketing course or modules which were part of other marketing training. According to the researcher's knowledge of the SMME sector in SA, this meant that there was inadequate learning in branding. As the following excerpts illustrate, most of what the majority of the respondents knew about brand naming was acquired through their own research:

Respondent 1: Like I mentioned earlier it was all self-taught and I conducted my own research, I accessed the internet and other sources... I once approached SEDA for assistance and business advice when I was starting and interestingly the person I spoke to said I will find it very difficult to find assistance with an English word, I just won't qualify for BBBEE contracting. I did not take their advice.

Respondent 2: *What I know is all self-taught. Learnt from personal research and online research, there is so much information.*

Respondent 5: *I didn't study marketing specifically as a course, but my friend would share her books and I was self-taught. This landed me working at Standard Bank in marketing, the time when the internet banking and cell phone banking was introduced by us.*

Table 22: Brand Education

PHASE 1 INITIAL PHASE	PHASE 2 FOCUSED CODING	PHASE 3 EMERGING THEORY
Self-taught Marketing and Management	Marketing Courses	Self-taught Branding & SEDA training
Marketing as a module	Self-Taught Marketing & Branding	
Hospitality Management	SEDA training	
Property Management		
Matriculated		
Undergraduate		
Science degrees		

Respondent 6: *We covered a bit of branding and marketing in my degree qualification. The course I mentioned above did not add any of the things we have spoken about here.*

Respondent 8: *All the marketing that I know is self-taught and it was not from the SEDA training that I received.*

Respondent 9: *I experimented. I first used the parent company name, called it Galaxy Oils, for about a month in shops in Johannesburg. For about a month, even two months, not one sold. Then I came back, because we had two options and I decided to try out the CanCure next.*

Respondent 10: *I didn't even do branding in my management studies for my undergrad.*

Some reported that their knowledge of marketing was also acquired through SEDA training programmes:

Respondent 4: *Yes, I did one through SEDA. I did short courses on branding under marketing through government and private sector programmes I was part of.*

Respondent 6: *We recently attended a SEDA course on marketing, which included a bit of branding.*

Respondent 8: *SEDA certificate on start-up and business planning which had a bit of marketing and branding...all the marketing that I know is self-taught and it was not from the SEDA training that I received.*

The first respondent had not gone through any training from SEDA, however they had approached the institution when they started their business and they had been advised on brand name choice that the name should not sound like English but rather sound more African to secure businesses. They were quoted saying:

Respondent 1: *I once approached SEDA for assistance and business advise when I was starting and interestingly the person I spoke to said I will find it very difficult to find assistance with an English word.*

Interestingly, there was a link between experience in starting and running businesses and increased labour capacity and higher turnover. The second respondent had previously opened a few beauty salons and colon cleansing businesses, before the donut business. The researcher's *priori* knowledge of the South African SMME environment influenced how this data was linked to provide this meaning.

Respondent 1: *Self-taught*

Respondent 2: *Self-taught*

Respondent 3: *Marketing in Undergraduate*

Respondent 4: *SEDA business training & Self-taught*

Respondent 5: *Self-taught*

Respondent 6: *SEDA business training*

Respondent 7: *Self-taught*

Respondent 8: *SEDA business training & Self-taught*

Respondent 9: *Self-taught*

Respondent 10: *Self-taught*

The theory that emerged identified both self-taught branding activities and SEDA training as branding education and knowledge acquisition as the brand education that these entities possessed.

5.5.1.4 Experience

The demographics on experience took on two forms of experience as it emerged in the study. The first was previous business experience which the researcher’s previous knowledge on small business development identified as relevant in profiling these entities. It was the branding experience that also emerged in the study as depicted in this sub-section and in Table 22.

Table 23: Business Experience

PHASE 1 INITIAL CODE	PHASE 2 FOCUSED CODING	PHASE 3 EMERGING THEORY
Owned Hair Salons	Corporate Experience	Business Experience
Family Business in property	Start-up experience	
Corporate experience		
Farming experience		
Construction		

All the respondents, except respondent ten, had previous business experience, ranging between start-up experience and corporate experience. The emerging construct was business experience which included start-up experience or corporate experience. The following responses caused the researcher to conclude that business experience was the defining theory for experience.

Respondent 2: *I have had beauty salon, a colon hydrochloric business amongst many others.*

Respondent 3: *...within Azande group we have landscaping and we have hygiene. I also come from a business family in construction and property development.*

Respondent 5: *...my first company which was construction was Lanley, I simply juggled my brand name.*

Respondent 7: My colleagues and partners had their own small scale farm businesses named after their first names and I had one called Mindbrain.

Respondent 9: I didn't want to separate the Galaxy as it carried all my medical business history, so it later became a parent company from which CanCure was born.

These responses led to the memo development that unveiled the second phase of the analysis of data presented in Table 23, leading to the following responses on corporate and start-up experience.

Respondent 1: None

Respondent 2: Two unrelated

Respondent 3: Two unrelated

Respondent 4: None

Respondent 5: One unrelated

Respondent 6: None

Respondent 7: Two unrelated

Respondent 8: None

Respondent 9: Two unrelated

Respondent 10: None

As shown in the saturation reach presentation above, the theory that emerged in the later stages found that previous experience in the form of either corporate or start-up experience was part of the demographics that defined this group, the combination of which would be called business experience.

A second experience construct emerged in the interviews which had to do with experience pertaining to brand management strategy which the researcher viewed as essential considering that brand naming is a part of branding practice. The axial coding outcome below on brand experience shows that the large majority of the respondents did not have previous experience in branding even though they had previous business experience.

Respondent 1: No

Respondent 2: No

- Respondent 3: Yes***
- Respondent 4: No***
- Respondent 5: No***
- Respondent 6: No***
- Respondent 7: No***
- Respondent 8: No***
- Respondent 9: No***
- Respondent 10: No***

5.5.1.5 Trading Years

The number of years the business had been active was fundamental to this study as it used the GEM's TEA of 3.5 years active. However, it was found that three years was the norm.

- Respondent 1: Three years***
- Respondent 2: Five years***
- Respondent 3: Two years***
- Respondent 4: Ten years***
- Respondent 5: Three years***
- Respondent 6: Three years***
- Respondent 7: Ten years***
- Respondent 8: Three years***
- Respondent 9: Three years***
- Respondent 10: Three years***

The emerging theory pointed to three trading years. This was not easy to determine; as the following excerpts show, in some instances the respondents were not clear on this issue:

- Respondent 1: I registered the business in 2017, but I only started really selling in 2018, but my branding and admin. I did back in 2017.***
- Respondent 2: We started end of 2014, so we have been around for five years. When we started we were not a registered company, just making small batches of 24 doughnuts everyday***

Respondent 3: *It has been over one year going on for two years.*

Respondent 4: *I started realising at school that I don't have cash, my friend said because you know how to cut hair, why don't you start cutting hair. I realised that I was good in doing hair. I started attending workshops on hair and the scalp. There were companies like Sunsilk and Revlon and they used to offer certificates. I later, afterwards I started working as a hairstylist. I worked in the salon when I arrived in PMB and worked there for three years. After three years I then bought the salon. The salon I bought was called Ultimate Styles. So I thought it would work if I kept the name to attract the people who were previous salon patrons.*

To answer your question pertaining to my hair products I have had the hair products for 10 years.

Respondent 5: *We started trading 18 months ago, officially.*

Respondent 6: *We have been in operation for three years with my business partner.*

Respondent 7: *We have been around since 2017. And have been around for almost three years.*

Respondent 8: *We have been registered under Global Trend, more than three years. We are however trading as Grow a Fro which started in 2018. We started testing for the product around April 2018.*

Respondent 9: *How I started was because of my Dad, he was taking all these chemicals and they told me he was not going to survive. I started doing my research. Ten years later my father is still alive after using my oils. I think I then started the business three years ago.*

Respondent 10: *We have been around for almost two years.*

In determining the actual number of years the researcher had to sift through the narrative in some instances. The common thread was a degree of uncertainty in responses pertaining to the exact starting point of the business. Respondent ten had a clear, straight forward answer to the question which the researcher understood to be the result of this business being one of those that were part of the Durban University of Technology's student entrepreneurship programme. This respondent thus understood how businesses function. Similarly, respondent two was very clear on the start-up year, distinguishing it from the product research prior to that.

5.5.1.6 Gender

It was not within the initial scope of the study to examine gender differences; however, this became a trait of interest, especially due to the researcher's *priori* knowledge that previous research in SA found that more men than women start small businesses.

Respondent 1: Female

Respondent 2: Female

Respondent 3: Male

Respondent 4: Male

Respondent 5: Female

Respondent 6: Female

Respondent 7: Male

Respondent 8: Male

Respondent 9: Male

Respondent 10: Female

Contrary to this norm, in this study, there was an equal number of female and male respondents in the FMCG-SMME space.

5.5.1.7 Industry

It was essential to identify the industry and product offering that FMCG-SMMEs were most likely to be involved in within the province. Below is a representation of these.

Respondent 1: Personal Care - Cosmetic

Respondent 2: Food

Respondent 3: Hygiene -Cleaning

Respondent 4: Personal Care - Hair & Hygiene - Cleaning

Respondent 5: Food

Respondent 6: Food

Respondent 7: Food - Health

Respondent 8: Personal Care - Hair

Respondent 9: Personal Care - Health

Respondent 10: Personal Care - Hair

As noted previously, the emerging industry in the black-owned FMCG-SMME space is food production, followed by the production and sale of hair products.

5.5.2 Brand Naming Process

One of the study's objectives was to understand the process used by FMCG-SMMEs in KZN towards the choice of a final brand name for the entity. Table 24 presents the axial coding used to ascertain the emerging theory in the brand naming process.

Table 24: Brand Naming Process

PHASE 1 INITIAL PHASE	PHASE 2 FOCUSED CODING	PHASE 3 EMERGING THEORY
1. Brand objective	1. Creating new brand names	5-step brand naming process
2. Creating new brand names	2. Evaluating a brand	
3. Branding criteria	3. Branding criteria	
4. Evaluating a brand	4. Selecting a brand name	
5. Choice of the final brand	5. Trademark registration	
6. Researching consumer preferences		
7. Conducting trademark searches		
8. Selecting a name		
9. Trademark registration		

Initially, all the respondents stated upfront that they did not realise that there were actual steps or a process involved in brand naming. After interacting and sharing information about the theory, the steps taken could be identified; these were usually not conscious decisions. As shown below, in some instances, the respondents articulated their responses, while in other cases, their body language when this section was introduced communicated their bewilderment.

Respondent 1: I really didn't know this; it is so interesting

Respondent 2: Oh really...

Respondent 3: *Interesting*

Respondent 4: *I didn't know there were steps (In brand naming) ...*

Respondent 10: *Wow, I didn't know this, it is quite interesting*

This type of thinking was a common thread across all ten respondents. As such, the researcher had to explain each step in the brand naming strategy for them to be able to identify the steps that they used. It is for this reason that it was best to include all known steps as opening steps. The universal process presented in Chapter two, with nine steps, became the initial phase in collecting data on the process of brand naming. The emerging theory found that black-owned FMCG-SMMEs used five steps in brand naming, as identified in phase two of Table 24. The presentation below shows how each respondent dealt with this question and how their responses and weighting led to phase two, which later helped with the identification of the five-step brand naming emerging theory. Table 25 provides details on the removal of steps.

Table 25: Brand Name Process Discussions

RESPONDENTS	SECOND PHASE	REMOVED STEPS
One	<p>1. <i>Creating new brand names, was first in my mind. I had two names that I had in mind. The first one was my name and the other was the use of what I hoped to achieve. When I researched the meaning of paradigm it confirmed the appropriateness of the use of indigenous products. I still plan on going back to my name and maybe creating one of my ranges using my name. I once approached SEDA for assistance and interestingly the person I spoke to said I will find it very difficult to find assistance with an English word, I just won't qualify for BBBEE contracting. I did not take their advice.</i></p> <p>2. <i>Brand Objectives was positioning indigenous products to fight disease and improve lifestyle. Meaning I had, which was the creation meaning of what I wanted</i></p> <p>3. <i>Branding Criteria, it was the meaning of the word that confirmed that I should use this as my brand name.</i></p> <p>4. <i>Evaluating a brand was easy, it was constantly going to be sifted for appropriateness through my Dad's illness.</i></p> <p>5. <i>Choice of final brand I was then confident after evaluating it that it was appropriate for what I was doing.</i></p> <p>6. <i>Selecting the name and placing it on CIPC and praying it was available.</i></p> <p>7. <i>Conducting Trademark searches was automatically done for me on the CIPC system.</i></p> <p>8. <i>Trademark registration then happened.</i></p>	<p><i>It would have to be Consumer Preference Research. I did not do that. I still really didn't know who my market would really be. When you are starting you really don't know who your market is, exhaustively. Who knew my biggest market would be white Afrikaner women, mostly in the South Coast?</i></p>

Two	<p>1. <i>Creating News Brand Names</i> I knew that doughnuts was going to work because there wasn't anything around that was gourmet doughnut company in the country. Dunkin Donuts was not around, Just Donuts were kind of crumbling, and they didn't have any identity. Whenever I went overseas, the first place I would go to was Dunkin Donuts and Crispy Crème. When I was talking to a friend about it and she said they were interested in starting a doughnut company, I was like why aren't you doing it, and she said they have gone for another business. This this was just bugging me for so long and I said, you know what let me just ask her if it's okay if I just run with this and see where it goes, and she said no go on ahead. So that is where the initial conversation came from. I was like this door is wide open. Because I had, had so many other businesses I had already collected experience. I knew it was going to work. Previously I had started before, I had put the cart before the horse. I had made the assumption that everybody is going to love this. I just need a loan, I am going to open the shop and everyone is going to pile in, which didn't happen. With this one I was very practical.</p> <p>2. <i>Selecting Brand Names</i> I took my last R5000 I had in my account, I used it to design my first logo cheaply.</p> <p>3. <i>Researching Consumer Preference</i> I set out to test the market very practically soon after that. I started having ideas on how I would market these doughnuts. I set about testing the market very practically to see who was there. What came into my mind was 'have a wicked day' here is a free box of doughnuts if you like them order them. I also learnt about how I would make it work. Drew from WhatsApp. The idea was to be a donut that would not be lost in the shop, and I wanted to go with my own identity. Coffee shops did not go with this idea.</p> <p>4. <i>Conducting Trademark search</i> I registered with CIPRO at the time before it was CIPC, and the name was available.</p> <p>5. <i>Trademark Registration</i> I was then able to register the company.</p> <p>The name, logo and how we were going to market took precedent to opening. A strong online presence was what turned around the potential.</p> <p>It is kind of naughty and fun, at the time it therefore worked.</p>	Brand objectives Evaluating brand criteria; Evaluating; Choice of final brand
Three	<p>1. <i>Brand Objectives.</i> I followed my brand objective, which is wanting to build a group of companies and I want to compete with Bidvest. So everything I build is going to be Azande this and Azande that. The meaning was to create wealth as per the name with the word, Azande. The name was significant within the family; abundance of wealth for the family.</p> <p>2. <i>Brand Criteria</i> It was important that the brand I chose spoke to black people. Not because they are the target market but because 90% of everything in this economy is for black people. Everything you do in this country and economy is driven by black people. If I target black people only I am fine. When you do shopping centre development in rural areas you are serving black people. If I want numbers and volumes the target has to be black.</p> <p>3. <i>Trademark registration</i> was a process that took place and rather a decision to piggy back on the existing, registered brand. Had it not been there I would have followed this step.</p>	Creating new brand names; Evaluating a brand; Choice of final brand; Researching consumer preferences; Conducting trademark searches; Selecting a name.
Four	<p>1. <i>Creating other Names,</i> there were other names, I had created six names, this one was on top of my list though.</p>	Brand Objectives

2. Evaluated the brand I evaluated the six brands against the need to keep previous consumers.

3. Branding criteria I then came up with the need to include the quality offering as a criterion.

4. Researching consumer preferences considering the existing consumers with the previous owner.

5. Trademarks Search the CIPRO system which is now CIPC did a search for me.

6. Choice of final brand based on what in my mind I thought represented what my consumers wanted.

7. Selection of a name

8. Registration

Five

1. Brand Criteria I wanted something that would transfer to other languages easily.

Brand Objectives;

2. Creating New brand name Originally I had one other name.

Researching Consumer
Preferences; Trademark
Search

3. Evaluating a brand name The other name I had in time I did not choose as I felt it did not relate to food and felt it was more for clothes or fragrance.

4. Choice of final brand

5. Selecting brand name

6. Trademark Registration

Six

1. Creating New Brand Names We created a number of different names.

Brand Objectives; Branding
Criteria; Evaluating a brand;
Researching consumer
preference

2. Conducting trademark search We put them into the CIPC system to search which one was already taken.

3. Choice of brand Ludonya came up as unused name at CIPC that we could choose.

4. Selecting a brand name

5. Trademark Registration

Seven

1. Creating a New Brand Name So what happened was that we had three names as we had three different small farming businesses. My colleagues had their own small scaling farming businesses named after their first names and I had one called Mindbrain. We then joined forces. Upon joining forces, we needed to choose a name.

Brand Objectives; Branding
Criteria; Researching
Consumer Preferences

2. Evaluating the Brand The name chosen would be based on the fact that at the end of the day we are what we eat. And our brains cells and IQ are determined by the food that we eat. So to evaluate the most appropriate name was based on human body health. We then added 717 at the end stands for the vision of creating R717 million.

3. Choice of final Brand

4. Selecting a name

5. Trademark Registration So because the name was already registered, the only process in registration was to amend the existing registration details.

Eight	<p>1. <i>Brand Objectives</i> The name came from my girlfriend, this is her hair, and this is the African market I was going for. Everywhere she goes people are always saying your hair is beautiful.</p> <p>2. <i>Brand Criteria</i> African influence. My girlfriend suggested that I choose a name that was less western, more African.</p> <p>3. <i>Creating New Brand names</i> I had a number of different names in mind initially.</p> <p>4. <i>Evaluating a Brand</i> I used this to evaluate the names that I had chosen</p> <p>5. <i>Researching Consumer Preference</i> I got ahead by figuring what the customer views were and the person who helped me as a prospective consumer was my girlfriend's view.</p> <p>6. <i>Selecting a Brand Name</i> She went with Grow A Fro and said she would trust the brand more for her Afro than the other names that I had.</p> <p>7. <i>Choice of final</i> I have not registered the brand. Instead it falls under the parent company trading as Grow A Fro.</p>	<p>Conducting A trademark search ; CIPC registration</p>
Nine	<p>1. <i>Creating a New Brand</i> I experimented I first used the parent company name, called it Galaxy Oils, for about a month in shops in Johannesburg. For about a month, even two months not one sold. Then I came back, because we had two options and I decided to try out the CanCure next.</p> <p>2. <i>Researching Consumer Preferences</i> I tried the CanCure which was preferred by the consumer.</p> <p>3. <i>Brand Criteria</i> This made me look at the name from the perspective of ensuring that the name provided the client with immediate information of what the product does.</p> <p>4. <i>Evaluating the brand</i> I used the above criteria</p> <p>5. <i>Choice of final brand</i></p> <p>6. <i>Selecting a brand</i></p> <p>7. <i>Registration</i> CanCure is not registered, it is a trading name under my parent company Galaxy. It is therefore. I have done a search and there is no one using the name CanCure. I didn't want to separate the Galaxy as all my medical business history. I intend to register it as I already have used it with all my business.</p>	<p>Brand Objective; Conducting trademark searches; Trademark registration</p>
Ten	<p>1. <i>Branding Objectives</i> we had specific branding objectives. When we started we were looking at what the brand is about.</p> <p>2. <i>Branding Criteria</i> Our [business] objectives gave us an idea [of which] criteria to use.</p> <p>3. <i>Creating new names</i></p> <p>4. <i>Evaluation based on what we thought our brand should be</i></p> <p>5. <i>Trademark search</i></p> <p>6. <i>Choice of final brand name</i></p>	<p>Consumer Preferences, we based our branding based on what we thought our brand should stand for.</p>

7. Selecting brand name

8. Registration with CIPRO and did a trademark registration.

Based on these results the process that emerged was as shown in Table 26. It consisted of five steps which are contextualised below.

Table 26: Emerging Brand Process

-
- 1 Creating new brand names
 - 2 Evaluating a brand names
 - 3 Branding Criteria
 - 4 Trademark registration
 - 5 CIPC registration
-

These steps differed from those presented in Chapter three, as they showed that the first step was creating a name, which was then followed by an evaluation of that name based on various personal preferences as shown by motivations provided by these respondents:

Respondent 4: *I evaluated the six brands against the need to keep previous consumers.*

Respondent 5: *The other name I had in mind, I did not choose as I felt it did not relate to food and felt it was more for clothes or fragrance.*

Respondent 7: *The name chosen would be based on the fact that at the end of the day we are what we eat. And our brains cells and IQ are determined by the food that we eat. So to evaluate the most appropriate name was based on human body health. We then added 717 at the end that stands for the vision of creating R717 million.*

The third step was branding criteria, which Respondent ten described as based on what she thought her brand should be. Personal reasons were very prevalent. Respondent one said, “*it was the meaning of the word that confirmed that I should use this as my brand name.*” For Respondent three, “*It was important that the brand I chose spoke to black people. Not because they are the target market but because 90% of everything in this economy is for black people. Everything you do in this country and economy is driven*

by black people. If I target black people only I am fine. When you do shopping centre development in rural areas you are serving black people. If I want numbers and volumes the target has to be black.” Different reasons were cited for this step, mainly based on the founder’s personal choice.

The fourth and fifth steps occurred almost simultaneously and were similar to Chinese managers’ practice (Siu & Zhang, 2000) as well as American practice (Flowers, 2020). Respondent six said, “*We put them [various names] into the CIPC system to search which one was already taken... Ludonya came up as an unused name at CIPC that we could choose.*” Names were entered into the CIPC system that provided options to choose from based on what was available on the database.

5.5.3 Brand Naming Strategies

As noted in the discussion on demographics, the data theoretical sampling process grouped data more appropriately for the socio-economics section of the research. Questions two and three were more suited to this section. The following sub-sections discuss how that decision was reached.

4.5.3.1 Personal Brand Name Motivation

The respondents were asked where they found the name of their brand. The responses had a common thread, with all the respondents revealing that the decision was strategy-driven. This is illustrated by the word and sentence choices depicted below:

***Respondent 1:** My inspiration towards my products was inspired by Dad who was diagnosed with cancer*

***Respondent 2:** The meaning had to carry being fun and catchy*

***Respondent 3:** The name was a family legacy; I want to build abundance for my family. It is my daughter's name, and the significance is related to her.*

***Respondent 4:** I wanted something related to the ultimate care of one's hair*

***Respondent 5:** It was (a) combination of name, surname and South African name*

***Respondent 6:** It was my business partner’s clan name.*

***Respondent 7:** We then added 717 at the end; stands for the vision of creating R717 million*

***Respondent 8:** I got ahead by figuring what the customer views were and the person who helped me as a prospective consumer was my girlfriend’s view.*

Respondent 9: *The name was based on the combination of what the product can do and what it is made out of*

Respondent 10: *We know that there is a movement where it's been people change and are moving away from unnatural synthetic products and we are saying get back to natural hair for black Africans*

This shows that there was deeper meaning to brand naming that the respondents based their decisions on. Knowledge of this dimension was critical as it unveiled the thought processes that respondents went through in brand naming. The names chosen were not randomly selected and were chosen with a specific intention in mind, based on their personal feelings about what the name would achieve.

5.5.3.2. Family Legacy

Similar to the previous question, it was found that there was a substantial brand name strategy linked to socio-economic factors. This is captured by the following respondents that drew on family links in their brand naming.

Respondent 1: *Yes, my dad's journey with cancer was one but not the only reason, I looked beyond that and also included concerns about the environment. Why I say environmentally is because we use glass and other environmentally friendly packaging.*

Respondent 2: *Yes, there was a very creative person in my family, and that was the person who was influential. I did not listen to them at first, but they played a huge role.*

Respondent 3: *It is clan related and my daughter's name.*

Respondent 5: *It was a combination of name, surname and South African name.*

Respondent 6: *The family link is my business partner's family name.*

Respondent 8: *Yes, my girlfriend.*

Respondent 9: *My dad was diagnosed with cancer 15 years ago; the hospital did not prescribe medication for his sickness, and therefore, the need to create a cure for him. I found out later that Cannabis could have helped him.*

The family link was a crucial brand naming strategy as it helped with the creation of initial codes, the opening codes depicted as phase one in Table 27.

Table 27: Family Legacy

PHASE 1 INITIAL PHASE	PHASE 2 FOCUSED CODING	PHASE 3 EMERGING THEORY
Family trials & tribulations	Family link	Family legacy
Creative family members	Family connection	
Daughter's name	Family strength	
Personal name & surname	Selfnymic	
Business partner's family clan	Childnymic	
name	Patronymic/matronymic	
Girlfriend		
Generational wealth		

Upon further engagement, the second phase identified these as shown in the secondary level memos in Appendix VII. There was also a strong sense of wanting to create a legacy, with a family connection and personal connection. The latter is seen through the use of one's own name identified in this study as *selfnymic* and the former was naming the business after one's child, which was coined as *childnymic* in this study. This was a completely new trait that the researcher found to be different and unique as a brand naming strategy. Thus, the theory that emerged was family legacy creation.

A closer look at respondent five's brand naming decision reveals that she wanted to create a legacy by including her own name, and patronymic and toponymic names in her final brand name. The NEL is matronymic, named after herself to create her legacy. ZA represents where she is from - Zuid Afrika. She said her aim was for her product to be international and it was important for the world to know where it comes from. MK is her clan name, a patronymic symbol in her final brand name choice.

5.5.3.3 Differentiation

In some instances, respondents used the word 'different' and in others, 'stand-alone'. What was clear was that they were communicating the same principle of achieving a form of uniqueness. The researcher felt that the words meant the same but it was important to acknowledge how it was used by respondents and not as per the *priori* perspective of the researcher. The emerging theory is shown in Table 28.

Table 28: Differentiation

PHASE 1 INITIAL PHASE	PHASE 2 FOCUSED CODING	PHASE 3 EMERGING THEORY
Wanted to stand out	Stand out	Differentiation
Wanted a name that was going to be different	Unique	
Wanted a name that could stand apart	Fictitious	
Achieving differentiation was important		
Different meaning		

The following responses led to the emerging theory:

Respondent 1: *Definitely, I wanted to come up with something new and different in the beauty, personal care industry.*

Researcher: *Did you want to have a complete standalone name?*

Respondent 3: *Not really. The differentiation did come through by aligning with the meaning of my values. So it was not in the word being different but rather in the meaning.*

Respondent 4: *To create a new word... It was important to be different from competitors. I wanted my quality to also be relatable.*

Respondent 5: *I wanted something different in a name, something that is new, fresh because I was bringing new innovation, we all know that with this food I am adding value to indigenous.*

So I wanted the name to stand out... I remember a suggestion when I went to the SEDA offices saying I will be better positioned with an African sounding name, I just ignored this call.

Researcher: *Did you want to have a complete standalone name and achieve differentiation?*

Respondent 6: *No, and it worries us as it doesn't stand out.*

Respondent 7: *Kind of, it is familiar words used differently. Some people would think it is an IT company or a motivational speaking brand of some sorts.*

Respondent 8: *The common words are combined differently. This was very important because I have not seen Cannabis being used as a hair oil, it is mostly used for health remedies.*

Respondent 9: *The meaning is different. I am saying it can cure at the same time it gives the mind the thought it is cancer healing stuff.*

Respondent 10: *It was very important to come up with something that was completely new and different that will stand alone.*

Respondent two did not directly align to differentiation but suggested it by saying:

Respondent 2: *It needed to be something easy to recognise, something fun as a brand. Had to be something catchy.*

The emerging theory that encapsulated both the notion of standing alone and that of being unique could be best described as differentiation as shown in Table 28. Interestingly, it defined both differentiating in meaning and in the name adoption as shown by respondent three and eight responses where difference in meaning is fundamental. For instance, respondents two, four, five, seven, eight, nine and ten all created fictitious names which were unique. There was a need to derive a name that stands out and is different from any other pre-existing name for a business. Almost all the respondents spoke to the issue of differentiation or achieving it.

5.5.3.4 Product Related Branding

Table 29 identifies the impact the product has on determining the brand name. Four respondents emphasised the use of brand names that point to what the product achieves for the customer, or even included the actual name of the product.

Table 29: Product Related Branding

PHASE 1 INITIAL PHASE	PHASE 2 FOCUSED CODING	PHASE 3 EMERGING THEORY
Something familiar	Brand familiarity	Product-related branding
Something related to the product	Product brand link	
Relationship between the brand and the product sold		

The four names which used this strategy were:

Wicked Donuts: These donuts could be described as sinfully delicious from a slang definition of ‘wicked’ which was popular at the time when the research was conducted.

Grow A Fro: *treats natural Afro hair.*

CanCure : *uses Cannabis to cure disease.*

Get2Natural: *treats Natural Hair. “It was also important to create relationship with what the product does for one”.*

Interestingly in other cases, it was not the product name that was used, but rather the benefits consumers derive from the product.

Paradigm Life: *what constitutes a legitimate life, a healthier life?*

Ulti-Care : *ultimate care of one’s hair.*

5.5.3.5 Ease of Remembering

Ease of remembering was not found to be significant in the minds of these respondents when brand naming. This construct emerged as a theory, and, as shown in Table 30, it was found to define words that are recognisable, catchy and easy to recall. As the interviews proceeded, this item came up more as a strategy and not under linguistics as originally thought and visible with the research instrument.

Table 30: Ease of Remembering

PHASE 1 INITIAL PHASE	PHASE 2 FOCUSED CODING	PHASE 3 EMERGING THEORY
Playful	Recognisable	Ease of remembering
Fun, catchy	Catchy	
Having a short name was important	Recall	
Easily recognisable		
Ease of recall		
Catch on easily		

Phase 1 consisted of the opening codes that were extracted from the interviews and further developed into the second layer memos, reducing the data. It is presented as follows:

Respondent 2: *It needed to be something easy to recognise, something fun as a brand. Had to be something catchy.*

Respondent 3: *It was important to make it short but meaningful. Long words were not an option... It must be at the tip of your tongue, when someone says Azande right away you pick up what they are saying, easy to pronounce and easy to remember.*

Respondent 4: *I wanted something that was easy on tongue, something easy, that is not difficult to pronounce, I wanted the name to be familiar, closer to what they know.*

Respondent 5: *the difficulty of the name to me translated to people remembering it. It built a relationship with consumers because if I am in front of you and you struggle with it I can go into the history of the name.*

Respondent 7: *As long as they remembered 717 it was important.*

Respondent 8: *We had to make it catchy, this was very important. The easiness of pronouncing was very important. I did not want people to struggle with it. The name chosen should be able to transfer to everyone, hence the English sounding words.*

Respondent 9: *...it had to be easy. Most of my customers know me by the brand name and not my name.*

Respondent 10: *We have found that clients remember the shortened version G2N so that is easy to remember though it was not a consideration at first.*

As shown in the second phase, remembering was a function of the brand name being catchy, recognisable and easy to recall.

5.5.3.6 Black Economic Consciousness

Some of the black African respondents saw their businesses as a mechanism to promote black consciousness and black pride. This emerging theory is depicted in Table 31.

Table 31: Black Economic Consciousness

PHASE 1 INITIAL PHASE	PHASE 2 FOCUSED CODING	PHASE 3 EMERGING THEORY
Build a brand that speaks to black people specifically in South Africa	Black population appeal Black family wealth	Black economic consciousness
Trendy within an African context		

The respondents viewed their brand name choice as significant in rebuilding wealth in a decolonised world for the African race; therefore, it was critical that the name they finally chose either carried this message through its meaning, or in the name itself. The following excerpts helped with the creation of the opening codes in phase one of Table 31.

Respondent 3: *Brand Criteria. It was important that the brand I chose spoke to black people. Not because they are the target market but because 90% of everything in this economy is for black people. Everything you do in this country and economy is driven by black people. If I target black people only, I am fine. When you do shopping centre development in rural areas you are serving black people. If I want numbers and volumes the target has to be black... There is a legacy creation as previously said, for my family and black people as a whole, the creation of wealth and abundance in my family over generations.*

Respondent 7: *This is regarded as a superfood and cannot be afforded by black people. We want a future where it is available for everyone and have these superfood grains available on food schemes as they are indigenous grains and they are very healthy.*

Respondent 10: *We know that there is a movement where it's been people changing and moving away from unnatural synthetic products and we are saying get back to natural hair for black Africans.*

The other crucial reason for being conscious of black Africanism is the fact that this is the majority race in SA. It thus has the potential to translate to sales and could be described as black market appeal.

5.5.3.7 Universality

Another brand naming strategy was achieving universality, which means communicating the brand beyond one’s race, culture and context in brand naming. Thus, the brand is not locked in by geography. This strategy is shown in Table 32.

Table 32: Universality

PHASE 1 INITIAL PHASE	PHASE 2 FOCUSED CODING	PHASE 3 EMERGING THEORY
Name that would cut across different cultures.	Transferability	Universality
English sounding name was essential in reaching out to various markets	Multicultural	
It could transfer to other languages	Familiar	
Not bound to one group of people		

These respondents aspired to build brands that could cut across racial, geographic, national and cultural boundaries.

Respondent 1: *Who knew my biggest market would be white Afrikaner women, mostly in the South Coast? The name became one that was easily transferable within different races, which was not intentional.*

Respondent 5: *I came up with it when I mixed my surname and name and in between there is South Africa, the ZA; it signifies that I am from South Africa. I am going to be trading outside South Africa in the future.*

Respondent 7: *Our target market is mostly Caucasians...*

Respondent 8: *It was trying to be different in the context of the African market. We realised that even the white brands depend on the African market. The product can be used by other races;*

however, our target was the African market... The name chosen had to be able to transfer to everyone; hence the English sounding words.

Respondent 9: *I am looking at not just the South African market; I am looking at the world market. This is a global name. I needed a name with a global understanding that would be recognised beyond South Africa.*

5.5.4 Brand Naming Linguistics

Understanding the use of language was very important, especially in a cultural context like SA with 11 official languages and the province of KZN with four of those languages, namely isiZulu, English, Afrikaans and isiXhosa.

Of the five questions posed within the linguistics section, two were found to have low significance as only a few respondents answered them. These were:

3. Did you consider the link between sound and ideographics?

Respondent eight was the only one who said ideographics played a part in his brand naming strategy. However, he did not relate this to sound.

Respondent 8: *The name and graphics had to go hand in hand. Even if you do not know how to pronounce the name the graphics give you an idea of what the product is*

4. Do you use (or not use) alphanumerics and why? Two businesses used alphanumerics in their brand naming; this was not found to be standard practice. Respondents seven and ten that used alphanumerics shared their motivation for doing so:

Respondent 7: *The name was about personal motivation and goals; the number 717 is about us reaching our goal of making R7.17 million. Which will happen due to our mind and brain.*

Respondent 10: *We felt that it would be easier to catch on rather than the written word so it breaks down the length of the name because its three words together, so if it was written out it would probably be difficult to pronounce. The number brought the two words together.*

5.5.4.1 Sound

As seen in Table 33, sound symbolism was found to be critical for the phonothemes emerging theory. Most respondents wanted a name that was easy and catchy with a specific appealing sound. They also wanted a name that they believed would sound universal. The researcher’s *priori* knowledge identified this as an emphasis on the use of English as the universally recognised language of business.

Table 33: Sound

PHASE 1 INITIAL PHASE	PHASE 2 FOCUSED CODING	PHASE 3 EMERGING THEORY
Easily pronounced	Sound symbolism	Sound
Catchy sounding	Sound related to product	
Sound relating to graphics	English sounding	
Use of number sound to link words	Phonothemes	

Respondent 2: *Yes (sound was important) ... it had to be something catchy*

Respondent 4: *The sound had to be easy ... I wanted something that was easy on tongue, something easy, that is not difficult to pronounce, I wanted the name to be familiar, closer to what they know.*

Respondent 8: *Very important... We had to make it catchy, this was very important. The easiness of pronouncing was very important. I did not want people to struggle with it. The name chosen had to be able to transfer to everyone; hence the English sounding words.*

Respondent 9: *Yes, it was a very important, it had to be easy... it had to be easy.*

Respondent 10: *It was important, I like how it sounds; for me it sounds perfect and I wanted my consumers to relate to that feeling...It is not easy to pronounce and I have found it is difficult to remember We have found that clients remember the shortened version G2N so that is easy to remember though it was not a consideration at first.*

5.5.4.2 Plosives

The respondents were not familiar with the term ‘plosives’ and none intentionally used plosives in their brand naming strategy. However, when their names were explored, nine of the ten respondents tacitly used plosives known to have a positive impact on a brand name. Table 34 shows the theory on plosives as it emerged.

Table 34: Plosives

PHASE 1 INITIAL PHASE	PHASE 2 FOCUSED CODING	PHASE 3 EMERGING THEORY
	D X6	Weak plosive use letter ‘d’
Explosive sound	C X5	
Forceful movement of sound	T X4	
	G X3	
	B, K & P X1	
	Success with three plosives	

Table 34 represents the tacit use of plosives and sounds that use forceful movement that have been found to create more profitable brand names. The following list depicts the prevalence of their use:

Respondent 1: *p, d, g*

Respondent 2: *c, d, k, t*

Respondent 3: *d*

Respondent 4: *c, t*

Respondent 5: *-*

Respondent 6: *d*

Respondent 7: *d, b*

Respondent 8: *g*

Respondent 9: *c, c*

Respondent 10: *g, t, t*

5.5.4.3 Semantics

Semantics is about meaning. It was found that some brand names were chosen based on the meaning of the words, and the meaning carried by them, or the meaning that the respondents believed the words carried in relation to family, legacy, black economic consciousness and product performance. Semantics as an emerging theory is presented in Table 35.

Table 35: Semantics

PHASE 1 INITIAL PHASE	PHASE 2 FOCUSED CODING	PHASE 3 EMERGING THEORY
Family	Word meaning	Semantics
Legacy	Fictitious words creating meaning	
Wealth creation		
Black South African business owner		

- Paradigm Life** : Carried hope for a healthier life
- Azande** : Abundant wealth creation for African people
- Ulticare** : Extended the meaning of ultimate care the business offers
- Mindbrain717** : Your mind and body health is what you eat
- Grow A Fro** : Growing your Afro hair
- CanCure** : You can cure
- Get2Natural** : Go back to natural hair

5.5.4.4 Fictitious Names

A few of the respondents used fictitious, made up words as brand names, including the following:

- Ulticare** : A combination of ultimate and care
- Nelzank** : Nel for Nelly her name, ZA, for South Africa and her aspirations of one day being an international brand; thus this toponym, and MK being her family name, a patronymic reason.

MindBrain : Based on Napoleon’s philosophy of think and grow rich by differentiating the mind and the brain.

CanCure : Play on words that cancer can be cured, Cannabis can cure.

Get2Natural : Also known as G2N, a process of getting to healthy natural hair.

5.6 THEMATIC ANALYSIS

The investigation revealed five themes, namely Brand, Name, Business, Family and Word. These four themes were supported by sub-themes, which are presented in the theme map in Figure 11 below.

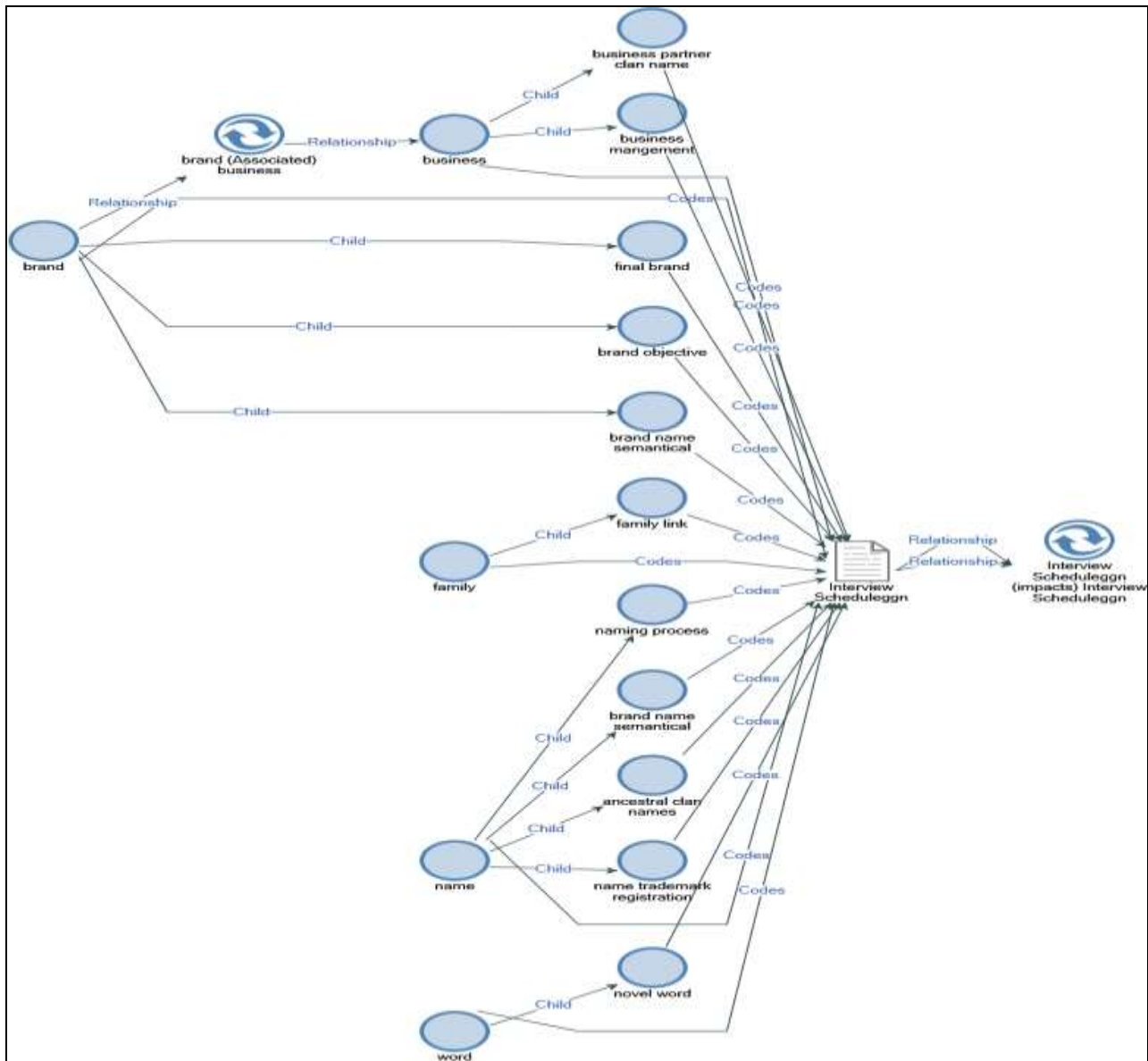
5.6.1 Theme 1: Brand (Brand criteria, choice and objectives)

The investigation revealed that proper branding processes were generally followed by the respondents, including the brand choice and criteria. Furthermore, the analysis showed that brand objectives played a crucial role in creating the brand image and how it should appear to customers. The respondents were consistent in stating how their brand was structured and built around their final product and services. Despite some participants’ lack of education, a strong relationship was found to exist between the initial ideas of the brand and the final product they intended to sell.

5.6.2 Theme 2: Name (Trademark, clan names and naming process)

The study found that trademarking played a significant role in developing the business name. The respondents revealed that the process of registering their business name restricted the names they initially wanted. Clan names also played a minor role; the respondents highlighted that clan names could be confusing. Clan names are usually shared, and other business owners with similar clan names had already used most of them. The naming process was highly related to the initial brand idea; however, the respondents’ intentions were disrupted by name registration restrictions and adjustments had to be made to the original idea.

Figure 11: Brand Naming Thematic Map



5.6.3 Theme 3: Business (Management and association with the product)

The respondents revealed that the business of the product was essential in choosing the final name as it influenced the brand. They highlighted the relationship between customers’ perceptions of the brand and the product and business of the organisation. The respondents were therefore careful in selecting their logo and other imagery connected to their brand in relation to their product and service offering.

5.6.4 Theme 4: Family (Clan name and family link)

The respondents pointed to a link between the family name and the clan name, but did not demonstrate the link. However, some were able to build a brand around their family name. The results showed that the

theme of family was consistently associated with the brand but with no direct link to the product or service. Most of the respondents realised that building one's brand around one's family names has limitations since it cannot be appropriately associated with the product unless the business name is changed.

5.6.5 Theme 5: Word

Word was found to be the creation of different words not associated with any other words; coming up with words or rather brand names that were new, different and novel. Due to this and for ease of understanding, the theme is henceforth referred to as Word Differentiation.

The themes are summarised in Table 36 below which identifies and confirms emerging theories that were included in the presentation of the results from theoretical sampling.

Table 36: FMCG-SMME Brand Naming Themes

Themes		Sub-themes
1.	Brand	Brand criteria, choice, semantical and objectives.
2.	3. Name	Trademark, clan names, semantics and naming process.
4.	5. Business	Association with the product.
6.	7. Family	Clan name and Family Link.
8.	9. Word Differentiation	Novel.

The comparison of the results from theoretical sampling and those from the thematic analysis is discussed in depth in the following chapter to achieve a comprehensive understanding and later reach concrete conclusions.

5.7 DATA QUALITY CONTROL

As described in Chapter three, the study sought to achieve trustworthiness by adhering to the four principles that govern it, namely, transferability, dependability, confirmability and credibility. As noted

at the beginning of this chapter, reflexivity enabled trustworthiness to be achieved, through recording the interviews, their transcription and the creation of memos.

Transferability was achieved by ensuring that the data presented in this chapter was coupled with contextual scenarios and conditions. As the reader reads the chapter, s/he is almost able to be transposed into the day certain statements were made. In the future, this would make the transfer of the study possible and it can thus be applied in similar situations.

The data collection process relied on the research instrument presented in Appendix III. The use of this protocol also served the purpose of uniformity that dependability relies on, which is the ability of the study to be repeated. Dependability is closely related to credibility, which was achieved by guaranteeing that there was transparency about the researcher's *priori* knowledge in certain areas and advising how this was dealt with. Being this transparent meant that confirmability was also achieved as the respondents' ideas and experiences rather than the researcher's *priori* knowledge were used in this research; after all, the research sought to learn from the respondents in order to create a GT based on their experiences.

5.8. CHAPTER SUMMARY

The study found that the brand naming processes used by the respondents are similar to some of the universal practices; however, where there is different practice, it is very different. The data showed that most of the decisions were made without consideration of existing theories and practices; nonetheless, various strategies and processes emerged which enable a better understanding of brand naming in the KZN context. What was prevalent was that data showed differences in practice; as such, in the chapter that follows the data and the literature are used to make sense of the theories that emerged and start establishing the ground-up theory based on the responses from the respondents.

CHAPTER SIX

DISCUSSION OF RESULTS

6.1. INTRODUCTION

This chapter discusses the study's results and compares and contrasts them with existing theories to identify, understand and establish ground-up theory that describes the brand naming strategies followed by black-owned FMCG-SMMEs in KZN, SA. Guided by the study's objectives, the discussion starts with socio-economic profiles of these businesses. It is critical to understand the profile of these enterprises and the environment in which they operate, as this provides insight into their decision-making processes.

This is followed by a discussion on ground-up theory for the brand naming process used by these entities. In identifying the emerging theory, theoretical sampling is the primary method used, which is synonymous with GT. Substantive formalisation is determined in the in-depth discussions that follow before the theory is presented. Where applicable, the results from the primary and secondary data are compared. The discussion extends to elements found to be essential and critical for brand naming in this national and geographical context. Interestingly, the ground-up theory also provides a view on brand-consumer behaviour and perceptions, which link to the brand naming strategies, guided by what role these businesses feel branding plays or should play in a black-owned FMCG-SMME in SA.

The last section of the chapter discusses the linguistic approach to brand naming. The cultural context that language carries and how it influences brand naming and brand perception was of great importance as this study was conducted in an African context with different linguistic and cultural constructs that define businesses and consumers.

6.2.1. To identify the most critical socio-economic indicators in choosing a brand in KZN

While the study did not primarily aim to understand the environment in which black-owned FMCG-SMMEs and other SMMEs operate in KZN, it became evident that it was critical in developing these entities. There were unique provincial characteristics of SMME development.

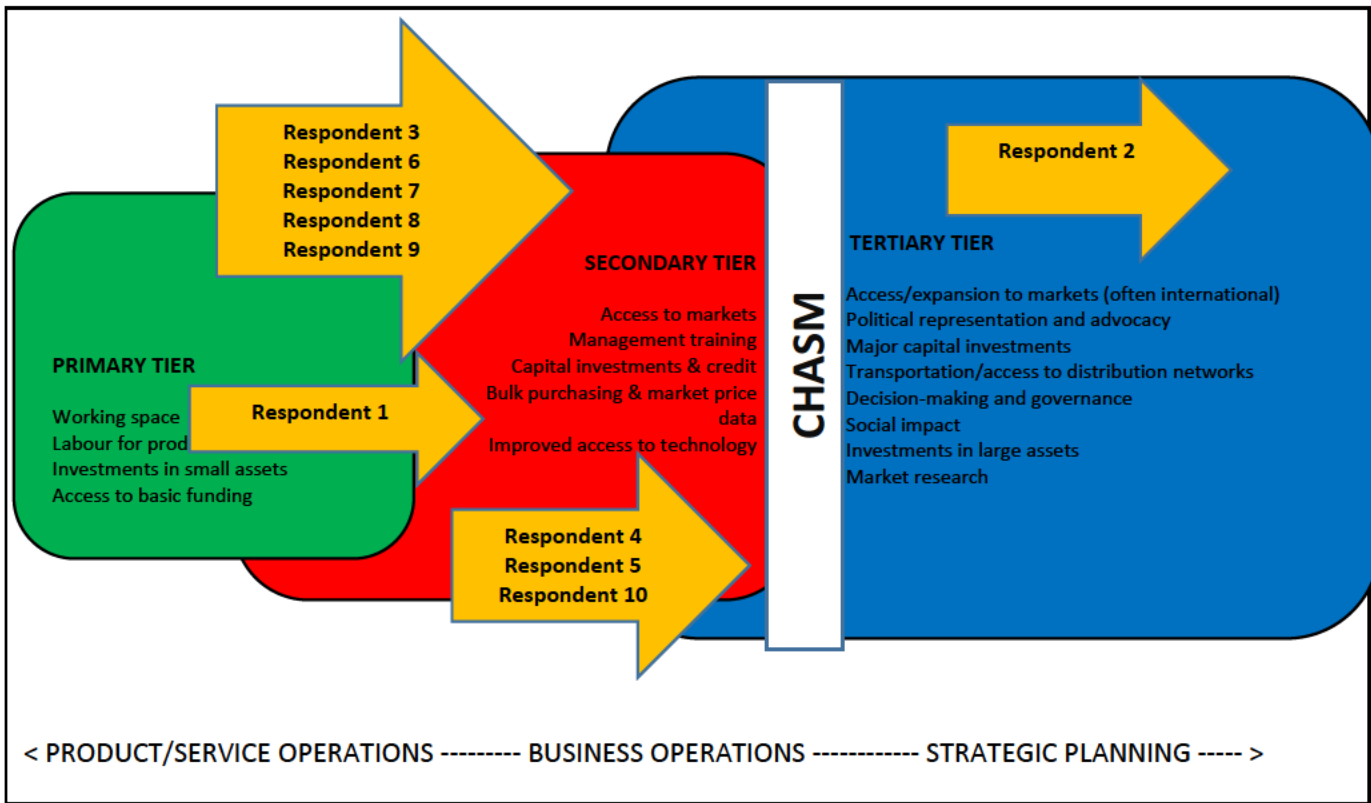
SEDA's mandate is to develop, support and promote SMMEs across SA, with the aim of ensuring that these entities contribute to the country's economic growth (Swart, 2010). However, as reported in different

studies, South African SMMEs have experienced stagnant growth; they are thus not contributing to economic development as expected. Previous studies have tended to attribute this to shortcomings on the part of SMMEs. However, in reality, the SMME ecosystem as a whole contributes to their failure. It is also imperative to identify the shortcomings of SMME development agencies. Maluleka (201, p. 1) found that SEDA's "poor accessibility, poor quality of trainers and mentors' skills; training programmes that fail to respond to SMMEs needs; lack of resources; poor monitoring and evaluation, slowed the progress of SMME development".

Maloka and Dlamini (2016) suggest that SEDA's shortcomings stem from the fact that it is mandated to serve lower-end SMMEs, represented by start-up businesses, and high-end SMMEs which are established businesses. The latter were included due to the need to accelerate job creation and economic growth in SA. However, the authors point to the agency's heavy workload coupled with a lack of commensurate resources. While the factors identified by Maluleka (2013) could not be verified in the current study, it is clear that SEDA is not doing enough to assist SMMEs. Deductive reasoning suggests that the shift to high-end SMMEs may have been premature and reactionary. It has left a gap in relation to low-end SMMEs and created a backlog with a new problem of businesses stuck in the middle, which are neither low-end, nor high-end businesses.

Supported by the results presented in Chapter four, Figure 12 below describes the chasm that most black-owned FMCG-SMMEs find themselves in. Fujimoto, Hat, Otarola and Sacerdote (2012) found that SMMEs go through three phases of business growth. The primary tier is similar to the low-end SMMEs described by Maloka and Dlamini (2016). In this tier, the emphasis is on starting the business and identifying the product it hopes to provide; this tier is referred to as the secondary tier. As the business grows and becomes more sophisticated, operational functions are added to accommodate the growth and it can participate in business to business activities in support of the strategy it developed in the secondary tier (Somhlahlo, Mbhele, Kunene, 2016). Based on this description, businesses stuck in the middle, like those in this study, can be described as being at different levels of the secondary tier phase. Thus, it could be said that black-owned FMCG-SMMEs are businesses that are stuck between lower-end and higher-end SMMEs. Only one business was found to be cemented at a strategic level and could be described as a tertiary tier business that is similar to the high-end SMMEs described by Maloka and Dlamini (2016).

Figure 12: Current Tier Definition for each business interview



Source: Author's Own Adapted from Fujimoto, Hat, Otarola and Sacerdote (2012).

Respondents three, six, seven, eight and nine were businesses located between the primary tier and at the entry-level of the secondary tier. They had the necessary assets to trade; and access to working space was usually personal. Fifty percent of the respondents fell within this definition. Respondent one had transitioned to the secondary tier. In this tier, there is increased market access; and the business gains the trust of creditors and possible investors.

Most importantly, these businesses were found to have functional management structures in place, which meant that their operations were established at this stage. Respondents four, five and ten presented with the ability to transition into the tertiary tier. However, as shown by the demographics, the turnover ceiling was R149,000.00. There seemed to be a chasm that businesses needed to cross in order to transition to the tertiary tier. Understanding this dynamic of black-owned FMCG-SMMEs was critical as it meant that these entities were not eligible for SEDA assistance as start-up, low-end entities as described by Maloka and Dlamini (2016). Except for one business, they did not fit into the tertiary tier profile which is synonymous with high-end SMMEs. This analysis suggests the need for organisations mandated to

develop FMCG-SMMEs to include development programmes for those businesses struggling to cross the chasm, the stuck in the middle FMCG-SMMEs. If these businesses are not developed, there will be a large number of FMCG-SMMEs that do not contribute to economic growth and do not assist in mitigating the unemployment levels in SA. Further details on the demographics of each of these businesses are provided below.

However, SEDA cannot be held solely responsible for SMMEs' failure to succeed. In the case of FMCG-SMMEs, for instance, markets are almost entirely unreachable because they are stuck in the secondary tier. Only respondents one and two had a strategy to supply other businesses. Black-owned businesses are often not trusted by government entities or by the private sector as suppliers. They are also not trusted by consumers as the quality of their goods and services and the extent to which they can be trusted, which are usually communicated through branding, are unknown.

Hanks, Davies, and Perera (2008) found that there was a perception in the public sector that black-owned SMMEs are not effective due to their limited capacity, lack of controls and monitoring and questionable delivery, quality and reliability. Such perceptions persist, suggesting that growth and development initiatives are not performing as well as they should. However, improved BBBEE policies such as the Enterprise Supply Development (ESD) intervention have been adopted. It provides black-owned SMMEs with access to corporate markets and training through financial and non-financial support (Sibiya & Bernard, 2019). Nonetheless, misaligned development strategies have resulted in SMMEs being unable to fulfil their mandate of enhancing economic growth (Sibiya & Bernard, 2019).

While all the respondents that were interviewed manufactured products that could be supplied to big retailers, and corporate and government entities, their brands were not considered and there is no provision for mandatory minimum orders in the section on ESD in the BBBEE legislation.

As noted previously, the intention was to cover all 11 districts in KZN, but only seven districts had SEDA offices. This is of concern as the province has one of the biggest populations in the country as well as high youth unemployment, which stood at between 37.2% and 51.2% in the last survey conducted in 2011 (StatsSA, 2015). The unemployment rate is expected to increase due to the economic contraction caused

by the global COVID-19 pandemic. Furthermore, KZN is characterised by rural and peri-urban areas, calling for comprehensive development that is not restricted to certain regions.

The four district municipalities in the province that are currently not served by SEDA offices are the poorest of the 11 districts which, as noted in Chapter three, have high levels of unemployment. The study found that small informal businesses do exist in these areas; for example, the respondent from Umhlaba'yalingana who was not included in the study. However, they do not have access to the type of support they need to develop and grow their entities. This runs contrary to the principle that should guide public entities. As asserted by Denhardt and Denhardt (2000, p. 549), "Public administrators should focus on their responsibility to serve and empower citizens as they manage public organisations and implement the public policy".

6.2.1.1 Demographics

Demographic profiling alludes to socio-economic conditions. It is essential to understand how demographics shape FMCG-SMMEs as this would inform the creation of strategies and policies to develop these entities. This study focused on black-owned FMCG-SMMEs, with eight African respondents, one Indian respondent and one Coloured respondent. Interestingly, most of the businesses found to be 'stuck in the middle' were owned by African entrepreneurs.

It was established that these businesses employed less than 50 individuals. Businesses with fewer than five employees are described as micro-businesses, and those with six to 20 are very small businesses, while entities with up to 50 employees are small businesses (National Small Business Amendment Act, 2004). The fact that the respondents employed less than 50 people further attests to the finding that they fall within the primary tier or the secondary tier. The employment profile of nine of the ten businesses is that of a nascent business, which is usually defined as self-employment (Kolvereid, 2016).

Respondent two, whose business fits the profile of a small business according to National Small Business Amendment Act of 2004, and who was found to be in the tertiary tier had 40 employees at some point. However, this number has fallen to 27.

According to Mueller (2006), SMEs usually begin with a small number of employees, with the owner often being the only employee and family members helping out where they can. This is usually followed by a gradual increase in both full- and part-time employees as the business starts to grow. However, in the case of respondent two, the business refined its operations and became more efficient and strategic over a period of three to four years. Clark, Feldman and Gerther (2000) attribute such a decline in employment numbers to entrepreneurs trying to master the business. Over time, as operations are streamlined and become more efficient, the number of employees drops. This is referred to as the ‘displacement effect’ of the relationship between employment creation and small businesses (Fritsch & Mueller, 2008).

6.2.1.2 Trading years

As noted in Chapter one, most South African SMMEs fail within the first five years of operation (Chimucheka, Chinyamurindi & Dodd, 2019). Many reasons have been cited, including late payment for services and products, forcing them to close (Bailey, 2019). Bailey notes that, “...the continued nefarious practice of late payment, mainly perpetrated by governments themselves, undermines the role that SMMEs can play in economic development” (2019, p. 9). Some of the respondents were trying to establish businesses for the second time, having failed in their first attempt. While this study did not delve into the reasons for SMME failure, the tendency for government and other customers to pay late cannot be ignored and this may cause entrepreneurs to shift to the FMCG space which does not rely on other businesses for survival, but on household spending as a core target market.

The study focused on black-owned FMCG-SMMEs in KZN which were manufacturing and selling FMCG products. The intention was to select those that had been trading for 3.5 years; however, these were few and far between. As shown in Chapter four, the SEDA district managers confirmed this. This is of concern given that building manufacturing businesses is at the core of the SMME and economic development policies adopted by the province and the country at large. As stated by the then Minister of Trade and Industry, Mr Rob Davies, “Government remains committed to providing support to the country’s small and medium enterprises (SMMEs) as they are an important component to South Africa’s industrialisation” (SANews, 2018, para 1).

6.2.1.3 Industry

As explained in Chapter one, FMCG are products that are consumed by households, including food, beverages, and hygiene and personal care products. The industry is inclusive of the manufacturing, selling,

distribution and marketing of these products (Dube & Hoque, 2020) The South African retail industry is controlled by the 'Big 4' retailers that rely on well-established FMCG businesses to supply products (NPI Consulting, 2017). Small FMCG businesses, especially those that are black-owned, are thus squeezed out of participating in the conventional retail space, which probably explains why these businesses were difficult to locate and said not to be common by a SEDA official.

Food and personal care products were found to be the most common products produced by the respondents. The study did not explore the reasons for this. Interestingly, however, while present, the manufacture of hygiene products was not common or easy to locate when this study was conducted.

The manufacturing of FMCG food products witnessed slow growth in 2019, which had many economists worried (South African Mi, 2020). With COVID-19 crippling most businesses in the world, producers of essential goods, including food in the FMCG industry are best positioned to grow, provided that consumers are loyal to their brands. It is argued that smaller brands are better able to take advantage of these opportunities as they are able to adapt quickly to the environment (Knowles, Ettenson, Lynch, & Dollens, 2020). However, this requires that their brands are known and preferred. It is for this reason that, in the wake of COVID-19, FMCG businesses which have really benefited from demand for essential goods are not SMMEs, but well-known, reputable businesses (Bowman & Des Nair, 2020).

6.2.1.4 Gender

Given global gender discrimination, there is higher male participation in business the world over, with female-owned businesses often found to be smaller and less efficient (Chaudhuri, Sasidharan, & Raj, 2020). Contrary to this, an equal number of female and male respondents participated in this study even though no gender parameter was set. There was also no clear alignment between industry and gender.

6.2.1.5 Employment Creation

The perception that SMMEs are job creators is widespread in the literature and among policymakers. Unemployment is highest amongst South Africans with low skills levels and no tertiary qualifications. Mutenyoka, and Madzivhandila (2014) argue that, while SMMEs have been identified as the solution to unemployment in the country, they have failed to fulfil this promise due to certain constraints. It is crucial to identify these constraints in order to craft strategies to change their trajectory. The respondents reported

that they employed between one and four people. They thus fit the category of micro enterprises as per the description in the SMMEs National Small Business Act of 1996.

Kesper's (2001) noted that SMMEs were not creating employment in SA even when their turnover grew, which runs contrary to their envisaged role in the country's economy. It is estimated that there were 2.55 million active SMMEs in SA in 2016 (BER, 2016). However, these businesses are only responsible for 28% of employment, while the government's economic growth strategy states that SMMEs will be responsible for 90% of economic activity by 2030 (SBI, 2018).

6.2.1.6 Turnover

Eight of the respondents reported annual turnover of between R9,000.00 and R149,000.00. They are thus micro and very small businesses as defined by the National Small Business Amendment Act of 2004. Entities that are trusted by and thus do business with corporate companies have higher turnover (Luiz, 2002). Stagnant growth suggests that these businesses are not fully embedded in the country's economy, and are thus stuck in an economic vortex, struggling to make a meaningful impact. The only business in the tertiary tier reported turnover that fits with the definition of such businesses as those with turnover ranging between a million and thirty-two million rand as per the National Small Business Amendment Act of 2004. This explains the government's decision to accelerate economic reform and boost SMMEs' performance by extending SEDA's mandate to such businesses. Unfortunately, this led to the neglect of very small and micro businesses, constraining their growth.

It was also noted that some respondents were unsure of their turnover, suggesting that they were unaware of their business' financial position. Bruwer (2010) found that FMCG-SMMEs' lack of accounting skills resulted in crucial decisions being made without access to appropriate financial statistics.

6.2.1.7 Education

In 2017 Knoema reported that the literacy rate in SA was 87%, which means that most South Africans can read and write (Knoema, 2017). However, the quality of education is poor, especially in historically disadvantaged schools (Modisaotsile, 2012). Furthermore, schools that were not historically disadvantaged but now serve members of historically disadvantaged communities, usually Africans, have

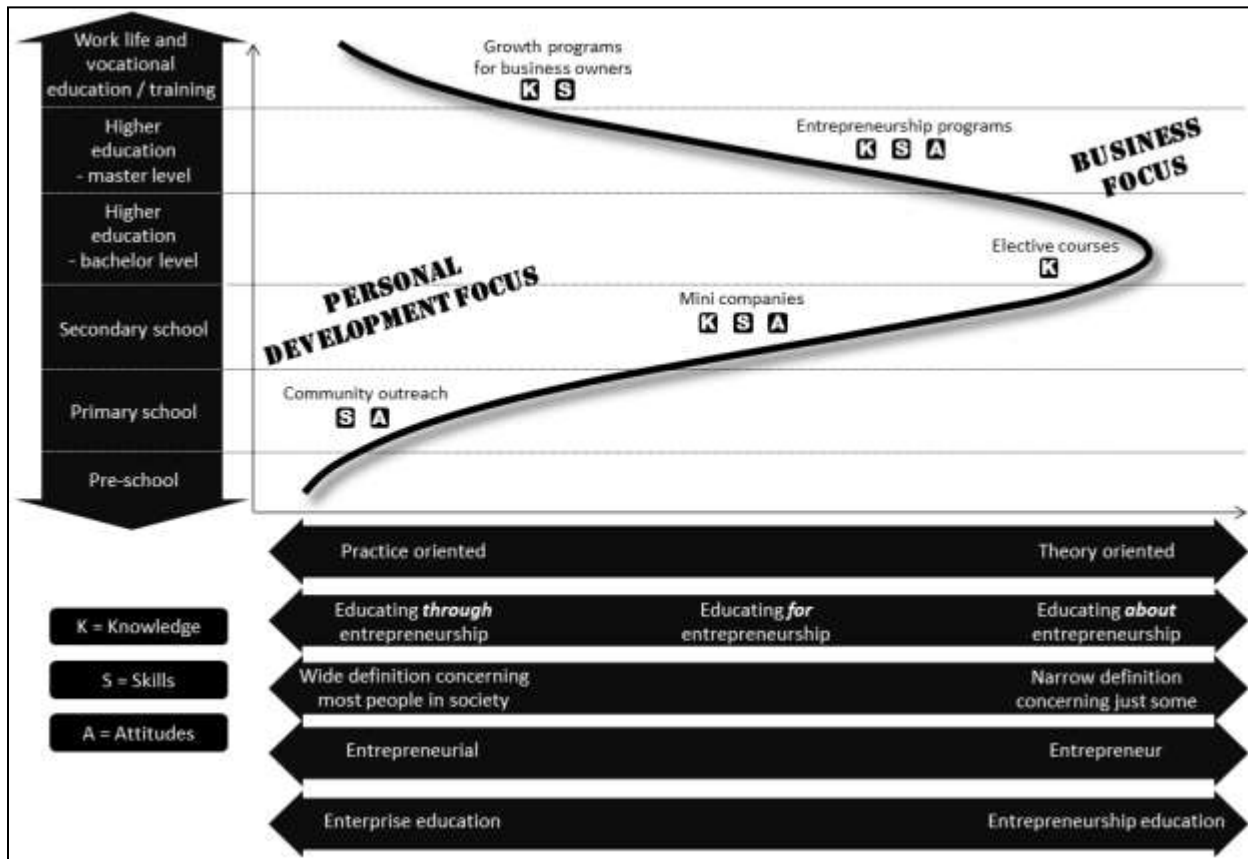
suffered a drop in education quality. According to Zoch (2017), there is a four-grade difference in the quality of education provided to the haves and have nots. This means that by Grade 9, students in poor schools are four grades behind in learning.

Education curricula design at basic level needs to promote design thinking (Zupan, Cankar & Setnikar-Cankar, 2018) which enables pupils to develop skills to solve problems in a creative, human-centred way and positively influences entrepreneurship development. This suggests that basic education should include Science, Technology, Engineering and Mathematics (STEM) subjects (Li, Schoenfeld, diSessa, Graesser, Benson, English & Duschl, 2019). According to the NSTF, (2019, para. 2) “South Africa continues to suffer from problems in its school education system, notably in STEM subjects... contributing to a dire need for high-level skills in STEM areas.” Thus, in the main, the schooling system does not nurture an entrepreneurial mind set. Furthermore, entrepreneurship and its various functions, including marketing and branding, are usually practiced in advantaged schools that are well resourced as part of their extra-curricular activities.

As shown in Figure 13 below, at pre-primary level learners are involved in community outreach programmes to develop entrepreneurship. In this phase, the orientation is practice education through entrepreneurship, and societal socialisation. In high school, they engage in mini-business activities; the emphasis is usually on education for entrepreneurship, which focuses on preparing students for real entrepreneurship (Daly, 2001; Wee, 2004). This stage focuses on personal development which improves attitudes and skills and later includes knowledge development (Lackéus, 2015). In most higher education institutions, the various skills, knowledge and theory about entrepreneurship are usually reserved for those studying business and entrepreneurship. This is unfortunate as entrepreneurs emerge from all faculties within a university.

It was also evident that the education provided through training programmes needs to be evaluated for appropriateness and linked to Lackéus (2015) models for entrepreneurship education. According to Moise, Khoase, and Ndayizigamiye (2020), there is a positive relationship between appropriate training and South African SMMEs having a positive impact. It could be that the curricula design and content were misaligned, where the trainer or facilitator offered inappropriate guidance.

Figure 13: Overview of Terms and Definitions Currently Used in Entrepreneurial Education



Source: Lackeus (2015, p. 8)

All training should be preceded by a needs analysis in order to design relevant training (Mathane & Chiloane-Tsoka, 2020). Experts in marketing and branding emphasise that brand naming is the first phase in building a brand (Verma, 2020). Brand names help to create a brand identity (Kara, Gunasti & Ross, 2020). This identity is paramount to the overall brand strategy, which is used to ensure that the product appeals to the targeted consumers, positively impacting the overall performance of the brand.

Most of the respondents lacked a specific formal qualification and education in branding. This suggests they did not have specific training in marketing and especially branding, which would be part of entrepreneurship learning. It affected their decision making when it came to brand naming. Although SEDA offered training programmes, it was found these did not concentrate on branding, with some respondents saying they received ‘a bit’ of training on branding. Most respondents claimed that they relied on their own research, with one saying that, when she approached SEDA she was advised not to use

English-sounding words as this will limit her ability to transact. She found this advice questionable and irrelevant and thus did not follow it. Due to their limited training in branding and brand naming respondents taught themselves these functions of marketing. Respondents one and five claimed that they had been advised at SEDA to brand using African sounding names as this would place them in a better position to secure tenders. It was not clear if this was part of training or if it was offered as advice in passing.

Training in branding refers to the teaching and learning covered by the marketing syllabus. This can be learnt through traditional teaching, i.e., a qualification, training programmes and apprenticeship training. The respondent that selected the brand name Nelzank said that it had attracted the Muslim community. She added that this is because the name sounds like a Muslim one. This respondent had no previous knowledge or education to assist in strategizing and attracting her target market. Her choice of a brand name that attracted the Muslim community was the result of coincidence rather than her intentionally crafting a strategy to target this community. In the interview, she alluded to the brand naming strategy being her passion and vision for the brand name. However, her brand naming practices were based solely on her personal feelings: *“Interestingly my first company was Lanley, I simply juggled my names. My second business I simply used my first name. So I have always used my name in my brand name and in creating brand names for my businesses.”* This trend was found to be prevalent among Respondents three, five and six. It is contrary to Paradigm Life’s (Respondent 1) decision making pattern: *“The first one was my name and the other was what I hoped to achieve. When I researched the meaning of paradigm it confirmed the appropriateness of the use of indigenous products.”* This respondent and Respondents two, four, seven, eight, nine and ten used decision making processes that are not personal but rather guided by some brand naming strategy of their own. Keller (2005) supports the latter processes for brand naming and states that brand naming should never be based on personal feelings but on what one’s market tells one about the product. One will only know this if one has previous experience or training, both of which are served by appropriate, quality training in marketing.

6.2.1.8 Business and Branding Experience

The study identified two forms of experience, namely, business experience and branding experience. The former included working in a corporate environment or opening one's own business, while the latter refers to previous experience in branding, which may have influenced how the respondents went about branding.

It is said that in most cases, the ability to start and run a successful business comes from spending time in formal employment (Marshall & Gigliotti, 2020). This is a Western perspective. The South African population is a highly youthful one and many young people have no previous experience. Experience combined with education promotes the success of a business. According to Bignotti and Le Roux (2020), previous work experience and entrepreneurship education positively impact entrepreneurship intention in the South African context.

Gamede and Uleanya (2017) suggest the need for curricula on entrepreneurship, including branding as early as secondary school. This is supported by Nzes's (2016) observation that FMCG-SMMEs were failing because their branding was lacking. In the current study, it was evident from the responses that branding was not well recognised as a core function of the business with only one respondent stating that they had such experience.

Given this backdrop, apprenticeships should be considered as a way to close SMMEs' gaps in terms of education and experience. Apprenticeship is a form of learning where one learns on the job and at times by doing. According to Ezenwakwelu, Egbosionu, and Okwo (2019), it is a learning and development tool for entrepreneurship development that governments, especially in developing countries, should embed in their entrepreneurship development policies and invest financial and physical resources in. The respondents had previous work experience before being self-employed and some had previously set up businesses. However, none had specific experience in marketing and branding.

Experience is vital as it transfers learning and lessons through doing, thus serving the same purpose as apprenticeships. A combination of experience and education has been found to heighten the probability of nascent businesses succeeding (Iversen, Malchow-Møller & Sørensen, 2016).

6.2.2 To establish brand naming strategies that can be used by FMCG-SMMEs in KZN

The recent literature on SMMEs' role in economic development in SA highlights the need for these enterprises to participate in industrialisation through manufacturing. FMCG businesses comprise a significant part of the manufacturing sector in any economy. The South African manufacturing sector has performed poorly in recent years due to competition from South East Asian countries and a skills shortage (Bhorat & Rooney, 2017). Due to skilled labour and innovation, these countries can outplay South African manufacturers. Lekhanya, Olajumeke and Nirmala (2017) assert that a lack of innovation and low levels of specialised skills are the cause of the distorted growth of FMCG-SMMEs in KZN. The lack of branding among these entities exacerbates the situation (Nze, 2016).

A well thought-out sound branding strategy is associated with large corporate businesses rather than small enterprises (Nze, 2016). However, the reality is that, to sell one's products, one must gain the trust of one's prospective clients, and this is achieved by creating a trusted brand name. According to Hafeez, Shariff and bin Mad Lazim (2012) and Muhammed, Mohd and Halim (2012), seminal scholars in the field of branding like Aaker, Keller and Kapperer have neglected small businesses. This could be attributed to the fact that the branding processes used by big business required investment in both financial and human capital (Phiri & Kunene, 2017). However, the situation has changed in recent years as it has become clear that there is a need to create small businesses that can compete in the global economy.

This thesis was concluded at the height of the global pandemic COVID-19, which caused the closing of borders, negatively affecting economic growth. The pandemic has forced countries to revisit their socio-economic policies. According to Shetty, Nougarahtiya, Mandloi, and Sarsodia (2020), business and economics have changed forever, with a rise in direct consumer models. Consumers that use these modes will only purchase brands that they trust. Furthermore, in response to COVID-19, the government called on South Africans to buy local, with the Minister of Trade and Industry Minister, Ebrahim Patel saying, "When we as South Africans buy local goods we bring demand back into our economy and we help the economy to recover slowly," (Mathe, 2020, para, 3). Minister of Finance, Tito Mboweni also stated that there is a need for "manufacturing to make what we need and stop relying on imports from China" (Mathe, 2020, para 2).

It is, therefore, more important than ever before that black-owned FMCG-SMMEs receive training in how to ensure adequate, quality marketing and branding. Failure to engage in effective branding will mean that these entities do not produce brands that consumers can trust and will lock them out of the new economy during and post the COVID-19 pandemic.

Kunene and Phiri's (2017) research on brand naming for SMMEs in eThekweni, KZN found that successful brand naming was achieved through differentiation, ease of pronunciation, the brand's consistency with its image, ease of recognition, and establishing a relationship between the chosen brand and business activity. In concluding the ground-up theory, it was essential to explore the relevance and importance of these strategies to black-owned FMCG-SMMEs.

6.2.3.1 Personal Brand Name Motivation

The respondents drew on personal experiences when brand naming. This was more important to them as they felt it spoke to who they are and why they were running the business. It thus became their branding criterion that embedded any brand objectives. Such a perspective is contrary to the literature on branding. Keller (2005) and many other researchers emphasise that personal factors should not play any role in branding.

6.2.3.2 Differentiation

Whether it reflected a need to stand out, be different, or stand apart, it was clear that the FMCG-SMMEs aimed to highlight the differences between their businesses and those of their competitors. This strategy is similar to the one of differentiation identified by Kunene and Phiri (2017) and it seems that it is universal to all SMMEs. The desire to stand out reflects the belief that this will ensure that consumers are not confused and have positive perceptions that result in a preference for their products. Kotler and Keller (2016) emphasise the need to use one's brand to achieve differentiation and distinguish oneself from others, while Kotler (2014) notes that differentiation is a less costly way of achieving value for the brand.

What was of interest was that brand differentiation was not confused with achieving service differentiation, and even ingredient differentiation. The latter refers to the use of the ingredients used to make the product in the brand name while the former carries the promise of quality from the brand name.

Some of the respondents expressed the desire to infuse their African ingredients in their branding and there is evidence that this offers some advantages (Krampe, van Lith, Gobiye & Ingenbleek, 2020).

6.2.3.3 Product Related Brand Naming

The ground-up theory also found that many of the respondents were driven by the desire to communicate either what the business does, or the benefits the consumer gains from using their products. According to Sundar, Cao, and Machleit (2020), the aesthetic of the packaging where the brand name is found influences the purchasing decision, especially for personal care products. A brand is a critical resource in forming a brand identity that is preferred by consumers and the brand name must promote trust, particularly for FMCG products (Guliyev, 2020). Thus, the brand name should be consistent with the image the business wants to communicate to prospective consumers.

As the world transitions to online purchases, brand names will need to capture targeted consumers almost immediately. This is only possible if there is consistency with the image the business wishes to convey. Consistency with the brand image in all marketing communication builds brand loyalty which translates into purchases (Šerić, Ozretić-Došen & Škare, 2020). This trait is similar to the need to achieve a relationship between the chosen brand and business activity identified by Kunene and Phiri (2017).

6.2.3.4 Ease of remembering

There has been increased support for the creation of brand names using playful, catchy names which are short and easy for the consumer to remember. Brand awareness occurs when consumers remember the name, and can pronounce and recognise it (Ahmad, Malik, Idris, Masri, XiangWong, & Alias, 2020). Thus, ease of remembering is crucial in building brand loyalty and brand awareness (selvam, Murktar, & Garba, 2020)

Brand loyalty is at the core of branding as it increases the probability of prospective buyers choosing the brand over competitors' products. Without a brand management strategy, FMCG products are unable to compete (Nze, 2016). Consumer behaviour is thus influenced by the brand loyalty and brand management strategy for FMCG products (Selvam, 2020).

As noted earlier, due to the fact that the South African retail sector is controlled by the 'Big 4', most FMCG-SMMEs do not have the opportunity to trade in retail spaces that offer households easy access to FMCG products. Indeed, respondent two was the only participant that had access to such a space, in the form of the Spar group of supermarkets in the Durban area. The founder of Karabego, a successful youth entrepreneur in SA attested to this in an interview on the eNCA news channel. He noted that it was too expensive to enter the retail sector and that they were thus using social media to sell their products (eNCA, 2020). The other nine FMCG-SMMEs that participated in this study used alternative marketing and distribution strategies, including social media and speciality shops. For example, respondent nine sold in health shops. If a brand is sold via such platforms, it needs to be linked to service quality; as such, brand equity is important for FMCG-SMMEs (Montmasson-Clair, Mudombi & Patel, 2019). Brand equity refers to the positive brand perception that one develops for one's brand over time (Anyongodi, 2019). Without an appropriate brand name, a brand will not attract consumer loyalty, build positive perceptions, influence brand preferences and change buying behaviour.

6.2.3.5 Black Economic Consciousness

Black consciousness is often misunderstood as a narrative of the black middle class (Morgan, 2020). However, its roots lie in black South Africans' desire to find pride in themselves after years of being oppressed by colonisation and apartheid (Moodley, 1991).

One of the driving forces of black consciousness that persists in more modern times is black people's desire to empower themselves both socially and culturally. Black consciousness should thus not be defined as a black middle-class philosophy; it "is better understood not by focusing on the objective status of its leadership as middle-class intellectuals, but by instead looking at what these 'movement intellectuals' subjectively did to link their philosophy of liberation to the *lifeworld's* of those they sought to engage" (Morgan, 2020, para, 1). It calls for black people to rebuild their societies and economies and take control of their livelihoods, rather than them being dictated by outsiders.

Unfortunately, there is a growing tendency for those who are not black to regard black consciousness as a form of 'reverse racism' which Oloritun (2019) rightfully denounces. He notes that this is a result of the failure to acknowledge and recognise that measures and practices to uplift black people aim to 'level the playing field' and provide equal opportunities. This movement is gaining traction in different spheres in

SA. This study identified a new construct labelled black economic consciousness which is a response to income inequality that is aligned with race in SA. Despite the progressive policies adopted since the demise of apartheid, economic change and empowerment to level the playing field has not been achieved, due to inequality.

The disjuncture between theory and reality cannot be ignored. Theoretical understanding within a laissez-faire doctrine dictates that economic growth should result in higher levels of employment. Since 1994, when the democratic government came to power, SA has had one of the highest Gini-coefficients in the world (Trading Economics, 2021). The Gini-coefficient measures income distribution within a country. According to Trading Economics (2022), a Gini index of 0 reflects a utopian environment where wealth is evenly spread, with 100 at the opposite end of the continuum. Between 2010 and 2018, SA's Gini index ranged between .50 and .60. According to Knoema (2018), it showed a consistent upward trend during this period, reaching 57.70% in 2018. An article published in *Time Magazine* in May 2019 by Pomerantz (2019) states that SA had become the world's most unequal country and showed the positive correlation between inequality and race (Baker, 2019). This suggests that economic growth is not translating to increased employment and highlights the need for extensive development of the SMME sector in order to support the economy.

The South African Gini index is 'two-tiered' due to the apartheid regime (Trading Economics, 2022). On the one end is a tier that resembles a developed country and is populated by previously advantaged South Africans. The second tier, which resembles a developing country, consists of the majority of the population, most of whom are from previously oppressed groups (Trading Economics, 2022). The combination of the two tiers defines the overall Gini-coefficient of the country, which Leibbrandt, Woolard, Finn and Argent (2010) placed at a very high index of .70.

Born out of the frustration this has caused, black economic consciousness calls for black people to take control, define the economy and ensure that they are active participants in control of their livelihoods, society and the economy. Many hope that this will be achieved by building businesses that create legacies while building black pride.

Respondent three best articulated this. He repeated a number of times that it is vital for him to create a black-owned economic legacy for the generations that follow. Hence the use of his daughter's name for his brand, which means the creation of abundance, Azande, for black people. Similar to respondents seven and eight, he noted that a brand that is preferred by the black market is profitable, as black people form the majority of the population. This thinking was linked to the profit generating capabilities of lower income markets (Prahalad & Hart, 2002) which find economic prowess and buying power in the lower income segments of society known as the bottom of the pyramid, which majority of the black people found in this region still form the majority part of.

6.2.3.6 Family Legacy

The ethos driving respondent three's brand naming was also to create a legacy for his daughter. This is contrary to the common practice of using patronymic and matronymic brand naming practices where the process is based on either the mother or the father in a family (Olivares-Delgado, 2016). This research recognises this brand naming practice as *childnymic*.

For respondent six, creating a family legacy was the driving force in choosing the brand name. The name was a clan name of one of the founding members. At face value, it would appear to be a matronymic name. However, some may argue that this was not the case. Seminal work by Cross (1910) on patronymic and matronymic use found that these terms refer to patriarchy and matriarchy only in a context of kinship, the historical and ancestral origins. In most cultures, the recognised kinship is usually patriarchy. Others might view the use of the clan name Ludonya Trading as patronymic where the name was used in recognition of the forefathers. Whichever family strategy, the brand name chosen aims to create a family legacy.

Respondent five was also driven by the need to promote a family legacy. The first three letters of the brand name are the first three letters of the founder's name; the research identified this practice as the use of *selfnymic* for brand naming which is a way of carrying one's own legacy. What is interesting is the inclusion of toponym or what could be demonym, as the middle ZA letters of the brand name. The latter identifies the founder's country of origin; ZA stands for SA. The former describes place names based on their features whose name characteristic in this instance is in the south of Africa. Both these definitions are described by Cock and Pedraza (2020) as being of geographical granularity. The last part of her brand

name uses the letters MK which are from her surname which is patronymic, about her father's ancestral name as practiced with surnames in modern society (Langendonck, 2007).

6.2.3.7 Universality

Social ties will always be linked to a brand and these are influential when entering foreign markets (Zhao & Hsu, 2007). While the study found that the ability to be universal was not of concern to all FMCG-SMME respondents as a brand name strategy, it was considered. It was found that businesses that wanted to have names that cross-over to different markets, cultural backgrounds and borders considered the use of English or English sounding words in their brand names. In developing countries, it is believed that English cuts across different cultural contexts, but the reason extends beyond this superficial concept. The use of English words or English sounding words, which is referred to as 'the Englishes of the world' has been found to carry a latent sociolinguistic characteristic. In developing countries, it is believed that giving products such names gives them more credibility and suggests that they are of better quality (Friedrich, 2002). This is not surprising given SA's history of colonisation and apartheid. Therefore, sociolinguistics is a manifestation of perceptions that quality is aligned with the oppressor's language. As uncomfortable as this reality is, it is essential to acknowledge its importance and influence in brand naming.

6.2.3 To identify a brand naming process that is most suitable for FMCG-SMMEs in KZN

Contrary to the practice of most international businesses, the ground-up process found that the FMCG-SMMEs followed only five stages when brand naming. These are set out in Table 37 below. The process formulation was the result of substantive formalisation and theoretical sampling. The results could not be compared with the secondary analysis.

The first step involved the creation of names by the respondents, followed by the names being evaluated for appropriateness based on what they believed was appropriate. As shown by the study's findings, this was based on personal feelings and opinions; personal preferences far outweighed those of consumers and brand objectives.

Only once they had identified the names that they preferred did the respondents apply their branding criteria based on what they hoped the names represented, again, relying on personal perspectives rather than branding. Interestingly, this reasoning was aligned with that in Siu & Zhang's (2000) model which

concludes, as shown in Figure 14, that the first step in branding is influenced by personal factors. Contrary to Keller's (2005) recommendation to remove personal feelings from branding, for these respondents and their Chinese counterparts, branding was solely based on personal feelings, discussed in detail below.

Table 37: Brand Naming Process by FMCG-SMMEs in KZN, SA

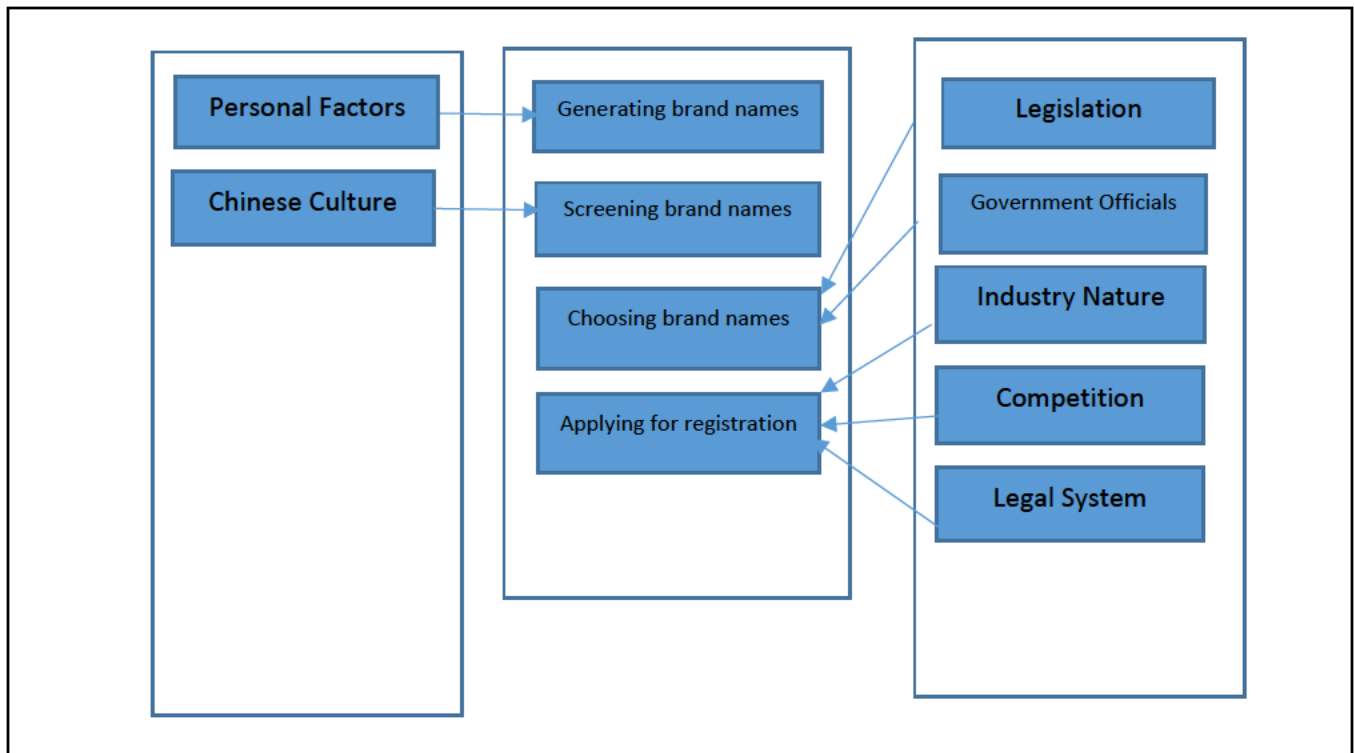
1	Creating New Brand Names
2	Evaluating a Brand
3	Branding Criteria
4	Selecting Brand Name
5	CIPC Registration

Source: Author's Own

The second step was evaluating the list of names, which was still based on personal feelings on what the brand name should be. This step was closely followed by the third which was screening using the seven brand name strategies, namely, brand name motivation; family legacy; differentiation; product-related brand naming; ease of remembering; black economic consciousness; universality; and the use of linguistics strategies. There were similarities with the Chinese model where product relatedness played a role, as did ease of pronunciation which was an extension of ease of remembering. As shown in Figure 14, in China, this step was influenced by the country's specific culture (Siu & Zhang, 2000).

The third step reflected the brand criteria. The names found to be most appropriate and aligned to the respondents' branding criteria were put through the CIPC programmes which did a search and provided names that are available in the country, allowing for registration. This depicted the fourth step in selecting a brand name. The fifth step took place on the CIPC programme; immediately after the name has been chosen and approved, it is selected on the system. This suggests that, like the Chinese model by Siu and Zhang (2000) the official system (CIPC) in SA was influential in steps four and five, which were choosing the name and the registration process. As suggested by Flowers (2020) the issue of trademarks tends to be complicated; thus, the scope for initial coding in this study opened up with registration and allowed the interviewee to guide the discussion towards trademarks, provided they were used.

Figure 14: A Tentative Model for the Brand Naming Process of Chinese Enterprises



Source: Siu & Zhiang (2000, p. 92)

One of the respondents called the registration office by its previous name, CIPRO. In 2011, the Companies and Intellectual Property Registration Office (CIPRO) and the Office of Company and Intellectual Property Enforcement (OCIPE) merged to form the CIPC to govern all matters pertaining to businesses in SA (LexisDigest, 2011).

Brand objectives which are usually extracted from the brand strategy, were not considered by this cohort of respondents despite Kohli and LeBahn’s (1995) suggestion that they are important. This was also found in East Asian countries, where entrepreneurs relied on creative thinking, allowing free thought and the production of names without the boundaries set by such objectives (Siu & Zhang, 2000). The trademark search was also not considered as a separate step, based on the South African system explained above, with the search and registration taking place simultaneously under the CIPC. The respondents thought of the choice of brand and selecting a brand as one and the same thing. Only one business considered researching consumer preferences; interestingly, this was the business with the most employees, and the highest turnover and it had been trading for the longest.

McNeal and Zeren (1981), Shipley, Hooley and Wallace (1988), Kohli and LeBahn (1995) and more recently Flowers (2020) who are leaders in research on the brand naming process, point to the importance of basing this process on brand objectives which the marketing strategy provides. It would seem that the respondents were not aware that these influenced the brand name strategy and process they applied.

This suggests a disjuncture between why businesses assign brand names and their purpose. The lack of understanding is attributed to a lack of knowledge about marketing and branding. Having said this, it should also be noted that although this study found a disconnect with Western brand naming processes, there were some similarities with those in East Asian countries, as found in Siu and Zhung's (2000) Chinese brand naming process.

6.2.4 To identify the most considered linguistic variables in FMCG-SMME brand naming in KZN
South Africa has 11 official languages and although they are supposedly equal, this is not the reality. The language of business is still mostly English. It has been found that modern urban isiZulu-speakers borrow words from the English language (Magagula, 2009). It is thus not surprising that most businesses that participated in the study and those that did not, but appeared in the SEDA lists, use words with an English origin. Only two of the ten respondents used words from isiZulu, which is the most common spoken language in KZN.

6.2.4.1 Sound, Semantics and Fictitious words

Four brand names used what is referred to as the Joyce Principle, when a phonetic symbol of the word is used to communicate an idea and context Collins (1977). In aiming for the name to embed meaning whilst the sound aligned with meaning, there was an emphasis on creating new words and using these as brand names. These were CanCure, Get2Natural, GrowAfro, Nelzamk and Mindbrain717. CanCure aimed to emphasise that cancer can be cured; Get2Natural played with the journey towards maintaining natural hair, and GrowAfro suggests that Afro hair will grow with this product. Mindbrain717 carries the message that the products promote brain health. The inclusion of 717 as a suffix was insignificant and a last minute addition to the name. The use of alphanumeric in Get2Natural helps to communicate the context and idea of the brand. The phonetic impact of the Joyce Principle cuts across different groups and possible markets. It is for this reason that Usunier and Shaner (2010) believe that if the intention is to become a global brand, the Joyce Principle needs to be applied.

Nelzank, also a made up word, manifests other linguistic traits about sound symbolism and opened up a new market to the business owner. The sound symbolism was crucial as it is difficult to pronounce unless one is Muslim, which the owner learnt after choosing the name. As a result, the Muslim community made up a large portion of her market; the owner felt that the orthography of the name forced the consumer to engage further with it and want to know what the brand was and the service it offered. It is essential to note that this was not a strategic decision influenced by a marketing strategy. Thus, success with the Muslim community was not planned, but coincidental. However, it did mean that a relationship was created with consumers which would lead to appropriate pronunciation of the word. The consumer needs to be able to pronounce the brand name (McCune, 2011). The owner also wanted to create a legacy for herself. Thus, the first three letters of her brand name refer to her name, the middle part of the name which is ZA refer to SA, which had significant meaning to her as her vision was to go beyond South African markets, and the last two letters represent her surname.

What is interesting about all the brand names in this study was that beyond the use of the Joyce Principle, in some cases they used more than one plosive. They also embedded the use of both phonestheme and semantics which McCune (2011) advises has the potential to improve consumer opinion about the brand. How these are used is, however, significant.

6.2.4.2 Plosives

These entities used the letter 'd' in the middle of their word which is a plosive. "Plosives are sounds where airflow is stopped and then released with some force" (McCune, 2011, p. 13). They are of significance in brand naming as names that carry them tend to embed critical criteria in brand naming, which are, ease of recall and easy to recognise (McCune, 2011). This translates to the brand being a preferred brand. Interestingly, the letter 'd' does not form part of the list of plosives in the isiZulu language, whereas it does in English. In isiZulu, the plosives would be 'p, t, k ts, tf, kx'. However, Bostoen and Bastin (2019) argue that in Bantu languages like isiZulu the voiced fricatives, 'g' and 'b' tended to be treated as plosives, adding to the list. As the standardisation and intellectualisation of isiZulu language take place, the plosive p, t and k changes to 'ph'; 'th' and 'kh' (Ndimande-Hlongwa, 2010). Inclusion of the aspirated plosive 'h' serves to give words the sound symbolism that is required in a brand naming.

The most successful organisation had the highest number of plosives in its name, which contained the letters c, k and d - Wicked Donuts. While 'd' is a weaker plosive, the stronger plosives 'c' and 'k' increase the name's ease of recall and recognition by consumers. This is because with 'c' and 'k' the turbulent jets of air from the palato-nalveolar fricatives strike the back of the teeth and result in high-energy sibilance (Bilbao, 2014). There is a positive correlation between the use of a plosive at the beginning of the word and brand name recall (McCune, 2011).

The weakest plosive is the letter 'd' because there is a weaker constriction between the tongue and the alveolar ridge (Bilbao, 2014). This makes the name less easy to recall and recognise, and consumers do not remember it as quickly. Respondents who used the letter 'd' in their name chose the brand name due to their desire to create a family legacy, with no strategy to entice the consumer, or influence of ease of pronunciation and transferability i.e., Azande and Ludonya Trading.

6.3. CHAPTER SUMMARY

The information and discussion in this chapter revealed several traits to influence the ground-up theory. The inadequate education and training programmes provided to 'stuck in the middle' SMMEs were identified as one of the obstacles to the success of these entities. It was evident that FMCG-SMMEs suffer from stagnant growth and have not reached the level where they are planning strategically, undermining their ability to have the positive impact that policymakers envisage. The literature notes that FMCG-SMMEs should be at the forefront of industrialisation as the manufacturers of FMCG products. The study identified the strategies these entities used to brand name, which were found to be different from those used in other countries, particularly those in the Western world. The same can be said of linguistics considerations which considered the cultural diversity in the country. The preferred brand naming process and the meaning of this process were discussed at length.

CHAPTER SEVEN

EMERGING THEORY

7.1 INTRODUCTION

The previous chapter presented an in-depth discussion on the data and the study's findings. This was a significant step as it gave the researcher perspective on what the data meant and how best to understand it. Comparing and contrasting the data from the respondents with the existing literature unveiled differences and similarities with Western research on this phenomenon. This assisted in defining a theory of brand naming for black-owned FMCG-SMMEs. This chapter presents the theories that emerged in the course of the study. The integration of these theories provides a logical basis for the conclusions drawn in the final chapter. In line with Charmaz (2006), Figure 15 below provides a diagrammatic summary of the integration of these theories; it represents the four constructs that defined the brand naming process as validated by this research.

The first vital outcome was that there was no emerging theory which suggested that any other construct was present in brand naming, except for four, namely, socio-economic factors, brand naming process, linguistics and strategy. However, within the four constructs, there were real differences which could suggest later on, once the model is tested, the need to change the brand naming behaviour theories followed in this region.

While not recognised as a factor in Western theories on brand naming, socio-economic factors were identified by Kunene and Phiri (2017) as relevant in KZN; hence the inclusion of this construct in the study's framework.

7.2 ANALYSIS OF SAMPLING STRATEGIES

The research study was based on the role that sampling strategies play in GT. It is crucial to understand how the various sampling strategies in this study were used to validate the theories that emerged.

Figure 15: SMME Brand Naming Framework



Source: Author's Own

The previous chapter discussed the study's results based on its objectives. It is also essential to discuss the impact these strategies had on the final theories that emerged.

As discussed in Chapter three, what is essential in GT is not the number of respondents. Rather, the quality and richness of the content provided are what drives the research as the aim is to explore the nature of the identified constructs. In this research, sampling was, therefore, part of the research and not merely a tool to collect information. The respondents and not the researcher gave direction on the sample size. It was through them that the required number of responses was reached. The content they provided as the research moved from one person to the next gave an indication on whether or not the process should continue, which is referred to as saturation (Locke, 2014). As shown by the results presented, saturation was reached at different points for various sections of the data collection process. When saturation was reached early for different questions on the demographics, the research continued as this did not occur with the other three sections, namely process, strategy and language. Only when saturation was reached with a construct could the final sample size could be determined.

To monitor saturation reach and ensure that the process was not treated superficially but was transparent and could be depended on, it was essential to begin memo writing with each interview. The first memo, with respondent one, became the basis for axial coding within the theoretical sampling that took place. The first memo, found in Appendix VI (1) was the starting point in determining the sample. As each interview was conducted, new initial memos were added. With each interview, the researcher compared responses. Initial codes identified could thus develop into focused codes and the data was continuously compared in terms of what the respondents were saying, and how they were validating their responses and providing motivations. This enabled the point to be reached where theory could be constructed, providing emerging theories.

Each theory that emerged went through three test phases to ensure that constructivism and symbolic interactionism took place for a decision on a theory to be made (Hall, Griffiths, & McKenna, 2013). As discussed in the following section, each emerging theory was put through the test through constant comparison as the data developed and through the use of thematic analysis. As new constructs begin to take shape through axial coding, which is defined by theoretical sampling, theories emerged.

When it becomes clear that the manifested variables are indeed descriptive of the phenomenon, these are said to be substantive theories (Lee & Song, 2010). It should be acknowledged that in this study, there were instances where the three transferability traits could only be identified but not tested three times. They were still included, and the tables in section 6.3 indicate which emerging theories could not be proven through all three forms. It was not the purpose of this study to test the strength of any of these theories. However, presenting them based on the three tests lays the groundwork for further research to test the GT of this study.

7.3 ANALYSIS OF EMERGING THEORIES

Within the framework of the four constructs, interesting and influential theories emerged. In section 6.4, they are presented as a holistic GT that defines brand naming for FMCG-SMMEs in KZN. However, it is important to show the various developments that led to the presentation on in section 6.4 by going through each construct of the framework, starting with socio-economic factors that influenced the brand naming process.

7.3.1 Socio-economic factors

Social class or standing is linked to economic and financial traits. Policymakers and economists concur that disparities between social classes link directly to how they fare economically and even how they behave and make decisions (Bapuji, Ertug & Shaw, 2020). Socio-economic factors are usually studied in order to find solutions where ethics, social philosophy and economics meet (Lutz, 2002).

In this study, ten socio-economic theories emerged, presented in Table 38 providing a profile of the black-owned FMCG-SMME sector. The first emerging theory proposition in the table identified an equal split between the genders. The second was the industry most likely to be found, which was food and personal care products. The third emerging theory was the number of employees, including the owner. It emerged that they mostly had between three and four employees. The fourth emerging theory was the number of years of trading, which was three years, six months short of the GEM’s TEA guideline of three-and-a-half years. This is indicative of a growing entrepreneurship economy. The fifth emerging theory was the level of education which was the possession of an undergraduate qualification.

Table 38: Socio-Economic Emerging Theories

Emerging Theory	Transferability	Data Defined	Primary qualitative data	Saturation Reach
Proposition 1: Both Genders	Substantively formalised Comparative Theoretically sampled	Both genders participated in FMCG-SMME businesses	Five Female Five Male	Respondent 4
Proposition 2: Food and Personal Care Products	Substantively Formalised Comparative Theoretically sampled	Prepared packaged foods Cosmetics and hair products	Baked foods Indigenous health foods Indigenous oils Skincare Haircare	Respondent 6 Respondent 8

Proposition 3: 3-4 employees	Substantively formalised Comparative Theoretically sampled	Number of employees	Ranged from one to four employees	Respondent 6
Proposition 4: Three years trading	Substantively Formalised Comparative Theoretically sampled	Ranged between one and three years	Had been in business for longer than a year	Respondent 6
Proposition 5: Undergraduate Qualification	Substantively formalised Comparative Theoretically sampled	Unrelated to business qualifications Had undergraduate qualifications	Post high school study	Respondent 3
Proposition 6: R149,000.00 Turnover	Substantively formalised Comparative Theoretically sampled	R50,000.00 – R149,000.00	Ceiling Turnover R149,000.00	Respondent 6
Proposition 7: Business experience	Substantively formalised Comparative Theoretically sampled	Previously had other businesses. Previously worked in corporate organisation.	Unrelated business start-up experience	Respondent 7
Proposition 8: Self-taught marketing and branding	Substantively formalised Comparative Theoretically sampled	Online research Books Learn by doing	Own research	Respondent 4
Proposition 9: Inadequate SEDA training	Substantively formalised Comparative Theoretically sampled	Basic start-up business training	No branding training	Respondent 8

Proposition 10: Lacks branding experience	Substantively formalised Comparative Theoretically sampled	Has never had to apply and use branding before this business	No branding experience	Respondent 4
---	--	--	------------------------	--------------

Source: Author's Own

The sixth emerging theory was the turnover ceiling for these businesses, which was R149, 000.00, while the seventh emerging theory identified previous business start-up and corporate experience as traits in these entrepreneurs.

The eighth emerging theory found that the businesses practiced marketing and branding that they taught themselves through their research. Those who had undergone SEDA training had not received training that delved into branding and marketing perspectives, as shown by the ninth emerging theory. The final socio-economic emerging theory was the lack of branding experience among these respondents.

7.3.2 Brand Naming Process

The brand naming process was not retested through the multi-method approach used in this study and was thus not comparable using thematic analysis. However, the saturation reach and replication of each step post saturation reach served to test and retest the comparability status of the data. As presented in Table 39, based on this, the study finally identified five steps in the brand naming process as performed by black-owned FMCG-SMMEs in KZN, SA. The first step was the creation of a list of names, identified as the creation of new brand names. The second was the evaluation of the brand names chosen based on what the respondents believed should be carried by the name of their brand.

Table 39: Brand Naming Process by FMCG-SMMEs in KZN, SA

Emerging Theory	Transferability	Saturation Reach
Proposition 1: Creating New Brand Names	Substantively formalised Comparative Theoretically sampled	Respondent 4

Proposition 2: Evaluating the Brand Names	Substantively Formalised Comparative Theoretically sampled	Respondent 7
Proposition 3: Branding criteria	Substantively Formalised Comparative Theoretically sampled	Respondent 4
Proposition 4: Selecting a brand name	Substantively Formalised Comparative Theoretically sampled	Respondent 7
Proposition 5: CIPC brand name registration	Substantively Formalised Comparative Theoretically Sampled	Respondent 6

Source: Author's Own

The third step was putting these names through a criteria process to help select the brand name in step four. Once this happened, a combination of activities took place, including searching for the name availability and brand name registration, similar to the combined step by Flowers (2020); this was identified as step five, which is CIPC brand name registration.

7.3.3 Brand Naming Strategies

The brand name strategies were cross-checked and compared using triangulation through thematic analysis. Therefore, in this section transferability is presented using substantive formalisation, theoretical sampling and comparative analysis. The study identified seven strategies used for brand naming by black-owned FMCG-SMMs in the province. These are presented in Table 40 below. The first emerging theory was the brand name motivation which identified that the strategies employed for brand naming were personal to the respondent and not random. The second proposition was family legacy which identified

the need to create wealth linked to the family. This usually manifested in the adoption of *selfnymic*, *childnymic*, patronymic and matronymic principles.

Table 40: Brand Naming Strategies by FMCG-SMMEs in KZN, SA

Emerging Theory	Transferability	Data Defined	Primary Qualitative data	Secondary qualitative Data
Proposition 1 Brand Name Motivation	Substantively formalised Theoretically sampled	Not random, personal & intentional	Personal name motivation	No related theme
Proposition 2 Family Legacy	Substantively formalised Comparative Theoretically sampled	Family connection Family strength	Selfnymic Childnymic Patronymic/matronymic	Theme 4: Clan name & family link
Proposition 3 Differentiation	Substantively formalised Comparative Theoretically sampled	The need to stand out, be different, stand apart, achieve a level of difference from competitors	Stand alone	Theme 5: Word differentiation
Proposition 4 Product-Related Brand Naming	Substantively Formalised Comparative Theoretically sampled	Familiar and product-related	Relationship between the brand and the product they sold	Theme 3: Business
Proposition 5 Ease of remembering	Substantively formalised Theoretically sampled	Familiar wording	Ease of recall	No related theme

Proposition 6 Black Economic Consciousness	Substantively Formalised Comparative Theoretically sampled	Build a brand that spoke to black people, specifically in SA.	Black population appeal Black family wealth	Theme 4 & 2: Family and name
Proposition 7 Universality	Substantively Formalised Theoretically Sampled	Name that would cut across different cultures. English sounding name was essential in reaching out to various markets. It could transfer to other languages. Not bound to one group	Transferability Multicultural Familiar	No related theme

Source: Author's Own

The third emerging theory within brand name strategies was differentiation which was the need for the brand name to stand out from those of competitors. Product-related brand naming was another strategy adopted by these respondents.

The fourth emerging theory was linking the brand name to the product they sell, while the fifth was ease of remembering which refers to ease of recall and the need for the brand name to be familiar. The sixth emerging strategy was black economic consciousness, a strategy linked to the development and growth of FMCG products that appeal to black consumers as well as building pride and creating wealth for black-owned FMCG-SMMEs. Finally, the seventh emerging theory was universality, which is the ability of the brand name to be understood across different cultures and be transferable and familiar.

7.3.4 Brand Naming Linguistics

The first emergent theory within brand naming linguistics was plosives, which is the use of explosive sounds in both English and isiZulu. However, as noted in the previous chapter, the respondents relied on one plosive that is recognised as weak in both languages. Regardless of whether it is strong or weak, the emergent theory is that the active plosive used by these respondents is the letter 'd'.

In proposition two sound is depicted as an emerging theory. In eight of the brand names investigated, the sound played a significant role in brand naming. Only in the case of Ludonya Trading and Azande did sound not play any role and it was not regarded by the owners as significant. The use of sound has been

identified as critical in brand naming and has been found to be evocative (McCune, 2011). The GT that emerged is presented in Table 41.

Table 41: Brand Naming Linguistics by FMCG-SMMEs in KZN, SA

Emerging Theory	Transferability	Data Defined	Primary qualitative data	Secondary qualitative data
Proposition 1: Plosives	Substantively Formalised Theoretically sampled	Explosive sound Forceful movement of sound D,C,T,G,B, K, P	Weak plosive 'D'	No related theme
Proposition 2: Sound	Substantively Formalised Theoretically sampled	Easily pronounced, Catchy sounding	Sound symbolism Sound related to product English sounding sound relating to graphics	No related theme
Proposition 3: Semantics	Substantively Formalised Comparative Theoretically sampled	Word meaning	Words creating meaning	Theme 1 &2: Brand & name
Proposition 4: Fictitious	Substantively Formalised Theoretically Sampled	Made up a word using familiar words related to products	Made up Stand alone	No related theme

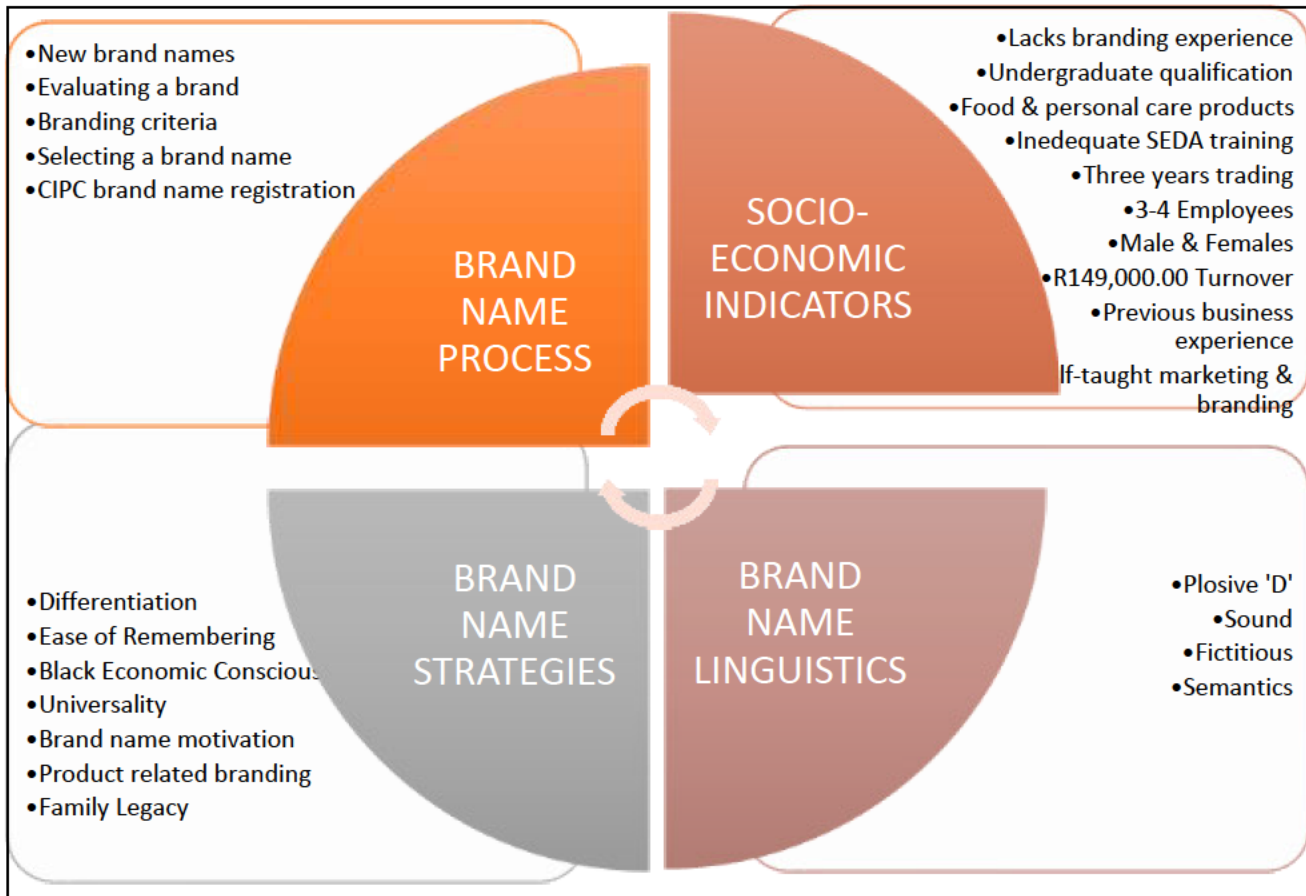
Source: Author's Own

The third emergent theory was semantics which refers to the use of words for their meaning and is directly linked to the last proposition, which was the inclusion of fictitious words. To achieve meaning without losing the ability to be different whilst communicating meaning, the respondents created words that did not exist but still transferred meaning that the respondents believed consumers would understand.

7.4 INTEGRATED VIEW OF BRAND NAMING FOR BLACK-OWNED FMCG-SMMES IN KZN

The GT of this study is presented in this subsection and is depicted in the diagram below. This representation is not the views of the researcher, but the reconstruction of the data as presented by the respondents who participated in the study. According to this diagram and based on the theories that emerged that make up the GT, four brand name constructs were confirmed to be active in black-owned FMCG-SMMEs. These constructs equally contributed to brand naming for these organisations. The socio-economic conditions in the model provide a profile of these businesses who make such decisions on brand naming. They had no branding experience; participated in the food and personal care industry; had been trading for three years; employed between three and four people; possessed an undergraduate qualification; had previous business experience; reported a ceiling turnover of R149,000.00; had inadequate SEDA training; and self-taught branding and marketing skills and are male and female.

Figure 16: Brand Naming for a Black-Owned FMCG-SMME model



Source: Author's Own

Businesses with the aforementioned profile used five steps in their brand naming process which were: 1) Creation of new brand names; 2) Evaluating a brand; 3) Branding criteria; 4) Selecting a brand name and 5) CIPC brand name registration.

As depicted in the model in Figure 16, the brand naming strategies consisted of the need to differentiate; ease of remembering; black economic consciousness in terms of black-market appeal and black wealth creation; universality in order for the brand to transfer across cultures; brand name motivation; and product related branding and creating a family legacy, which could be *selfnymic*, *childnymic*, patronymic or matronymic. These worked together with brand name linguistics that influenced the brand name construction.

Linguistically the model identified the use of the plosive 'd'; what the word sounded like was important. Semantics were important as meaning had to be transferred into the creation of fictitious words that carry meaning.

The development of this model to better understand brand naming for black-owned FMCG-SMMEs offers new dimensions to be considered when conducting research on this dynamic. It also provides policy developers, and those entering the market a blueprint of what to expect and how best to navigate brand name decisions for their businesses. For agencies tasked with creating development programmes, this model is a much-needed tool to create better informed training programmes.

7.5 CHAPTER SUMMARY

The chapter presented the emerging theories without the influence of a discussion guided by priori knowledge. This was the purest state of brand naming by black-owned FMCG-SMMEs in KZN. Each construct was presented separately to allow for individual presentation of emerging theories. The combined meaning of these was then presented in a model. The implications of this model are discussed as part of the conclusions in the chapter that follows.

CHAPTER EIGHT

CONCLUSIONS AND RECOMMENDATIONS

8.1 OVERVIEW OF THE STUDY

This study sought to identify the current structure and use of brand names among black-owned FMCG-SMMEs in the province of KZN. The aim was to delve into the practices, if any, involved in brand naming, which were different to those from Western countries. In essence, there can be no brand strategy and no real marketing if there is no appropriate brand name. The study revealed distorted growth among SMMEs in SA, particularly with regard to black-owned entities. Research shows that low skills levels, limited knowledge, minimal infrastructure and a lack of strong business networks stymie their growth. However, the current study introduced a different narrative with regard to distorted growth.

Since the inception of democracy in SA, an array of policies has been put in place in the hopes of turning around black-owned SMMEs. However, these have not succeeded due to the flawed premises on which the proposed solutions are based. This study proposed a different way of researching these problems, by first exploring current existing theories that are practiced on a daily basis but are not recorded. It was posited that this could serve as a baseline on the real situation with regard to branding and possibly provide answers on why black-owned SMMEs are not turning around as expected. Once a more realistic status quo was known it would be possible to develop further, more descriptive research which is hypothetico-deductive, based on theories that are a true reflection, and not superficial. Currently, theories, policies and development programmes do not seek to understand the inherent theory of practice but assume it for these entities and that is where the problem begins.

There has been a form of benevolent defect in designing economic systems based on incorrect business and economic realities and pressure to tick boxes so that it appears as though something has been done or fits it. There is constant pressure to assimilate to what has been found to be the winning formulae in other countries without considering the impact of the environment found here. It is for this reason that most solutions have failed, and there is an urgent need to develop research that will accelerate appropriate solutions to assist Africa in claiming its place and power in the current modernity and securing its best share in the modern world. This study searched for solutions that reflect the realities of brand naming,

influencing branding and marketing and later the performance of black-owned FMCG SMMEs. It broke out of the black SMME business vortex by acknowledging that, as discussed in the justification for the study in Chapter one, these businesses experience an inequality which is not sustainable. There is therefore, an urgent need to describe and define them, possibly through other economic paradigms, if they exist. This outlook on the phenomenon presented a foundation for a decolonial context from which to view, plan and strategize for businesses in this region.

The study found that indigenous brand naming strategies were in use and that IKS were embedded in business practice by these FMCG-SMMEs. However, due to the dominant Euro-American perspective of learning, engaging and knowledge creation which side lines practice that is not from the Global North, these indigenous practices were often seen as a lack of skills and knowledge instead of 'other' forms of knowledge from different environments in the Global South, specifically in South Africa on the African continent.

8.1.1 Rationale for the Use of Grounded Theory

As noted a number of times, it is vital to stress that GT involved the development of theory as practised by black-owned FMCG-SMMEs without the influence of *priori* knowledge. *Priori* knowledge would later assist in trying to place and position the identified traits of the phenomenon from the perspective of the practitioners themselves, instead of imposing what is practised in the Western context. It would have been disingenuous to ignore the principles and theories that these businesses use which do not necessarily appear in most research and books. Admission that the research probed indigenous to South Africa practices usually not accepted in business and economics confirms that this research was the platform for the decolonisation of business practice and principles because its outcomes do not discount other ways of thinking in business but open up to the possibility of including other perspectives. It calls for the acceptance of different frameworks in management; this means that this research dispels fundamentalism which depends on knowledge being certain and says it is not.

There is constant fear-mongering on both sides of the debate on mainstream societal discussions that describe decolonisation as the need to conquer because one was conquered. It is common to hear that BBBEE is a form of reverse racism if it is giving black people who previously did not have opportunities, opportunities. In truth, this is nativism and not decolonisation. The call for a decolonisation context for

business free from any marginalisation is well warranted as in the colonial context equality was not possible for black people.

More importantly, there was a need to track further back and interrogate the foundation of all branding which is brand name choices and behaviours. Given the study's aim of understanding and promoting African business behaviour towards brand naming, it was imperative to redefine the current Western practice which is not necessarily appropriate to the environment, and identify the indigenous theories uncovered in this thesis that will assist in finding appropriate solutions for future brand naming practice. According to Jammulamadaka (2019), when embarking on such research within this decolonial context, it is essential to transfer and translate theories in the vernacular languages of the area which is the focus of the research. In this study, this was done through the inclusion of isiZulu in as found in the abstract. It was also supported by the use of GT, which meant that theory could be developed from actual practice and not from what the researcher and the literature felt it should be. This provides access to the study to groups previously marginalised in research, who in this case were also the practitioners the research was about.

8.2 ANSWERING THE RESEARCH QUESTIONS

As noted previously, the starting point on the path to success for any business is to establish a brand name that is an investment in its growth and development. As such, the research questions were designed to interrogate how black-owned FMCG-SMMEs handle this critical function in KZN. The aim was to determine the guiding principles they employed in choosing their brand names. It was not, however, to test whether or not their lived theory is useful; this issue is discussed under the subheading Further Research.

8.2.1 Question One: What brand naming strategies are used by FMCG-SMMEs to establish brands in KZN?

In total, seven of the strategies identified were found to be active in brand naming by these SMMEs. Five of these were common and are practiced across the world. They included the need to differentiate, selecting names that relate to the product, and making sure that the names are easy to remember. In line with research on countries in the eastern part of the world, the ability to transfer to other languages was also important as well as creating a family legacy. While the latter is not a unique strategy, it has not been standard practice in modern times in Western brand naming practices for FMCG products.

Unique strategies were also found which were different from the Western and Eastern strategies reported in the literature on brand naming. The first was a personal brand name motivation strategy which based the whole branding process on personal preferences. The second was the creation of wealth for black people by black people, as well as the acknowledgement that substantial profit could be made by catering for black consumers. Finally, the respondents desired to leave a legacy for their family; hence the emergence of *selfnymic*, *childnymic* and *patronymic/matronymic* use in brand naming.

8.2.2 Question Two: What brand naming processes do FMCG-SMMEs use in choosing a brand name in KZN?

It was found that the respondents followed five steps in brand naming, similar to the latest global developments in brand naming. However, what was of interest is that, as shown in the figure below, different stages emerged from this research. Although there were still five steps, these were not the same as those identified by previous studies. This is illustrated in Table 42, where the process that emerged in this research is in the column titled Kunene 2021.

Table 42: Chronological Brand Name Process Comparison

	McNeal & Zeren 1981	ShIPLEY, Hooley & Wallace 1988	Kohli & LeBahn 1995	Siu & Zhang 2000	Flowers 2020	Kunene 2021
1	Establish Objectives	Establish Objectives	Brand Objectives	Generating Brand Names	Establishing Criteria	Creating New Brand Names
2	Generate Brand Names	New Brand Criteria	Name Creation of Brand Names	Screening Brand Names	Brainstorming	Evaluating the Brand Names
3	Screen Names for Appropriateness	Generate Brand Names	New Evaluation of Brand Names	Choosing Brand Name	Compiling Names	Branding Criteria

4	Researching Consumer Preferences	Screening for Appropriateness	Names	Choice of Final Brand Names	of Applying for Registration	Expanding Knowledge	Selecting a brand name
5	Conduct Trademark Search	Researching Consumer Preferences		Registration of Trademark		Deciding on Final Name	CIPC Brand Name Registration
6	Select a Brand Name	Conduct Trademark Search					
7		Select a Brand Name					

Source: Author's Own

The process for this cohort of businesses showed that personal preference drove the brand naming. The respondents started by creating a pool of names, and then evaluated them to identify which were more appropriate before a personal motivation brand name criterion was applied to sift through the names. A name was then chosen and registered through the CIPC system. The system requests that three names be selected for registration in case names are not available.

8.2.3 Question Three: Which linguistic variables are considered by FMCG-SMMEs when choosing a brand name in KZN?

The study found that there were four linguistic distinctions in this region which were essential in creating brand names. The first was the use of the letter 'd', recognised in both English and isiZulu as a weak plosive; this plosive was commonly used. Although this sound was recognised as explosive and thus memorable, it was not as strong as the other six plosives. The second linguistic trait was that of sound, which played a significant role in the choice of brand name. It refers to the symbolism found in sound. This sound related to the product, the graphics and to English as per the universality strategy discussed above.

Semantics was also used by these entities. It was vital for them to create names that had meaning, in particular, meaning that they related to and to which their prospective consumers would also relate. This meaning had to relate to the product. Fictitious names were another linguistic brand name consideration

where the emphasis was on the use of familiar words related to products in order for the brand name to stand alone.

8.2.4 Question Four: Which socio-economic indicators influence FMCG-SMMEs' choice of a brand name in KZN?

Several different socio-economic indicators were found to define the profile of these businesses. However, only two demographics had a direct impact on the brand naming phenomenon. These were the education and training received by the respondents which influenced how they went about choosing their brand names, and experience.

The experience trait was divided into two, business and corporate. The latter referred to their experiences, lessons and interactions whilst employed by another entity. It was found that this type of experience did not play a role in brand naming. The experience found to be relevant and influential was a business or business start-up experience. For those who had this type of previous experience, it was found that their outlook and experience influenced the brand naming for their current businesses. This points to business socialisation that is lacking among small businesses.

8.3 MAIN FINDINGS

The study's findings were interesting as some aligned with practices found in Western contexts while others were unique to this region. In some cases, even those findings that were similar were at times defined slightly differently.

8.3.1 Brand Name Strategies

Seven distinct findings were made in relation to brand name strategies. Firstly, the study found that personal motivation was used to select particular brand names. The second reason was the need to create a family legacy by strengthening family connections and wealth; the respondents achieved this through the use of *selfnymic*, *childnymic* and *matronymic/patronymic* naming influences. Thirdly, the respondents pointed to the need to differentiate and to ensure that the brand name could stand alone and be different from competitors' brands.

Fourth, a product-related brand name that related to the features of the product was preferred as it communicated the capabilities, abilities and promise of quality. The fifth strategy was choosing words that are easy to recall and thus familiar to prospective consumers.

The last two strategies were universality and black economic consciousness. Universality refers to the need to choose brand names that could be transferred across different cultures and languages through the use of words that were English sounding as this language was regarded as more universal. Black economic consciousness involved building black market appeal, which is a significant market at the BOP, thus offering great business potential for FMCG businesses. Within this strategy, the drive was to choose brand names that spoke to and were familiar to the black market. It also reflected the need to build family wealth and create powerful black families.

8.3.2 Brand Name Process

The study identified five steps in the brand naming process. The first was the creation of brand names, which involved recording an array of names to choose from. This was followed by an evaluation of the pool of names created, which occurred almost simultaneously in step two. The third step was to use branding criteria to further evaluate the names chosen. In step four, the most appropriate name was selected, and step five involved the CIPC registration process, which guarantees that the name chosen officially belongs to the business within SA's borders.

8.3.3 Brand Name Linguistics

The dynamics of language are crucial in the brand naming process. Choosing a brand name that does not consider linguistic construct, specifically plosives in both English and isiZulu in the KZN context may result in a name that is difficult to remember. Recalling and recognising a brand name is crucial to encourage repeat purchases. Many respondents stated that they wanted a name that would be easy to remember.

All the respondents were hesitant when it came to discussing their use of various linguistic tools and strategies. It was apparent that these were never an intentional consideration in the brand naming strategies applied. That said, had they known the importance of linguistics in brand naming they probably would have used it to their advantage.

Practices that represented the active use of linguistics in brand naming included the use of the weak plosive, 'd', and the importance of the name sounding like what the product does, which embeds meaning, and making up words to convey the meaning of the product. Finally, the respondents sought to choose names that are able to transfer and be universal, usually adopting the use of English or sounding like the English language, which is synonymous with practice in most developing countries previously colonised by the British.

8.3.5 Socio-Economic Indicators

It was found that several socio-economic indicators influenced brand naming and the growth and development of a business as a whole, although the latter was beyond the scope of this study. These included gender, industry type, employment creation, number of trading years and turnover. Although these factors did not have a direct influence on the brand choice, it was necessary to note them in understanding the profile of these businesses. Both men and women owned these businesses. Most traded in food and personal care products (hair and skin) with some driven by a principle of promoting a uniquely South African way of preparing their products, at times using indigenous materials. These businesses employ between one and four people, including the business owners. Most did not break the turnover ceiling of R149,000.00.

The socio-economic indicators that were found to have a direct influence and impact on brand naming were level of education and experience. The research found that in most cases, contrary to popular thinking, these individuals had tertiary qualifications. However, the field of study did not include management or marketing for most respondents. Their knowledge of branding was mostly self-taught. As discussed later, the content taught in training programmes on brand naming was mostly superficial.

Previous experience also influenced brand naming. Those that had owned previous businesses based their choice of brand name on their previous practice. Respondents that had previously worked in corporate or other businesses had not been exposed to branding or marketing activities during the course of their work.

8.4 CONTRIBUTION TO THE BODY OF KNOWLEDGE

This study makes a significant contribution to the existing body of knowledge on brand naming. It identifies the differences between South African small businesses' brand naming practice and that of those

in other parts of the world; and opens up a conversation on the difference between brand naming for corporate businesses, SMMEs, and black-owned SMMEs and most importantly, brand naming practices in KZN. The following sub-sections discuss the study's contributions to knowledge based on its objectives.

8.4.1 Brand name strategy

The study found that FMCG-SMMEs in KZN used personal motivation to select brand names. This runs contrary to the literature that advises that personal brand name motivations should not supersede consumer preferences. The family legacy practice unveiled two new constructs in brand naming, *selfnymic* and *childnymic*. Black economic consciousness was identified as an entirely new construct in brand naming. This construct is two-pronged as it covers naming based on the need to appeal to the mass black market and at the same time, is similar to the family legacy that links brand naming to wealth creation among black families. While universality is a common construct in brand naming, in this study, it went beyond appealing to different markets to include the desire to sound more English to intentionally achieve universality.

8.4.2 Brand Name Process

The study's finding on the number of steps that make up the brand naming process was similar to other processes found in the literature; however, what was different were the steps themselves. Branding objectives and consumer preferences were not considered. What was of importance was gauging the relevance and appropriateness of the brand based on brand criteria, which is probably synonymous with personal brand name motivation. Another difference was the identification of the uniquely South African body to register the business, CIPC.

8.4.3 Brand Naming Linguistics

The study found that multiple plosives, which have been found to be most popular, were not used. Instead, use of the letter, 'd' was common. It also provided insight into the impact isiZulu would have in terms of plosive use, an area not previously explored. While the letter 'd' is not recognised in isiZulu as a plosive, it was identified as common. This could be due to the need to achieve an English sound; however, this is speculation. There is a dearth of research on African languages and branding. Within linguistics, the study also confirmed the importance of meaning. Interestingly, fictitious words were created to achieve meaning with the emphasis on producing English sounding names.

8.4.4 Socio-Economic Indicators

The study confirmed the profile of small businesses in SA; it shied away from definitions that were broad in defining SMMEs by not overstating employment creation, keeping it below four employees. It was also clear on the shared reality of these businesses' turnover, at R149,000.00 and below. The literature on South African SMMEs identifies a lack of education as an impediment to their success. This study showed that the issue was not a lack of education; rather, the quality of the education was a barrier. Furthermore, it concluded that, while previous business experience did not influence brand naming decisions, experience in starting or owning a business had a significant impact on these entities' brand naming behaviour.

8.5 RESEARCH IMPLICATIONS OF THE FINDINGS

The findings open up the field of study on brand naming in the South African context. There is a paucity of research on brand naming in the Global South. Failure to recognise knowledge from the South and constantly forcing assimilation with the Global North has been partly responsible for the problems confronting small businesses in countries like SA. This study points to the need for further ground-up research in this context, followed by the testing of emerging theories for their relevance and appropriateness. Based on the study's objectives, four sets of implications and recommendations for future research are presented that will assist in understanding the phenomenon of brand naming in SA.

8.5.1. Brand Name Strategy

As noted previously, the brand naming strategies differed significantly from the Euro-American understanding of brand naming strategies. Three new brand naming strategies were identified that were previously not recognised in the Western context. The fourth, family legacy, though popular in other parts of the world, was found to be significant in KZN SA.

Whether or not these strategies have a positive impact on brand naming is not known; what is known is that they exist and these businesses apply them. Whether or not they lead to positive outcomes is unknown. Therefore, research should be conducted to test these strategies.

The black economic consciousness strategy suggests the need for the government to consider policy interventions in relation to BOP markets. As discussed in previous chapters, these markets are profitable

ones for South African FMCG, and are largely composed of black people. In countries like Denmark business bodies have adopted policies and strategies to assist home-grown companies to capitalise on the advantages BOP markets present. Corporates are constantly seeking strategies to penetrate this market. Black-owned FMCG-SMMEs in SA have the advantage of relating to the BOP segment and are usually part of it. This market is very brand conscious. Policies thus need to be formulated on development programmes that target branding, which brand naming is part of. These should not be superficial interventions, but well strategised and thought through to enable these entities' growth. Allon Raiz, founder of Raizcorp, a leading entrepreneurship accelerator programme in SA, tweeted the following on October 3, 2020: "Building your company brand is a long and deliberate endeavour. It requires effort day in and day out. Too many entrepreneurs expect to be a known brand through sporadic and often uncoordinated campaigns. Consistency is the key not big budgets" [Twitter Post] Retrieved from <https://twitter.com/allonraiz/status/1312262818679447552>.

If these entities aim to become preferred FMCG brands in an economy with a large black consumer market which is defined as the BOP market in SA, the emphasis must be on proactive targeting to further bolster black economic consciousness.

8.5.2. Brand Name Process

Five stages were identified in the brand naming process. However, a thorough reading of the interview transcripts revealed that these stages were not chosen with confidence mainly because the Brand Criteria stage, for instance, relied on knowledge of brand objectives and branding strategy, which these respondents did not seem to have. It is thus recommended that branding as a discipline is deeply embedded in research and training programmes for SMMEs.

The study also found that some steps were not important in the brand naming process by FMCG-SMMEs in this region. It is crucial to investigate why this was the case and what impact it has on a successful brand naming process.

8.5.3 Brand Name Linguistics

The findings highlighted the importance of using or including the use of language. Therefore, FMCG-SMMEs need to be aware of (1) plosives, which should be used at the beginning of the brand name, (2)

phonthemes to capture sound symbolism and (3) semantics, to embed meaning. The combination of these three linguistics constructs in a brand name means that it has a higher probability of being easily recognised and recalled. There is a need to conduct research on the relationship between brand names and isiZulu, specifically the impact that the plosives in this language (p, t, k ts, tf, kx) and voiced fricative regarded as plosives b and g have on a brand name's success or failure.

8.5.4 Socio-Economic Indicators

A number of implications arise from the study's findings on socio-economic indicators. The first is the issue of training and education. SEDA training programmes should include quality training on branding. It should teach the scientific constructs that have been proven to be efficient and effective in branding and brand naming. The training should shy away from quasi information that will only open up one market for the business, i.e., government tenders, especially since FMCG-SMME products are household products. Brand naming training should not be misused to enforce BBBEE legislation. A brand name is not the sole determinant of BBBEE status. Such superficial, misleading business training negatively impacts business performance. Experts in the field of marketing with a proven track record should either be called on to do the training or assist SEDA and their SMME development agents with adequate, quality training.

There is no specific training for companies in the FMCG space and more often than not, they are grouped with all other types of SMMEs. This is not appropriate as their business model is specific and different. SMME development agencies like SEDA need to design policy, strategies and training programmes to assist this sub-sector.

While it was clear that the respondents did not lack education, the type of education they received did not prepare them for business. Given that the South African government has adopted policies that embrace entrepreneurship and SMME development as agents to enhance economic growth, education curricula need to be adjusted to promote this cause. None of the respondents studied commerce subjects with basic management principles.

Secondly, previous experience, particularly in a small business and in starting a business, was found to be beneficial. Respondent two had opened various businesses in the past that served consumers. While they were in a different industry, they were all in the personal demand space. This helped the respondent to acquire knowledge on how best to deal with consumers and how to use their opinions to improve one's business. Her emphasis in branding was based on providing a product that her consumers want and, more importantly, using a brand name that her consumers relate to.

8.6 RECOMMENDATIONS

The study thus puts forward the following recommendations which are directed to government, entrepreneurship development agencies, researchers, retailers and Black owned FMCG-SMMEs themselves:

8.6.1 Black Owned FMCG-SMME recommendations

- Acknowledgement of four new brand naming strategies for black-owned FMCG-SMMEs in KZN (SA): *Selfnymic*, *Childnymic*, Family Legacy and Black Economic Consciousness. It would be advisable to research the profitability of their use and thus start creating brand naming strategies that recognise them in future. Already there is literature, as discussed earlier, linking black consciousness pride for consumers with their buying behaviour and generational wealth creation. Therefore, in the context of a country with a majority black population, it would be advisable to investigate this area further and create models and strategies to help businesses.
- There were five steps in the brand naming process performed by FMCG-SMMEs: Creating New Brand Names, Evaluating the Brand Names, Branding Criteria, Selecting a Brand Name and CIPC Brand Name Registration. This process is a further development from the norm practices worldwide. It is more suited for institutionalisation in South Africa and recommends an actual process for businesses to follow when brand naming. The discovery provides organisations like CIPC and other Business Start up agencies with a model to assist businesses in processing and registering their brand names.
- Linguistically three areas were important; (1) the use of the letter 'd' as a plosive was found to be in brand names that were not strong, which were chosen not because of linguistic reasons but rather

dues to more family legacy reasons. This weak plosive was also not falling into strong plosives even in the isiZulu language. This suggests that when brand naming this letter should be avoided in both English and isiZulu brand name choices. Plosives in their nature are crucial in brand recall, which is essential in consumer purchase decisions. (2) Word meaning, even if it meant creating words to achieve meaning, was identified as an essential practice; there was a solid strategic brand naming belief that the chosen name should carry meaning which was found to be helpful in teaching and informing the consumers and (3) achieving universality by choosing English sounding words was found to matter where there was an ambition to cross over different cultures and export products. The impact of adopting English sounding words still needs to be weighed further to ascertain whether or not it has a proven bearing on consumers' purchasing decisions in the South African context and the overseas market.

8.6.2 SEDA & government recommendations

- The national strategy now concentrates on industrialisation for black businesses with most development resources being redirected to the black business industrialisation agenda. This action has left a vacuum for smaller black businesses. Currently black owned businesses in the economy are primarily start-ups, small and micro-enterprises. These businesses exist in the first and second-tier phases of business development. They have been left out of development due to this shift. In contrast, resources could have been redirected back towards their growth and development until they reached the third-tier phase, which is industrialisation. There has to be gradual business development programmes from nascent stages to industrialisation, spanning over a minimum of ten years. This study and literature have shown that the transition to the third-tier phase usually requires that all three tiers of development are followed.
- Brand naming education and training is lacking in providing curricula that is adequate. There is a need to revamp training programmes to align them with accepted practices for FMCG products to assist these businesses beyond securing government grants and assistance. Even in government institutions, black-owned FMCG-SMME brands were shunned over and the more known corporate brands were preferred. If government entities provide inadequate training for these businesses to build brands beyond the training room and into the retail market, they must be overhauled. Their training staff need to train beyond assisting these businesses with securing government grants through an African brand name. Training needs to be designed by experts in the brand naming

field; facilitators need to be adequately trained in the marketing and branding science, and the training curricula needs to upskill these SMMEs in a way that they can be confident in chosen brand names as an investment in their entities.

- In partnership with the government, SEDA needs to invest in longitudinal research to investigate further the trend identified in this study where most black-owned FMCG-SMMEs are reaching their ceiling in the nascent first or second tier phase of their business, which is usually 3.5 years long, then after that they fail. The owners go on to start other businesses, and the same cycle continues, though they have completed various training programmes. Training programmes need to be assessed and evaluated for appropriability, other development techniques need to be considered in conjunction with training like the use of mentors.
- Informal black-owned FMCG Micro businesses are an area that has been left out in all strategies of SMME development, yet they exist; many possible participants who were initially identified in this research could not be part of the research as they were informal. They were surviving, taken advantage of, but still commanded a sizeable consumer base. There are lessons to be learnt from them. The government needs to design institutionalisation structures best suited for them as the current structures are not adequate. They are an integral part of the economy.
- SEDA and all government agencies with a mandate to develop SMMEs lacked direct FMCG recognition and suggested their existence to be synonymous with industrialisation, which could not be further from the truth. There was no identifiable strategy for the SMME FMCG development agenda, yet the FMCG industry provided households in any economy with products consumed daily. Failure to have intentional strategies for the sector means that the development of black-owned businesses in this industry will always be on a backfoot with a select few SMMEs and corporates dominating the industry.

8.6.3 Retail & FMCG recommendations

- There is an urgent need to review the Enterprise Supply and Development (ESD) programme for the FMCG sector (even for other sectors) within the BBBEE codes to ensure black-owned businesses enter industries and trade as equal suppliers instead of a select few businesses. These programmes need a procurement mandate attached to them and should go beyond continuous, never ending training and sometimes funding, without growth. A percentage of annual

procurements in these retailers must be ring-fenced for black owned FMCG-SMMEs in their ESD programmes. The training programmes provided should not simply be a tick box exercise for corporates to score high on BBBEE; however, they should produce businesses that can compete and provide quality products as suppliers. This suggests that these ESD programmes should therefore not be synonymous with corporate social investment projects sitting in Foundations of corporate's, but they should rather be part of the companies transformation strategy, where success is measured by these businesses becoming trusted suppliers.

8.7 LIMITATIONS OF THE STUDY AND FUTURE RESEARCH

There were several limitations to this research. The first was the inability to test the theory that emerged. This is important since most businesses that survive and continue to trade are not making significant contributions to the FMCG sector. Further research should be conducted to test the GT discovered. Quantitative methods would best suit this research to ensure that, if supported by the outcomes; the theory would be deemed valid and reliable and thus generalisable.

The second limitation was the failure of education, economic, business and government structures to acknowledge the existence and role of the informal sector. As reported in the study, across the province, FMCG products that were not registered were being sold to a viable market. However, the existence and economic contribution of these businesses are ignored. This damages the economy as it ignores valid business practices taking place due to them not being recognised as they do not conform to the accepted and proven theories found to be the norm in the Western context and not so much in the South African and African context. It calls for further research on the informal FMCG sector that is thriving and feeding households. Simply saying that they should conform to the institutionalised business structure will give these entities more reason to remain as they are. Instead government should look into the creation of new systems and structures that respond to the market, possibly redefining how economic activity is regulated.

In April 2020, in the midst of the COVID-19 lockdown in SA, government and business launched solutions to assist businesses to stay afloat, by providing funding for them. Virtually all these measures excluded the informal sector. Minister of Finance, Tito Mboweni was quoted as saying that assistance would only be available to formal businesses that complied with government regulations (Cohen & Naidoo, 2020). What the Minister failed to comprehend was that SA, like many developing countries,

relies on the BOP to keep the economy going. It is precisely for this reason that so many informal traders are thriving in the BOP market space. The reason why corporates struggle to penetrate BOP markets is the fact that they expect this market to assimilate to a Euro-American context. The reason the informal traders were succeeding was that they were not applying these methods. This was revealed in the 11 interviews conducted that were not used in the study, but provided a glimpse into the life of an informal FMCG trader. This points to the crucial need to interrogate the indigenous methods used by these businesses. Thus, extensive research needs to be conducted in order to understand branding and supplying products to the BOP market in SA. Thirdly, although it can be argued that there are similarities among SMMEs across SA and maybe Africa, it cannot be taken for granted that this means that the study's results will apply to the whole country. They may be suggestive, but they fit FMCG-SMMEs in KZN. There is a need for similar studies to be conducted in African and other South African contexts as firms grow and industrialise, especially now that COVID-19 has forced countries to start trusting local production. This will call for rebranding decisions to align with their growth strategies.

Finally, the POPI Act made it difficult for SEDA to provide relevant contact details. Thus, future research should consider the use of snowball sampling.

8.8 CONCLUSION

With the advent of COVID-19 buying local has been one of the strategies to boost SA's economy. Unfortunately, the different FMCG sectors are controlled by a handful of large-scale manufacturers. This means that few FMCG-SMMEs are able to enter the market. In September 2020, popular hair care brand Tresemme was removed from the shelves of major retail stores due to a racist advertisement for Tresemme shampoo posted by retail chain Clicks. Tresemme is an international FMCG personal hair care brand; its actions highlighted the barriers most FMCG-SMMEs confront in competing with big international brands. This is more prevalent among black-owned businesses; hence Clicks, in response to the uproar caused by the racist advert, committed to stock hair products from black-owned FMCG-SMMEs. This has been seen as a milestone in the South African retail and FMCG space. It is not just Clicks' duty to recognise such players in the market; it is also the duty of government departments, state-owned enterprises and households to recognise the existence of these businesses and procure FMCG products from them, as opposed to only a select cohort of large FMCG companies.

Government has committed itself to buy local, thanks to COVID-19, which fast-tracked this decision. Its policies have continuously identified the urgent need to promote and develop black business industrialists. However, as shown in this study, SMME development strategies were not aligned to this goal. The FMCG sector is at the centre of manufacturing which leads to industrialisation, yet it is almost entirely ignored. It is therefore, imperative that agencies like SEDA invest in the development of the FMCG-SMME sector to ensure that it develops trusted brand names. As proven during the COVID-19 pandemic, these products will always be in demand no matter how much the world changes. Black-owned FMCG-SMMEs are well placed to supply these goods to the BOP market, which they are usually part of. In order to achieve success in this market, they will need to adopt sound business practices, starting with how they brand and position their products to compete with existing big corporate brands.

The major conclusion from this research is that as long as brand naming by these SMMEs is not understood in its true nature, policies, strategies and development programmes to assist these businesses to compete with large corporate businesses will always be misaligned and not yield the required results. How brand naming is derived by these businesses cannot be ignored. Brand naming among black-owned FMCG-SMMEs in KZN differs starkly from practices found in the West, and even in East Asian countries. Similar to many South Africans and Africans, I was raised to acknowledge and accept Euro-American perspectives as the only acceptable norm. However, this research study has revealed clear differences between these contexts and SA which cannot be ignored. There is a need for further research on this issue. Business, government and society need to understand and accept that there is knowledge beyond assimilation to the Global North. This new epistemology on business knowledge in the Global South thus conveys new economic paradigms on the institutionalisation of businesses in KZN, SA, and Africa as a whole.

REFERENCES

- Aaker, D. A. (1991). *Managing Brand Equity* New York. In: Free Press: New York.
- Aaker, J. L. (1997). Dimensions of brand personality. *Journal of Marketing Research*, 34(3), 347-356.
- Abimbola, T. (2001). Branding as a competitive strategy for demand management in SMEs. *Journal of research in marketing and entrepreneurship*.
- Adewunmi, F. (2011). Ranked: Kenya's 40 most valuable brands. *How we made it in Africa*. Retrieved from <https://www.howwemadeitinafrica.com/ranked-kenyas-40-most-valuable-brands/12872/>
- Africa, S. S. (2017). BLACK STARTUPS IN SA ARE STRUGGLING. *smesouthafrica*. Retrieved from <https://smesouthafrica.co.za/17740/Black-Startups-In-SA-Is-Up-Survey/>
- Africa), G. G. S. (2013n). No. 4 of 2013: Protection of Personal Information Act, 2013

- Ahmad, A. H., Malik, I. S. A., Idris, I., Masri, R., XiangWong, J., & Alias, S. S. (2020). Creating brand awareness through YouTube advertisement engagement. *Test Engineering & Management*, 83(4), 7970-7976.
- Alasuutari, P. (1995). *Researching culture: Qualitative method and cultural studies*: Sage.
- Aleksić, A., & Rašić Jelavić, S. (2017). Testing for strategy-structure fit and its importance for performance. *Management: journal of contemporary management issues*, 22(1), 85-102.
- Alhedhaif, S., Lele, U., & Kaifi, B. A. (2016). Brand loyalty and factors affecting cosmetics buying behavior of Saudi female consumers. *Journal of Business Studies Quarterly*, 7(3), 24.
- Ali, A. M., & Yusof, H. (2011). Quality in qualitative studies: The case of validity, reliability and generalizability. *Issues in Social and Environmental Accounting*, 5(1), 25-64.
- Aliyu, A. A., Singhry, I. M., Adamu, H., & AbuBakar, M. a. M. (2015). *Ontology, epistemology and axiology in quantitative and qualitative research: Elucidation of the research philosophical misconception*. Paper presented at the Proceedings of the Academic Conference: Mediterranean Publications & Research International on New Direction and Uncommon.
- Almalki, S. (2016). Integrating Quantitative and Qualitative Data in Mixed Methods Research-- Challenges and Benefits. *Journal of education and learning*, 5(3), 288-296.
- Alnsour, M. S. (2018). LATEST TRENDS IN JORDANIAN LOCAL BUSINESSNAMES AND BRANDS.
- Alsutari, P. (1995). *Researching Culture*. In: Sage publications, London.
- Amjad, T., Rani, S. H. B. A., & Sa'atar, S. B. (2020). Entrepreneurship development and pedagogical gaps in entrepreneurial marketing education. *The International Journal of Management Education*, 18(2), 100379.
- Anney, V. N. (2014). Ensuring the quality of the findings of qualitative research: Looking at trustworthiness criteria.
- Anyongodi, Y. M. (2019). *The use of market intelligence to improve market performance of retail SMMEs in Ccape Town*. Cape Peninsula University of Technology,
- Arora, S., Kalro, A. D., & Sharma, D. (2015). A comprehensive framework of brand name classification. *Journal of Brand Management*, 22(2), 79-116.
- Awan, H. M., Hayat, Z., Hayat, S., & Faiz, R. (2020). Impact of Status Consciousness on Consumer Purchase Intention and Brand Equity: the Mediating Role of Brand Associations. *Journal of Business and Social Review in Emerging Economies*, 6(1), 23-42.
- Ayandibu, A. O., & Houghton, J. (2017). External forces affecting Small businesses in South Africa: A case study. *Journal of Business and Retail Management Research*, 11(2).
- Bagnasco, A., Ghirrotto, L., & Sasso, L. (2014). Theoretical sampling. In: Wiley Online Library.
- Bailey, H. A. (2019). The challenge of late payment of SMMEs with a focus on South Africa.
- Baker, W. E. (2003). Does brand name imprinting in memory increase brand information retention?. *Psychology & Marketing*, 20(12), 1119-1135.
- Baker, A. (2019). What South Africa Can Teach Us as Worldwide Inequality Grows. *TIME*. Retrieved from <https://time.com/longform/south-africa-unequal-country/>
- Baker, W. E., Sciglimpaglia, D., & Saghafi, M. (2010). Branding of post-purchase ancillary products and services: An application in the mobile communications industry. *European Journal of Marketing*.
- Bank, W. (2018). Overcoming Poverty and Inequality in South Africa: An Assessment of Drivers, Constraints and Opportunities. Retrieved from <https://documents1.worldbank.org/curated/en/530481521735906534/pdf/124521-REV-OUO-South-Africa-Poverty-and-Inequality-Assessment-Report-2018-FINAL-WEB.pdf>

- Bapuji, H., Ertug, G., & Shaw, J. D. (2020). Organizations and societal economic inequality: A review and way forward. *Academy of Management Annals*, 14(1), 60-91.
- Bashir, M., Afzal, M. T., & Azeem, M. (2008). Reliability and validity of qualitative and operational research paradigm. *Pakistan journal of statistics and operation research*, 35-45.
- Bathu. (2021). About Us. Retrieved from <https://www.bathu.co.za/pages/about>
- Beneke, J. (2010). Consumer perceptions of private label brands within the retail grocery sector of South Africa. *African Journal of Business Management*, 4(2), 203-220.
- BER. (2016). THE SMALL, MEDIUM AND MICRO ENTERPRISE SECTOR OF SOUTH AFRICA. *Bureau for Economic Research Comissioned by SEDA*. Retrieved from <http://www.seda.org.za/Publications/Publications/The%20Small,%20Medium%20and%20Micro%20Enterprise%20Sector%20of%20South%20Africa%20Commissioned%20by%20Seda.pdf>
- Bhorat, H., & Rooney, C. (2017). *State of manufacturing in South Africa*: Development Policy Research Unit, University of Cape Town.
- Bignotti, A., & Le Roux, I. (2020). Which types of experience matter? The role of prior start-up experiences and work experience in fostering youth entrepreneurial intentions. *International Journal of Entrepreneurial Behavior & Research*.
- Bilbao, S. C. B. (2014). FRICATIVES REVISITED. *Readings in English Phonetics and Phonology*, 1, 51.
- Björnsund, J., & Grundström, F. (2016). The Impact of Affirmative Action on Employees' attitudes towards equality: To BBBEE or not to BBBEE? A field study in South Africa. In.
- Bonfil, R. (1994). Jewish Life in Renaissance Italy. In *Jewish Life in Renaissance Italy*: University of California Press.
- Bosiu, T., Nsomba, G., & Vilakazi, T. (2019). Black industrialists' barriers to entry and appropriate interventions. *Centre for Competition, Regulation and Economic Development Working Paper*.
- Bostoen, K., & Bastin, Y. (2016). Bantu lexical reconstruction. In *Oxford Handbooks Online* (pp. 1-31): Oxford University Press.
- Bostoen, K., & Bastin, Y. (2016). Bantu lexical reconstruction. In *Oxford Handbooks Online* (pp. 1-31): Oxford University Press.
- Bourdieu, P. (2004). *Science of science and reflexivity*: Polity.
- Bowman, A. d. N. (2020). COVID-19 has hit SMEs in South Africa's food sector hard. What can be done to help them. *The Conversation*. Retrieved from <https://theconversation.com/covid-19-has-hit-smes-in-south-africas-food-sector-hard-what-can-be-done-to-help-them-142064>
- Bruwer, J.-P. (2010). *Sustainability of South African FMCG SMME retail businesses in the Cape Peninsula*. Cape Peninsula University of Technology,
- Bryant, A., & Charmaz, K. (2019). The SAGE handbook of current developments in grounded theory. In: Sage.
- BusinessWire. (2019). South Africa Soap and Cleaning Products, Wax and Polishes Manufacturing Report 2019 - ResearchAndMarkets.com. *businesswire*. Retrieved from <https://www.businesswire.com/news/home/20191017005310/en/South-Africa-Soap-and-Cleaning-Products-Wax-and-Polishes-Manufacturing-Report-2019---ResearchAndMarkets.com>
- Cant, M. C., Wiid, J. A., & Hung, Y. T. (2013). The importance of branding for South African SMEs: an exploratory study. *Corporate Ownership and Control*, 11(1), 735-744.
- Carnevale, M., Luna, D., & Lerman, D. (2017). Brand linguistics: A theory-driven framework for the study of language in branding. *International Journal of Research in Marketing*, 34(2), 572-591.
- Carroll, R. (2020). Dual Language Processing of Marketing. *Psycholinguistic phenomena in marketing communications*, 221.

- Castaño, R. (2020). Consumer Relationships With Brands. In *Global Branding: Breakthroughs in Research and Practice* (pp. 199-211): IGI Global.
- Castro, R., & Sáiz, P. (2020). Cross-cultural factors in international branding. In: Taylor & Francis.
- Chakabva, O., Tengeh, R. K., & Dubihlela, J. (2020). A holistic assessment of the risks encountered by fast moving consumer goods SMEs in South Africa. *Entrepreneurship and Sustainability Issues*, 7(4), 3321.
- Charmaz, K. (2006). *Constructing grounded theory: A practical guide through qualitative analysis*: sage.
- Charmaz, K. (2008). Grounded theory as an emergent method. *Handbook of emergent methods*, 155, 172.
- Charmaz, K. (2014). *Constructing grounded theory*: sage.
- Charmaz, K., & Belgrave, L. (2007). Grounded Theory. Hoboken. In: NJ: John Wiley & Sons, Ltd.
- Charmaz, K., & Thornberg, R. (2020). The pursuit of quality in grounded theory. *Qualitative Research in Psychology*, 1-23.
- Chaudhuri, K., Sasidharan, S., & Raj, R. S. N. (2020). Gender, small firm ownership, and credit access: some insights from India. *Small Business Economics*, 54(4), 1165-1181.
- Chauke, K. (2020). *Broad-Based Black Economic Empowerment (B-BBEE) as a competitive advantage in conducting business in South Africa*.
- Chen, K., Newell, S. J., Kou, G., Zhang, L., & Li, C. H. (2017). Effective strategies for developing meaningful names and associations for co-branded products in new and emerging markets. *Journal of Brand Management*, 24(4), 362-374.
- Cheng, R., Lourenço, F., & Resnick, S. (2016). Educating graduates for marketing in SMEs: An update for the traditional marketing curriculum. *Journal of small business and enterprise development*.
- Chimucheka, T., Chinyamurindi, W. T., & Dodd, N. (2019). The effect of the use of social networks on the performance of immigrant entrepreneurs operating SMMs in the Eastern Cape Province, South Africa. *Academy of Entrepreneurship Journal*, 25(4), 1-15.
- Christian, M., Seamster, L., & Ray, V. (2019). New directions in critical race theory and sociology: Racism, white supremacy, and resistance. *American behavioral scientist*, 63(13), 1731-1740.
- Chun, C. (2015). *Optimization of Fast Moving Consumer Goods (FMCG) Marketing Channels in China: A case study*. ISCTE-Instituto Universitário de Lisboa (Portugal),
- Clark, G. L., Feldman, M.P. and Gerther, M.S. . (2000). Economic Geography: Transition and Growth Economic Geography: Transition and Growth', in G.L. Clark, M.P. Feldman and M.S. Gertler (eds.) *The Oxford Handbook of Economics*.
- Clifford, J. (1988). The predicament of culture. In *The Predicament of Culture*: Harvard University Press.
- Collins, L. (1977). A name to compare with a discussion of the naming of new brands. *European Journal of Marketing*.
- Compliance, P. A. (2021). POPIA General Information. *POPIActCompliance.co.za*. Retrieved from <https://www.popiaact-compliance.co.za/popia-information/2-popia-general-information>
- Companies and Intellectual Property Commission (CIPC). (2016). Annual Report 2016/2017. Pretoria: Companies and Intellectual Property Commission (CIPC).
- Consulting, N. (2017). nterprise Development and Transformation in the FMCG and Agricultural Sector Retrieved from <https://npiconsulting.co.za/wp-content/uploads/2018/03/NPI-BEE-FMCG-ESD-Report.pdf>
- Cope, D. G. (2014). *Methods and meanings: Credibility and trustworthiness of qualitative research*. Paper presented at the Oncology nursing forum.

- Corbin, J. M., & Strauss, A. (1990). Grounded theory research: Procedures, canons, and evaluative criteria. *Qualitative sociology*, 13(1), 3-21.
- Couto, M., & Ferreira, J. J. (2017). Brand management as an internationalization strategy for SME: A multiple case study. *Journal of Global Marketing*, 30(3), 192-206.
- Crawford, L. (2020). Conceptual and Theoretical Frameworks in Research. In: SAGE Publications Inc.
- Cross, E. B. (1910). Traces of the matronymic family in the hebrew social organization. *The Biblical World*, 36(6), 407-414.
- Crouan-Véron, P. (2020). HENRY RIDER HAGGARD AND JOHN LANGALIBALELE DUBE ON THE NATIVE AND LAND QUESTION IN SOUTH AFRICA AFTER THE PASSING OF THE NATIVES LAND ACT (1913). *Marang: Journal of Language and Literature*, 32.
- Cruz, J. M., & Sodeke, C. U. (2021). Debunking eurocentrism in organizational communication theory: Marginality and liquidities in postcolonial contexts. *Communication Theory*, 31(3), 528-548.
- Cutcliffe, J. R. (2000). Methodological issues in grounded theory. *Journal of advanced nursing*, 31(6), 1476-1484.
- Dalevska, N., Khobta, V., Kwilinski, A., & Kravchenko, S. (2019). A model for estimating social and economic indicators of sustainable development. *Entrepreneurship and Sustainability Issues*, 6(4), 1839.
- Daly, S. P. (2001). Student-operated Internet businesses: True experiential learning in entrepreneurship and retail management. *Journal of Marketing Education*, 23(3), 204-215.
- Daly, S. P. (2001). Student-operated Internet businesses: True experiential learning in entrepreneurship and retail management. *Journal of Marketing Education*, 23(3), 204-215.
- Damus, O. (2021). Towards an epistemological alliance for the decolonization of knowledge of the global South and the global North. *EN.UNESCO*. Retrieved from <https://en.unesco.org/futuresofeducation/ideas-lab/damus-epistemological-alliance-decolonization-knowledge-global-South-global-North>
- Danesi, M. (2011). What's in a brand name? A note on the onomastics of brand naming. *Names*, 59(3), 175-185.
- Das Nair, R., Chisoro, S., & Ziba, F. (2018). The implications for suppliers of the spread of supermarkets in southern Africa. *Development Southern Africa*, 35(3), 334-350.
- Davis, D. (2020). Presenting research reflexivity in your PhD thesis. *Nurse Researcher*, 28(3).
- Daye, M. (2014). Framing tourist risk in UK press accounts of Hurricane Ivan. *Place Branding and Public Diplomacy*, 10(3), 186-198.
- De Cock, B., & Pedraza, A. P. (2020). Any# JesuisIraq planned?*: Claiming affective displays for forgotten places. *Pragmatics*, 30(2), 201-221.
- Denhardt, R. B., & Denhardt, J. V. (2000). The new public service: Serving rather than steering. *Public administration review*, 60(6), 549-559.
- Dibb, S., Farhangmehr, M., & Simkin, L. (2001). The marketing planning experience: a UK and Portuguese comparison. *Marketing Intelligence & Planning*.
- Digest, L. (2011). From CIPRO to CIPC. *Lexis Digest*. Retrieved from <https://www.ghostdigest.com/articles/from-cipro-to-cipc/53872>
- Dreier, O. (2007). Generality and particularity of knowledge. *Citizen city: Between constructing agent and constructed agency*, 188-196.
- Dreier, O. (2019). Generalizations in situated practices. In *Subjectivity and Knowledge* (pp. 177-193): Springer.
- DTIC. (2021). Production Incentive (PI). *thedtic.gov.za*. Retrieved from <http://www.thedtic.gov.za/financial-and-non-financial-support/incentives/production-incentive/>

- Dube, T., & Hoque, M. (2020). Customer loyalty among fast-moving South African consumer goods wholesalers. *Journal of Management & Administration*, 2020(1), 25-43.
- Dwivedi, A., & McDonald, R. (2018). Building brand authenticity in fast-moving consumer goods via consumer perceptions of brand marketing communications. *European Journal of Marketing*.
- Dworkin, S. L. (2012). Sample size policy for qualitative studies using in-depth interviews. In: Springer.
- Economics, T. (2021). South Africa-Gini Coefficient *Trade Economics*. Retrieved from <https://tradingeconomics.com/south-africa/gini-index-wb-data.html>
- Elo, S., Kääriäinen, M., Kanste, O., Pölkki, T., Utraiainen, K., & Kyngäs, H. (2014). Qualitative content analysis: A focus on trustworthiness. *SAGE open*, 4(1), 2158244014522633.
- Eniola, A. A., & Entebang, H. (2017). SME managers and financial literacy. *Global Business Review*, 18(3), 559-576.
- Ezenwakwelu, C. A., Egbosionu, N. A., & Okwo, H. U. (2019). Apprenticeship Training Effects on Entrepreneurship Development in Developing Economies. *Academy of Entrepreneurship Journal*, 25(1), 1-21.
- ESDA (2016). African Youth Entrepreneurship Development for Sustainable Industrialisation African Youth Entrepreneurship Development for Sustainable Industrialisation . Nairobi, Kenya: UNU-IAS.
- Faulkner, S. H., Menon, K., Hood, T. M., Pugh, J. K., & Nimmo, M. A. (2015). *Do overweight and obese individuals demonstrate impaired thermoregulatory adaptation to six weeks of studio cycling training: A pilot study*. Paper presented at the Extreme Physiology & Medicine.
- Fife, W. (2020). The Importance of Counting for Qualitative Research. In *Counting as a Qualitative Method* (pp. 121-128): Springer.
- Figueiredo Filho, D. B., Paranhos, R., Rocha, E. C. d., Batista, M., Silva Jr, J. A. d., Santos, M. L. W. D., & Marino, J. G. (2013). When is statistical significance not significant? *Brazilian Political Science Review*, 7, 31-55.
- Figueiredo Filho, D. B., Paranhos, R., Rocha, E. C. d., Batista, M., Silva Jr, J. A. d., Santos, M. L. W. D., & Marino, J. G. (2013). When is statistical significance not significant? *Brazilian Political Science Review*, 7, 31-55.
- Fitzgerald, C., Barley, R., Hunt, J., Klasto, S.-P., & West, R. (2021). A mixed-method investigation into therapeutic yoga as an adjunctive treatment for people recovering from substance use disorders. *International Journal of Mental Health and Addiction*, 19(4), 1330-1345.
- Flick, U. (2017). Mantras and myths: The disenchantment of mixed-methods research and revisiting triangulation as a perspective. *Qualitative Inquiry*, 23(1), 46-57.
- Flowers, B. (2020). *The Naming Book: 5 Steps to Creating Brand and Product Names that Sell*: Entrepreneur Press.
- Foley, G., & Timonen, V. (2015). Using grounded theory method to capture and analyze health care experiences. *Health services research*, 50(4), 1195-1210.
- Francis, J. N., Lam, J. P., & Walls, J. (2002). Executive insights: The impact of linguistic differences on international brand name standardization: A comparison of English and Chinese brand names of fortune-500 companies. *Journal of International marketing*, 10(1), 98-116.
- Frank, H. A., S.C. (1994). *Statistics-Concepts and Applications Low Price ed. Cambridge: University Press*.
- Friedrich, P. (2002). English in advertising and brand naming: sociolinguistic considerations and the case of Brazil. *English today*, 18(3), 21-28.
- Fritsch, M., & Mueller, P. (2008). The effect of new business formation on regional development over time: the case of Germany. *Small Business Economics*, 30(1), 15-29.

- Fujimoto, R., Hat, A., Otorola, D. & Sacerdote, A., . (2012). P.E.A.C.E. Foundation: Establishing a Secondary-Tier Agricultural Cooperative Model in South Africa. . *IBD at the Haas Business School at Berkeley University, CA*.
- Gallucci, C., Santulli, R., & Calabrò, A. (2015). Does family involvement foster or hinder firm performance? The missing role of family-based branding strategies. *Journal of Family Business Strategy*, 6(3), 155-165.
- Gamede, B. T., & Uleanya, C. (2017). The role of entrepreneurship education in secondary schools at further education and training phase. *Academy of Entrepreneurship Journal*, 23(2), 1-12.
- Games, D. (2021). South African retailers retreat from East and West Africa. *How we made it in Africa*. Retrieved from <https://www.howwemadeitinafrica.com/125457-2/125457/>
- Gedye, L. (2017). Retail giants trampling small black businesses. *news24.com*. Retrieved from <https://www.news24.com/fin24/finweek/business-and-economy/retail-giants-trampling-small-black-businesses-20170614>
- GEM. (2021). GEM 2020/2021 GLOBAL REPORT. *Global Entrepreneurship Monitor*. Retrieved from <https://www.gemconsortium.org/report/gem-20202021-global-report>
- Ghuri, P., & Gronhaug, K. (2005). Chapter 7: Datasources. *Ghuri PN, Gronhaug K, Research Methods in Business Studies: A Practical Guide (3rd ed.)*, Prentice Hall.
- Gheondea-Eladi, A. (2014). Is qualitative research generalizable? *Jurnalul Practicilor Comunitare Pozitive*, 14(3), 114-124.
- Gheondea-Eladi, A. (2014). Is qualitative research generalizable? *Jurnalul Practicilor Comunitare Pozitive*, 14(3), 114-124.
- Giddy, J. K., Idahosa, L. O., & Rogerson, C. M. (2019). Leveraging State-Owned Nature-Based Assets for Transformation and SMME. *New Directions in South African Tourism Geographies*, 299.
- Giddy, J. K., Idahosa, L. O., & Rogerson, C. M. (2019). Leveraging State-Owned Nature-Based Assets for Transformation and SMME. *New Directions in South African Tourism Geographies*, 299.
- Gielens, K., Ma, Y., Namin, A., Sethuraman, R., Smith, R. J., Bachtel, R. C., & Jervis, S. (2021). The future of private labels: towards a smart private label strategy. *Journal of Retailing*, 97(1), 99-115.
- Given, L. M. (2008). *The Sage encyclopedia of qualitative research methods*: Sage publications.
- Glaser, B. G., & Strauss, A. . (1967). The Discovery of Grounded Theory: Strategies for Qualitative Research. . *Chicago: Aldine Publishing*.
- Glaser, B. G., & Holton, J. (2004). *Remodeling grounded theory*. Paper presented at the Forum qualitative sozialforschung/forum: qualitative social research.
- Gold, S. J. (2016). A critical race theory approach to black American entrepreneurship. *Ethnic and Racial Studies*, 39(9), 1697-1718.
- Gold, S. J. (2016). A critical race theory approach to black American entrepreneurship. *Ethnic and Racial Studies*, 39(9), 1697-1718.
- Goldfarb, M. (2009). *Emancipation: how liberating Europe's Jews from the ghetto led to revolution and renaissance*: Simon and Schuster.
- Graml, G., Meyer-Lee, E., & Peifer, J. S. (2021). Decolonizing Global Learning and Internationalization: A Human-Scale Case Study of Innovation. In *People-Centered Approaches Toward the Internationalization of Higher Education* (pp. 133-148): IGI Global.
- Graml, G., Meyer-Lee, E., & Peifer, J. S. (2021). Decolonizing Global Learning and Internationalization: A Human-Scale Case Study of Innovation. In *People-Centered Approaches Toward the Internationalization of Higher Education* (pp. 133-148): IGI Global.
- Grant, M. J., & Booth, A. (2009). A typology of reviews: an analysis of 14 review types and associated

- methodologies. *Health information & libraries journal*, 26(2), 91-108.
- Grobler, C., Magau, M. D., & Van Wyk, R. (2019). Transformational change leadership framework for implementing broad-based black economic empowerment in South African organisations. *Acta Commercii*, 19(1), 1-12.
- Grobler, C., Magau, M. D., & Van Wyk, R. (2019). Transformational change leadership framework for implementing broad-based black economic empowerment in South African organisations. *Acta Commercii*, 19(1), 1-12.
- Guest, G., Namey, E., & Chen, M. (2020). A simple method to assess and report thematic saturation in qualitative research. *PLoS One*, 15(5), e0232076.
- Guliyev, H. (2020). Determining the spatial effects of COVID-19 using the spatial panel data model. *Spatial statistics*, 38, 100443.
- Gumede, & William. (2018). DEMOCRACY, RACISM AND OTHER LONG-HELD BELIEFS. *Democracy Works Foundation*. Retrieved from <https://democracyworks.org.za/democracy-racism-and-other-long-held-beliefs/>
- Gumus, A. M., Murktar, H., & Garba, I. . (2020). BRAND EQUITY AND PURCHASE BEHAVIOUR OF UNIVERSITY STUDENTS IN NORTHWEST, NIGERIA: A CONCEPTUAL ANALYSIS.
- Gumus, A. M., Murktar, H., & Garba, I. (2020). BRAND EQUITY AND PURCHASE BEHAVIOUR OF UNIVERSITY STUDENTS IN NORTHWEST, NIGERIA: A CONCEPTUAL ANALYSIS.
- Guntur, G. (2019). A conceptual framework for qualitative research: A literature studies. *Capture: Jurnal Seni Media Rekam*, 10(2), 91-106.
- Gyimah, M. P., Lussier, R., & Nkukporu, M. E. (2020). *What drives business success or failure in emerging markets?* Paper presented at the 2020 NORTHEAST DECISIONS SCIENCES INSTITUTE CONFERENCE PROCEEDINGS.
- Hall, H., Griffiths, D., & McKenna, L. (2013). From Darwin to constructivism: The evolution of grounded theory. *Nurse Researcher*, 20(3).
- Hallberg, L. R. (2006). The “core category” of grounded theory: Making constant comparisons. *International journal of qualitative studies on health and well-being*, 1(3), 141-148.
- Hanks, J., Davies, H., & Perera, O. (2008). Sustainable public procurement in South Africa. *Winnipeg: International Institute for Sustainable Development*.
- Hart, C. (2018). Doing a literature review: Releasing the research imagination.
- Hazlett, T., W. (1988). Apartheid. *Econlib*. Retrieved from <https://www.econlib.org/library/Enc/Apartheid.html>
- Henning, E., W. van Rensburg and B. Smit. . (2004). Finding your way in qualitative research. . *Pretoria: Van Schaik*.
- Hennink, M. M., Kaiser, B. N., & Marconi, V. C. (2017). Code saturation versus meaning saturation: how many interviews are enough? *Qualitative health research*, 27(4), 591-608.
- Hennink, M. M., Kaiser, B. N., & Weber, M. B. (2019). What influences saturation? Estimating sample sizes in focus group research. *Qualitative health research*, 29(10), 1483-1496.
- Herstein, R., Rotem, A., & Rivin, L. A. (2008). Evaluating and designing the brand management curriculum of MBA programs from the perspective of brand managers’ professional needs. *Marketing Education Review*, 18(2), 35-44.
- Hitchcock, J. H., Nastasi, B. K., & Summerville, M. (2010). Single-Case Designs and Qualitative Methods: Applying a Mixed Methods Research Perspective. *Mid-Western Educational Researcher*, 23(2).
- Holliday, A. (2007). Approaching qualitative research. *Doing and writing qualitative research*. London:

SAGE Publications Ltd.

- Honorene, J. (2017). Understanding the role of triangulation in research. *Scholarly research journal for interdisciplinary studies*, 4(31), 91-95.
- Horsburgh, D. (2003). Evaluation of qualitative research. *Journal of Clinical Nursing*, 12(2), 307-312. doi: <http://doi.org/10.1046/j.1365-2702.2003.00683.x>
- Iversen, J., Malchow-Møller, N., & Sørensen, A. (2016). Success in entrepreneurship: a complementarity between schooling and wage-work experience. *Small Business Economics*, 47(2), 437-460.
- Jain, R. (2017). Major branding decisions and strategies. *International Journal in Management & Social Science*, 5(5), 366-372.
- Jammulamadaka, N. P. (2019). Decoloniality And Decolonising Management And Organisational Knowledge. *Durban, KwaZulu-Natal, South Africa: College of Law & Management- University of KwaZulu-Natal*.
- Jiang, W. (2000). The relationship between culture and language. *ELT journal*, 54(4), 328-334.
- Jin, B., & Cho, H. J. (2018). *The Differences between Internationalization of SMEs with Brand Names and those without Brand Names: An Abstract*. Paper presented at the Academy of Marketing Science World Marketing Congress.
- Jin, C., Yoon, M., & Lee, J. (2019). The influence of brand color identity on brand association and loyalty. *Journal of Product & Brand Management*.
- Johnson, A., Carlsson, J., & Larsson, R. (2020). The Pop (up) ular Brand Experience. In.
- Kabongo, J. D. (2008). *The status of entrepreneurship education in colleges and universities in sub-Saharan Africa*. Paper presented at the Proceedings of the 39th Annual Meeting of the Decision Sciences Institute.
- Kagita, N. (2018). Role of emotions in the FMCG branding and their purchase intentions. *Vidwat*, 11(1), 24-28.
- Kaiser, G., & Presmeg, N. (2019). *Compendium for early career researchers in mathematics education*: Springer Nature.
- Kara, S., Gunasti, K., & Ross, W. T. (2020). My brand identity lies in the brand name: personified suggestive brand names. *Journal of Brand Management*, 27(5), 607-621.
- Kardes, F. R., Pogacar, R., Hassey, R., & Wu, R. (2017). Cognitive influences on brand attitudes. *The Routledge Companion to Consumer Behavior*.
- Karoui, S., & Khemakhem, R. (2019). Consumer ethnocentrism in developing countries. *European Research on Management and Business Economics*, 25(2), 63-71.
- Kazeem, Y. (2019). African brands are losing their appeal across the continent in favor of global players. *Quartz Africa*. Retrieved from <https://qz.com/africa/1640438/the-most-popular-brands-in-africa-mtn-dangote-shoprite/>
- Keller, K. L. (2000). The brand report card. *Harvard business review*, 78(1), 147-158.
- Keller, K. L. (2005). Strategic brand management process. In *Moderne Markenführung* (pp. 83-101): Springer.
- Keller, L., Kevin. (1998). Strategic brand management. *Prentice-Hall Inc*.
- Kenny, M., & Fourie, R. (2015). Contrasting classic, Straussian, and constructivist grounded theory: Methodological and philosophical conflicts. *The Qualitative Report*, 20(8), 1270-1289.
- Kesper, A. (2001). *Failing or not aiming to grow? Manufacturing SMMEs and their contribution to employment growth in South Africa*. Paper presented at the Urban Forum.
- Kim, N., & Lee, J. (2020). Who is leaping through failure? The influence of innovation characteristics on learning from failure. *Industry and Innovation*, 27(9), 1014-1039.

- Kim, S., Lee, S., Lee, J.-H., & Taylor, C. R. (2020). Can premium private labels compete with luxury brands: the impact of advertising on perceived luxuriousness. *International Journal of Advertising*, 39(6), 761-782.
- Kim, S., Lee, S., Lee, J.-H., & Taylor, C. R. (2020). Can premium private labels compete with luxury brands: the impact of advertising on perceived luxuriousness. *International Journal of Advertising*, 39(6), 761-782.
- Kiriri, P. (2019). Consumer Ethnocentrism and Attitudes towards Local Products: A Case of Kenyan Consumers.
- Kivunja, C. (2018). Distinguishing between theory, theoretical framework, and conceptual framework: A systematic review of lessons from the field. *International Journal of Higher Education*, 7(6), 44-53.
- Kleinsasser, A. M. (2000). Researchers, reflexivity, and good data: Writing to unlearn. *Theory into practice*, 39(3), 155-162.
- Klink, R. R. (2000). Creating brand names with meaning: The use of sound symbolism. *Marketing letters*, 11(1), 5-20.
- Knight, D. (2015). Lion is Anbessa meaning in Ethiopian language Amharic: The IT Industry Has A Lot to Offer All In Ethiopia and in the World. Retrieved from <https://www.amazon.com/Anbessa-meaning-Ethiopian-language-Amharic/dp/1515347095>
- KNOEMA. (2017). South Africa - Adult (15+) literacy rate. *knoema.com*. Retrieved from <https://knoema.com/atlas/South-Africa/topics/Education/Literacy/Adult-literacy-rate>
- KNOEMA. (2018). South Africa - GINI index. *knoema.com*. Retrieved from <https://knoema.com/atlas/South-Africa/GINI-index>
- Knowles, J., Ettenson, R., Lynch, P., & Dollens, J. (2020). Growth opportunities for brands during the COVID-19 crisis. *MIT Sloan Management Review*, 61(4), 2-6.
- Koesten, L., Simperl, E., Blount, T., Kacprzak, E., & Tennison, J. (2020). Everything you always wanted to know about a dataset: Studies in data summarisation. *International Journal of Human-Computer Studies*, 135, 102367.
- Kohli, C., & LaBahn, D. W. (1997). Creating effective brand names: A study of the naming process. *Journal of advertising research*, 37(1), 67-75.
- Kohli, C., & Suri, R. (2000). Brand names that work: A study of the effectiveness of different types of brand names. *Marketing Management Journal*, 10(2), 112-120.
- Kohli, C. S., Harich, K. R., & Leuthesser, L. (2005). Creating brand identity: a study of evaluation of new brand names. *Journal of Business Research*, 58(11), 1506-1515.
- Koller, D., Pouesard, M. L., & Rummens, J. A. (2018). Defining social inclusion for children with disabilities: A critical literature review. *Children & society*, 32(1), 1-13.
- Kolvereid, L. (2016). Preference for self-employment: Prediction of new business start-up intentions and efforts. *The International Journal of Entrepreneurship and Innovation*, 17(2), 100-109.
- KOSHIKAWA, Y. (2019). The development between brand name linguistic characteristics and brand preference. *International Journal of Business and Economic Affairs*, 4(6), 282-292.
- Kotler, P., & Keller, K. L. (2016). A framework for marketing management.
- Kotler, P., & Armstrong, G. . (2006). Principles of marketing: 11E. *Prentice Hall Video Gallery*.
- KPMG. (2016). FastMoving Consumer Goods. *Sector Report kpmg.com/africa, 2016*. Retrieved from <https://assets.kpmg/content/dam/kpmg/br/pdf/2016/09/fast-moving-consumer-goods.pdf>
- Krampe, C., van Lith, H., Gobiye, M., & Ingenbleek, P. T. (2020). African-ingredient branding as a marketing strategy: Examining the evaluations of export-market consumers. *African Journal of Business Management*, 14(6), 184-195.

- Kuckartz, U. (2019). Qualitative text analysis: A systematic approach. In *Compendium for early career researchers in mathematics education* (pp. 181-197): Springer, Cham.
- Kunene, L., & Dyili, N. (2014). Socio-Economic Viability of the Protex Business Hive Infrastructure for the KwaDabeka Township in KwaZulu-Natal, South Africa. *Loyola Journal of Social Sciences*, 28(2).
- Kunene, L. N. (2014). *Brand naming strategies by small medium and micro enterprises in the eThekweni Municipal area*. (Master Degree). University of KwaZulu-Natal
- Kunene, L. N. (2021). Teaching and Learning Curricula Design for Entrepreneurship Development: The Case of the Management Major at UKZN (South Africa). In *Reshaping Entrepreneurship Education With Strategy and Innovation* (pp. 293-320): IGI Global.
- Kunene, L. N., & Phiri, M. (2017). Brand Naming Behavior Defining SMMEs in eThekweni. *Journal of Economics and Behavioral Studies*, 9(6 (J)), 6-16.
- Kuo, T. C., Shiang, W.-J., Hanafi, J., & Chen, S. Y. (2018). Co-development of supply chain in the BOP markets. *Sustainability*, 10(4), 963.
- Langendonck, W. v. (2007). Proper names as the prototypical nominal category. *Names*, 55(4), 437-444.
- Langendonck, W. v. (2007). Proper names as the prototypical nominal category. *Names*, 55(4), 437-444.
- Lappeman, J., Litkie, J., Bramdaw, S., & Quibell, A. (2020). Exploring retail orientated rotating savings and credit associations: festive season 'stokvels' in South Africa. *The International Review of Retail, Distribution and Consumer Research*, 30(3), 331-358.
- Lau, Y. H. F. (2018). The Effect of Brand Crowding on Brand Differentiation: The Moderating Effect of Product Knowledge.
- Lazard, L., & McAvoy, J. (2020). Doing reflexivity in psychological research: What's the point? What's the practice? *Qualitative Research in Psychology*, 17(2), 159-177.
- Lee, S.-Y., Song, X.-Y., & Cai, J.-H. (2010). A Bayesian approach for nonlinear structural equation models with dichotomous variables using logit and probit links. *Structural Equation Modeling*, 17(2), 280-302.
- Legas, H. A. (2016). An Empirical Analysis of the Workings of Entrepreneurship, and the Role of Entrepreneurship Education on Intention towards Entrepreneurship: Insights from Africa.
- Leibbrandt, M., Woolard, I., Finn, A., & Argent, J. (2010). Trends in South African income distribution and poverty since the fall of apartheid.
- Leisegang, K. P. (2020). *The Role of Branding in SME Start-Ups Based in KwaZulu-Natal*. The IIE,
- Lekhanya, L. M. (2010). *The use of marketing strategies by small, medium and micro enterprises in rural KwaZulu-Natal*.
- Lekhanya, L. M., Olajumoke, N. G., & Nirmala, D. (2017). Exploring fast moving consumer goods (FMCG) small, medium and micro enterprises manufacturers' need for innovation to achieve growth. *Environmental economics*(8, Iss. 2), 8-16.
- Lemon, L. L., & Hayes, J. (2020). Enhancing trustworthiness of qualitative findings: Using Leximancer for qualitative data analysis triangulation. *The Qualitative Report*, 25(3), 604-614.
- Leone, R. P. (1981). The effect of an individual's sex on preference for brand names. *The Changing Marketing Environment*, 197-200.
- Lephakga, T. (2017). Colonial institutionalisation of poverty among blacks in South Africa. *Studia Historiae Ecclesiasticae*, 43(2), 1-15.
- Leuthesser, L., Kohli, C. S., & Harich, K. R. (1995). Brand equity: the halo effect measure. *European Journal of Marketing*.
- Levers, M. D. (2013). Philosophical Paradigms, Grounded Theory, and Perspectives on Emergence. .

SAGE open.

- Li, Y., Schoenfeld, A. H., Graesser, A. C., Benson, L. C., English, L. D., & Duschl, R. A. (2019). Design and design thinking in STEM education. In: Springer.
- Lin, F., Ansell, J., Marshall, A., & Ojiako, U. (2019). Managing and building B2B SME brands: an emerging market perspective. *PSU Research Review*.
- Lin, F., & Siu, W.-S. (2020). Exploring brand management strategies in Chinese manufacturing industry. *Journal of Brand Management*, 27(1), 48-76.
- Lincoln, Y. S., & Guba, E. G. (1985). Naturalistic inquiry. In: sage.
- Locke, K. (2014). Grounded Theory in Management Research . . *California : Sage* .
- Luburic, G. (2020). *The impact of consumer xenocentrism and ethnocentrism on purchase intention*. uniwien,
- Luiz, J. (2002). Small business development, entrepreneurship and expanding the business sector in a developing economy: The case of South Africa. *Journal of Applied Business Research (JABR)*, 18(2).
- Lutz, K. A., & Lutz, R. J. (1977). Effects of interactive imagery on learning: Application to advertising. *Journal of Applied Psychology*, 62(4), 493.
- Lutz, M. A. (1999). Economics for the Common Good: Two Centuries of Economic Thought in the Humanist Tradition.
- Lynch, T. (2014). Writing up your PhD (qualitative research). *English Language Teaching Centre, University of Edinburgh*.
- Lynch, T. (2014). Writing up your PHD (qualitative research). . *English Language Teaching Centre, University of Edinburgh*.
- Machi, S. P.-G., & Kunene, L. N. (2018). *Use of Ubuntu Principles of Management to Successfully Operate Informal Entrepreneurial Businesses in uMlazi Township (South Africa)*. Paper presented at the International Conference on Innovation and Entrepreneurship.
- Magagula, C. S. (2009). *Standard versus non-standard isiZulu: a comparative study between urban and rural learners' performance and attitude*.
- Magcaba, B. (2018). Institutional Racism *Democracy Works Foundation*. Retrieved from sabcnews.co.za/sabcnews/institutional-racism
- Mahadea, D. A. Y., J. . (2013). Entrepreneurship and Small Business Management. . *Pearson: Cape Town*.
- Maharaj, B. (2020). The apartheid city. In *Urban Geography in South Africa* (pp. 39-54): Springer.
- MAHSUD, R., & IMANAKA, J. L. (2019). GLOBAL COLLABORATIVE ADVANTAGE: Efforts Toward Decolonization of Business Ethics and Management Scholarship. *Journal of Management for Global Sustainability*, 7(2).
- MAHSUD, R., & IMANAKA, J. L. (2019). GLOBAL COLLABORATIVE ADVANTAGE: Efforts Toward Decolonization of Business Ethics and Management Scholarship. *Journal of Management for Global Sustainability*, 7(2).
- Makhitha, K. (2009). *The importance of appropriate marketing strategies for craft businesses*. Paper presented at the A paper presented at the Wits Business School 2nd International annual conference on entrepreneurship.
- Maloka, C., & Dlamini, M. (2016). Challenges facing government agencies in providing non-financial support to SMMEs in the upper end market. *MP Sebola, MP & JP Tsheola, JP (Eds.)*, 20, 119-124.
- Maluleke, L. A. (2013). *Challenges faced by SEDA in providing training and mentoring support services to SMME's*.

- Mangaliso, M. P. (2001). Building competitive advantage from Ubuntu: Management lessons from South Africa. *Academy of Management Perspectives*, 15(3), 23-33.
- Mangaroo-Pillay, M., & Coetzee, R. (2021). A systematic literature review (SLR) comparing Japanese Lean philosophy and the South African Ubuntu philosophy. *International Journal of Lean Six Sigma*.
- Marito, P. S., Deden, M., Radi, R. R. L., & Rahmat, T. A. (2019). Building the brand identity through brand differentiation based value of culture and locally-global product principles (case on the city of art). *International Journal of Business and Administrative Studies*, 5(5), 63-73.
- Marshall, D. R., & Gigliotti, R. (2020). Bound for entrepreneurship? A career-theoretical perspective on entrepreneurial intentions. *International Entrepreneurship and Management Journal*, 16(1), 287-303.
- Maryudi, A., & Fisher, M. R. (2020). The power in the interview: A practical guide for identifying the critical role of actor interests in environment research. *Forest and Society*, 142-150.
- Mason, M. (2010). *Sample size and saturation in PhD studies using qualitative interviews*. Paper presented at the Forum qualitative Sozialforschung/Forum: qualitative social research.
- Mathane, M., & Chiloane-Tsoka, G. (2020). Perceptions of SMMEs on the effectiveness of training programs. *Journal of Business*, 4(1), 9-25.
- Mathe, T. (2020). Support local businesses to grow the economy. *Mail and Guardian*. Retrieved from <https://mg.co.za/article/2020-04-29-support-local-businesses-to-grow-the-economy/>
- Maxwell, J. A. (2012). *Qualitative research design: An interactive approach*: Sage publications.
- Maziriri, E. T., & Chivandi, A. (2020). Modelling key predictors that stimulate the entrepreneurial performance of small and medium-sized enterprises (SMEs) and poverty reduction: Perspectives from SME managers in an emerging economy. *Acta Commercii*, 20(1), 1-15.
- McCune, S. K. (2011). *Exploring the combinatory effects of phonesthemes in brand naming*: California State University, Long Beach.
- McGhee, G., Marland, G. R., & Atkinson, J. (2007). Grounded theory research: literature reviewing and reflexivity. *Journal of advanced nursing*, 60(3), 334-342.
- McMillan, J. H., & Schumacher, S. (2010). *Research in Education: Evidence-Based Inquiry*, MyEducationLab Series. Pearson.
- McNeal, J. U., & Zeren, L. M. (1981). Brand name selection for consumer products. *MSU Business Topics*, 29(2), 35-39.
- Melewar, T., & Saunders, J. (1998). Global corporate visual identity systems: Standardization, control and benefits. *International marketing review*.
- Melnikovas, A. (2018). Towards an explicit research methodology: Adapting research onion model for futures studies. *Journal of Futures Studies*, 23(2), 29-44.
- Mi., S. A. (2020). South Africa's Manufacturing Industry. Retrieved from <https://www.southafricanmi.com/south-africas-manufacturing-industry.html>
- Miller, J. (2015). Brand Naming Process: How to make a brand resonate. Retrieved from <https://stickybranding.com/brand-naming-process-how-to-make-a-brand-name-resonate/>
- Miner, A. E., Schurgin, M. W., & Brady, T. F. (2020). Is working memory inherently more “precise” than long-term memory? Extremely high fidelity visual long-term memories for frequently encountered objects. *Journal of Experimental Psychology: Human Perception and Performance*, 46(8), 813.
- Modiri, J. M. (2012). The colour of law, power and knowledge: Introducing critical race theory in (post-) apartheid South Africa. *South African Journal on Human Rights*, 28(3), 405-436.
- Modisaotsile, B. M. (2012). The failing standard of basic education in South Africa. *Policy brief*, 72, 1-

7.

- Mohajan, H. K. (2017). Two criteria for good measurements in research: Validity and reliability. *Annals of Spiru Haret University. Economic Series*, 17(4), 59-82.
- Moise, L. L., Khoase, R., & Ndayizigamiye, P. (2020). The influence of government support interventions on the growth of African foreign-owned SMMEs in South Africa. In *Analyzing the relationship between innovation, value creation, and entrepreneurship* (pp. 104-124): IGI Global.
- Mokoatle, B., & Prekel, H. (1979). Stimulating black entrepreneurship through training: a case study in development. *South African Journal of Business Management*, 10(1), 23-28.
- Mondi, L. (2017). *Black Business And The State In South Africa*. Paper presented at the Biennial Conference of the Economic Society of South Africa, Grahamstown.
- Montmasson-Clair, G., Mudombi, S., & Patel, M. (2019). Small business development in the climate change adaptation space in South Africa. *Trade and Industrial Policy Strategies (TIPS) South Africa* <https://www.tipsorgza/research-archive/sustainable-growth/green-economy-2/item/3621-small-business-development-in-the-climate-change-adaptation-spacein-south-africa> Accessed, 3.
- Moodley, K. (1991). The continued impact of black consciousness in South Africa. *The Journal of Modern African Studies*, 29(2), 237-251.
- Morgan, D. L. (2020). Pragmatism as a basis for grounded theory. *The Qualitative Report*, 25(1), 64.
- Moses, E., van der Berg, S., & Rich, K. (2017). A society divided: how unequal education quality limits social mobility in South Africa. *Synthesis report for the Programme to Support Pro-Poor Policy Development (PSPPD)*. Stellenbosch.
- Mthembu, P., Kunene, L., & Mbhele, T. (2018). Barriers to E-commerce adoption in African countries. A qualitative insight from Company Z. *Journal of Contemporary Management*, 15(Special Edition1), 265-304.
- Mthembu, P., Kunene, L., & Mbhele, T. (2018). Barriers to E-commerce adoption in African countries. A qualitative insight from Company Z. *Journal of Contemporary Management*, 15(Special Edition1), 265-304.
- Mueller, J. C. (2020). Racial ideology or racial ignorance? An alternative theory of racial cognition. *Sociological Theory*, 38(2), 142-169.
- Mueller, P. (2006). Entrepreneurship in the region: Breeding ground for nascent entrepreneurs? *Small Business Economics*, 27(1), 41-58.
- Mueller, P. (2006). Entrepreneurship in the region: Breeding ground for nascent entrepreneurs? *Small Business Economics*, 27(1), 41-58.
- Muhammad B., M., A., & Muhammad, A. . (2008). Reliability and validity of qualitative and operational research paradigm. . *Pakistan journal of statistics and operation research*, 35-45.
- Muhammad, H. H., Mohd Noor Shariff, & Halim, M., Lazim,. (2012). Relationship between entrepreneurial orientation, firm resources, SME branding and firm's performance: is innovation the missing link? *American Journal of Industrial and Business Management*, 2(04), 153-159.
- Muhonen, T., Hirvonen, S., & Laukkanen, T. (2017). SME brand identity: its components, and performance effects. *Journal of Product & Brand Management*.
- Muriithi, S. M. (2017). African small and medium enterprises (SMEs) contributions, challenges and solutions.
- Mutyenyoka, E. M., & Madzivhandila, T. S. (2014). Employment creation through small, medium and micro enterprises (SMMEs) in South Africa: Challenges, progress and sustainability. *Mediterranean Journal of Social Sciences*, 5(25), 65-65.
- Muzellec, L. (2006). What is in a name change? Re-joycing corporate names to create corporate brands.

- Corporate reputation review*, 8(4), 305-316.
- Nagao, M. (2018). Africa's Challenge For Sustainable Industrialization. *Youth Entrepreneurship and Africa's Sustainable Industrialization*, 1.
- Nassaji, H. (2020). Good qualitative research. In: SAGE Publications Sage UK: London, England.
- Naudé, M., & Vigar, D. (2019). Unlocking the Potential at the Bottom of the Pyramid. *Guest Lecture "Strategic Management". Project "JointExpertise"* for Responsible, Sustainable and Globally Aware Management. Chemnitz, Saxony, Germany: Chemnitz University of Technology, Germany, Faculty of Economics and Business Administration & University of KwaZulu-Natal, South Africa, College of Law and Management Studies.*
- Ndimande-Hlongwa, N. (2010). Corpus planning, with specific reference to the use of standard isiZulu in media. *Alternation*, 17(1), 207-224.
- Ndlovu-Gatsheni, S. (2013). Decolonising the university in Africa. *The Thinker*, 51(2), 46-51.
- Ndzamela, P. (2021). Native Merchants: The building of the black business class in South Africa. *Cape Town: NB Publishers.*
- News, S. (2019). Government committed to support SMMEs. <https://www.sanews.gov.za/south-africa/government-committed-support-smmes>. Retrieved from <https://www.sanews.gov.za/south-africa/government-committed-support-smmes>
- Nkomo, S. M. (2015). Challenges for management and business education in a "Developmental" state: The case of South Africa. *Academy of Management Learning & Education*, 14(2), 242-258.
- Nuntsu, N., & Tassiopoulos, D. (2002). *Present status, constraints, and success factors of Small, Medium and Micro Enterprises (SMMEs) with specific reference to the Bed and Breakfast accommodation sector of Buffalo City (BC), Eastern Cape, South Africa.* Paper presented at the International Council for Small Business 47th World Conference San Juan, Puerto Rico.
- Nyamnjoh, B. (2016). #RhodesMustFall: Nibbling at resilient colonialism in South Africa. In: African Books Collective.
- Nze, G. O. (2016). *Exploring fast moving consumer goods (FMCG) small, medium and micro enterprises (SMME) manufacturers need for innovation to achieve growth in KwaZulu-Natal.*
- OECD. (2005). SMALL AND MEDIUM-SIZED ENTERPRISES (SMES). *Glossary of Statistical Terms.* Retrieved from <https://stats.oecd.org/glossary/detail.asp?ID=3123>
- Oertle, I. (2017). Evaluating the development of emerging South African black owned wine companies. *Assignment submitted in partial fulfilment for Cape wine Mater Diploma Academy.*
- Ogunsanya, A. A. (2020). *An examination of brand orientation and consumer perception of SMMEs in Mafikeng, North West Province, South Africa.* North-West University (South Africa),
- Olaopa, O. R., & Ayodele, O. A. (2021). Building on the strengths of African indigenous knowledge and innovation (AIK&I) for sustainable development in Africa. *African Journal of Science, Technology, Innovation and Development*, 1-14.
- Olivares-Delgado, F., Pinillos-Laffón, A., & Benlloch-Osuna, M. T. (2016). An approach to patronymic names as a resource for familiness and as a variable for family business identification. *European Journal of Family Business*, 6(1), 32-45.
- Oloritun, O. (2019). A Look Into the Phrase "Reverse Racism". *NU Writing*(10).
- Oloritun, O. (2019). A Look Into the Phrase "Reverse Racism". *NU Writing*(10).
- Olowookere, D. (2019). Dangote Retains Position as Most Admired African Brand. *Business Post Nigeria.* Retrieved from <https://businesspost.ng/economy/dangote-retains-position-as-most-admired-african-brand/>
- OSIRI, J., Amaugo, A., FRANCIS, J., & OSIRI EMILE, J. (2021). Decolonising management and leading change through African philosophy

- Parameswaran, R. (2008). The other sides of globalization: Communication, culture, and postcolonial critique. *Communication, Culture & Critique*, 1(1), 116-125.
- Paré, G., & Kitsiou, S. (2017). Methods for literature reviews. In *Handbook of eHealth Evaluation: An Evidence-based Approach [Internet]*: University of Victoria.
- Pathak, A., Calvert, G., & Velasco, C. (2017). Evaluating the impact of early-and late-acquired phonemes on the luxury appeal of brand names. *Journal of Brand Management*, 24(6), 522-545.
- Pathak, A., Calvert, G. A., & Lim, L. K. (2020). Harsh voices, sound branding: How voiced consonants in a brand's name can alter its perceived attributes. *Psychology & Marketing*, 37(6), 837-847.
- Pathak, A., Velasco, C., & Spence, C. (2020). The sound of branding: An analysis of the initial phonemes of popular brand names. *Journal of Brand Management*, 27(3), 339-354.
- Patton, M. Q. (2002). Two decades of developments in qualitative inquiry: A personal, experiential perspective. *Qualitative social work*, 1(3), 261-283.
- Pavia, T. M., & Costa, J. A. (1993). The winning number: Consumer perceptions of alpha-numeric brand names. *Journal of Marketing*, 57(3), 85-98.
- Payne, G., & Williams, M. (2005). Generalization in qualitative research. *Sociology*, 39(2), 295-314.
- Pennycook, A., & Candlin, C. N. (2017). The cultural politics of English as an international language.
- Pentz, C., Terblanche, N., & Boshoff, C. (2017). Antecedents and consequences of consumer ethnocentrism: evidence from South Africa. *International Journal of Emerging Markets*.
- Petty, R. D. (2008). Initial interest confusion versus consumer sovereignty: a consumer protection perspective on trademark infringement. *Trademark Rep.*, 98, 757.
- Pizzagalli, L., Sharma, A., & Lascu, D.-N. (2018). Marketing at the bottom of the pyramid: Serving, and in the service of low-income consumers. *Innovative Marketing*, 14(2), 35-40.
- Pomerantz, K. (2019, May 19). The Story Behind TIME's Cover on Inequality in South Africa. Retrieved from Time.com: <https://time.com/5581483/time-cover-south-africa/>
- Porto, R. B., & Soyer, T. d. S. (2018). Is naming brands in English worth doing? Effects of foreignness and country of origin on brand equity. *BBR. Brazilian Business Review*, 15, 606-623.
- Posel, D., & Zeller, J. (2016). Language shift or increased bilingualism in South Africa: Evidence from census data. *Journal of Multilingual and Multicultural Development*, 37(4), 357-370.
- Prahalad, C., & Hart, S. (2002). The Fortune at the Bottom of the Pyramid in Strategy+ Business, Issue: First Quarter, 2002. In.
- Preisdörfer, P., Bitz, A., & Bezuidenhout, F. J. (2012). In search of black entrepreneurship: Why is there a lack of entrepreneurial activity among the black population in South Africa? *Journal of Developmental Entrepreneurship*, 17(01), 1250006.
- Puttick, K. (2011). *First year students' narratives of 'race' and racism in post-apartheid South Africa*.
- Ravitch, S. M., & Riggan, M. (2016). *Reason & rigor: How conceptual frameworks guide research*: Sage Publications.
- Ries, A., & Trout, J. (2001). *Positioning: The battle for your mind*: McGraw Hill.
- Robinson, C., Garcia Martinez, M., Howells, J., & Ko, G. (2020). The Role of Innovation in Small Business Performance: A regional Perspective. *Enterprise Research Centre Working Papers*.
- Rocco, T. S., & Plakhotnik, M. S. (2009). Literature reviews, conceptual frameworks, and theoretical frameworks: Terms, functions, and distinctions. *Human Resource Development Review*, 8(1), 120-130.
- Rogerson, C. M. (1996). Urban poverty and the informal economy in South Africa's economic heartland. *Environment and urbanization*, 8(1), 167-179.
- Roller, M. R. (2016). Qualitative research design. In: Retrieved.
- Rose, J., & Johnson, C. W. (2020). Contextualizing reliability and validity in qualitative research:

- toward more rigorous and trustworthy qualitative social science in leisure research. *Journal of Leisure Research*, 51(4), 432-451.
- Roszkowski, M. J. (2013). What's In A Name: The Amateur 'S View Of Good Practices In Naming An Online Educational Program. *Turkish Online Journal of Distance Education*, 14(3), 225-240.
- Rotich, J., Cheruiyot, D. P., & Yegon, C. (2014). The impact of socio-economic factors on the performance of small and medium size enterprises: the case study of Kericho county, Kenya. *Global Journal Of Commerce And Management Perspective*, 3(4), 263-267.
- Saba, A. (2018). Has BEE been a dismal failure? *Mail and Guardian*. Retrieved from <https://mg.co.za/article/2018-08-31-00-has-bee-been-a-dismal-failure/>
- Sageder, M., Mitter, C., & Feldbauer-Durstmüller, B. (2018). Image and reputation of family firms: a systematic literature review of the state of research. *Review of Managerial Science*, 12(1), 335-377.
- SAGN. (2020). Consumers Urged to buy local. *sanews.gov.za*. Retrieved from <https://www.sanews.gov.za/south-africa/consumers-urged-buy-local-goods>
- SAHO. (2020). The Homelands *South African History Online*. Retrieved from <https://www.sahistory.org.za/article/homelands>
- Saleem, M. A. (2017). The impact of socio-economic factors on small business success. *Geografia-Malaysian Journal of society and space*, 8(1).
- Samnani, S. S., Vaska, M., Ahmed, S., & Turin, T. C. (2017). Review typology: The basic types of reviews for synthesizing evidence for the purpose of knowledge translation. *Journal of the College of Physicians and Surgeons Pakistan*, 27(10), 635-641.
- Santos, J. L. G. d., Cunha, K. S. d., Adamy, E. K., Backes, M. T. S., Leite, J. L., & Sousa, F. G. M. d. (2018). Data analysis: comparison between the different methodological perspectives of the Grounded Theory. *Revista da Escola de Enfermagem da USP*, 52.
- Saunders, B., Sim, J., Kingstone, T., Baker, S., Waterfield, J., Bartlam, B., . . . Jinks, C. (2018). Saturation in qualitative research: exploring its conceptualization and operationalization. *Quality & quantity*, 52(4), 1893-1907.
- Saunders, M., Lewis, P., & Thornhill, A. (2012). Research methods for business students (6. utg.). *Harlow: Pearson*.
- Schaffar, A. (2020). Grounded theory. In *Analyzing Group Interactions* (pp. 71-81): Routledge.
- Schmitt, B., & Zhang, S. (2017). Selecting the Right Brand Name: An Examination of Tacit and Explicit Linguistic Knowledge in Name Translations. In *Advances in Chinese Brand Management* (pp. 178-192): Springer.
- Schmitt, B. H., Pan, Y., & Tavassoli, N. T. (1994). Language and consumer memory: The impact of linguistic differences between Chinese and English. *Journal of Consumer Research*, 21(3), 419-431.
- Scott, C., & Medaugh, M. (2017). Axial coding. *The international encyclopedia of communication research methods*, 10, 9781118901731.
- Seda. (2016). The small, medium and micro enterprise sector of South Africa. *Bereau for Economic Research*, 1, 1-35.
- Sekaran, U., & Bougie, R. (2019). *Research methods for business: A skill building approach*: john wiley & sons.
- Selvam, T. (2020). CONSUMER BRAND LOYALTY TOWARDS FAST MOVING CONSUMER GOODS IN ARIYALUR DISTRICT. *Editorial Board*, 9(7).
- Selvam, T. (2020). CONSUMER BRAND LOYALTY TOWARDS FAST MOVING CONSUMER

- GOODS IN ARIYALUR DISTRICT. *Editorial Board*, 9(7).
- Selvam, T. (2020). CONSUMER BRAND LOYALTY TOWARDS FAST MOVING CONSUMER GOODS IN ARIYALUR DISTRICT. *Editorial Board*, 9(7).
- Sembiring, S. (2020). *Registration of Brands in the Directorate General of Intellectual Property as an Effort to Protect the Brand as Assets of the Company*. Paper presented at the International Conference on Law, Economics and Health (ICLEH 2020).
- Šerić, M., Ozretić-Došen, Đ., & Škare, V. (2020). How can perceived consistency in marketing communications influence customer–brand relationship outcomes? *European Management Journal*, 38(2), 335-343.
- Shenkar, J. (2019). *Consonant Sound Symbolism in Dietary Supplement Product Names*.
- Shenton, A. (2004). Strategies for ensuring trustworthiness in qualitative research projects. . *Education for Information*, 22, 63-75
- Shetty, G., Nougaraheya, S., Mandloi, D., & Sarsodia, T. (2020). COVID-19 and global commerce: An analysis of FMCG, and retail industries of tomorrow. *International Journal of Current Research and Review*, 12(17), 23-31.
- Shields, A. B. (2012). What Did You Do to My Brand: The Moderating Effect of Brand Nostalgia on Consumer Responses to Changed Brands. . *Dissertation submitted to the Kent State University College of Business in Partial Fulfillment of a Doctoral Degree of Philosophy* .
- Shipley, D., Hooley, G. J., & Wallace, S. (1988). The Selection Of Food Brand Names. *British Food Journal*.
- Shipley, D., & Howard, P. (1993). Brand-naming industrial products. *Industrial Marketing Management*, 22(1), 59-66.
- Sibiya, D. Z., & Barnard, B. (2020). Institutionalizing entrepreneurship: The case of B-BBEE Based Enterprise and Supplier Development In South Africa. *IUP Journal of Business Strategy*, 17(1), 7-45.
- Singh, S., & Estefan, A. (2018). Selecting a grounded theory approach for nursing research. *Global qualitative nursing research*, 5, 2333393618799571.
- Siu, W.-s., & Zhang, Y. (2000). *Brand Naming Practices of Chinese Enterprises: A Tentative Model*.
- Smit, B., & Onwuegbuzie, A. J. (2018). Observations in qualitative inquiry: When what you see is not what you see. In: SAGE Publications Sage CA: Los Angeles, CA.
- Smit, B., & Onwuegbuzie, A. J. (2018). Observations in qualitative inquiry: When what you see is not what you see. In: SAGE Publications Sage CA: Los Angeles, CA.
- Somhlahlo, N., Mbhele, T. P., & Kunene, L. (2016). Antecedent of sustainable cooperative within the social capital networks. *Environmental economics*(7, Iss. 4), 48-58.
- Southall, R. (1980). African capitalism in contemporary South Africa. *Journal of Southern African Studies*, 7(1), 38-70.
- South African Government Gazette(2004). National Small Business Amendment Act. Vol. 474 Cape Town.
- Ssebuyira, M. (2011). The fruits of dedication *Daily Monitor Mobile*. Retrieved from <https://mobile.monitor.co.ug/691260-1159800-format-xhtml-os8ebk/index.html>
- Star, S. L. (2007). Living grounded theory: Cognitive and emotional forms of pragmatism. *The Sage handbook of grounded theory*, 75-94.
- StatsSA. (2015). National and provincial labour market: Youth. *STATISTICS SOUTH AFRICA*. Retrieved from <https://www.statssa.gov.za/publications/P02114.2/P02114.22015.pdf>
- StatsSA. (2020). Retail trade industry, 2018. *STATISTICS SOUTH AFRICA*. Retrieved from <http://www.statssa.gov.za/publications/Report-62-01-02/Report-62-01-022018.pdf>

- Stewart, P. J., & Strathern, A. J. (2017). Language and culture. In *Breaking the frames* (pp. 69-78): Springer.
- Storey, D. J., & Greene, F. J. (2010). *Small business and entrepreneurship*: Pearson.
- Straus, A. L., & Glaser, B. (1967). The discovery of grounded theory: Strategies for qualitative research. In: Chicago: Aldine Publications Company.
- Strauss, A., & Corbin, J. (1998). Basics of qualitative research techniques. In: Thousand oaks, CA: Sage publications.
- Subban, M. T., Hank (2012). Tracing a decade of drafting, reviewing and assessing integrated development plans in KwaZulu-Natal: Some key reflections. *SSB/TRP/MDM*, 6, 21-29.
- Sundar, A., Cao, E. S., & Machleit, K. A. (2020). How product aesthetics cues efficacy beliefs of product performance. *Psychology & Marketing*, 37(9), 1246-1262.
- Sutcliffe, A. (2016). Grounded theory: A method for practitioner research by educational psychologists. *Educational & Child Psychology*, 33(3), 44-54.
- Swart, M. (2010). Small businesses are set to lead economic recovery: SMMEs and economic recovery. *Professional accountant*, 2010(1), 10-12.
- Taylor, E. L., Travis (2020). Essentials of Development Economics. *University of California Press*.
- Teece, D. J. (2018). Dynamic capabilities as (workable) management systems theory. *Journal of Management & Organization*, 24(3), 359-368.
- Terblanche, N. (1991). The spaza shop: South Africa's first own black retailing institution. *International Journal of Retail & Distribution Management*.
- Tharakan, J. (2015). Indigenous knowledge systems-a rich appropriate technology resource. *African Journal of Science, Technology, Innovation and Development*, 7(1), 52-57.
- Timonen, V., Foley, G., & Conlon, C. (2018). Challenges when using grounded theory: A pragmatic introduction to doing GT research. *International Journal of Qualitative Methods*, 17(1), 1609406918758086.
- TradingEconomics . (2022, February 22). South Africa- GINI index. Retrieved from Tradingeconomics : <https://tradingeconomics.com/south-africa/gini-index-wb-data.html>
- Trade and Investment KwaZulu-Natal (TIZKN). (2020). *2020/21 Annual Report* . Durban: TRADE & INVESTMENT KWAZULU-NATAL
- Tran, T. P., Guzmán, F., Paswan, A. K., & Blankson, C. (2020). National versus private brand: A regulatory focus perspective. *Journal of Retailing and Consumer Services*, 57, 102198.
- TREASURY, K. P. (2019). Policy priorities driving KZN's 2019/20 MTEF Budget. Retrieved from <http://www.treasury.gov.za/documents/provincial%20budget/2019/4.%20Guide%20to%20the%200Budget/KwaZulu-Natal%20-%202019%20Budget%20Summary.pdf>
- Trehwela, P. (2010). Financial Sanctions and the Future of South Africa. *Searchlight South Africa*, 1, 1-38.
- Trochim, W., & Donnelly, J. (2006). The Research Methods Knowledge Base. 3rd. *Mason, OH: Atomic Dog Publishing*.
- Truong, Y., Klink, R. R., Simmons, G., Grinstein, A., & Palmer, M. (2017). Branding strategies for high-technology products: The effects of consumer and product innovativeness. *Journal of Business Research*, 70, 85-91.
- Tshishonga, N. (2019). The legacy of apartheid on democracy and citizenship in post-apartheid South Africa: an inclusionary and exclusionary binary? *Affrika*, 9(1), 167-191.
- Tshishonga, N. (2019). The legacy of apartheid on democracy and citizenship in post-apartheid South Africa: an inclusionary and exclusionary binary? *Affrika*, 9(1), 167-191.
- UNESCO. (2020). Education for Sustainable Development. *EN.UNESCO*. Retrieved from

- <https://en.unesco.org/themes/education-sustainable-development>
- Urban, B., & Naidoo, R. (2012). Business sustainability: empirical evidence on operational skills in SMEs in South Africa. *Journal of small business and enterprise development*.
- Usunier, J.-C., & Shaner, J. (2002). Using linguistics for creating better international brand names. *Journal of Marketing Communications*, 8(4), 211-228.
- Van Langendonck, W. (2008). Theory and typology of proper names. In *Theory and Typology of Proper Names*: De Gruyter Mouton.
- van Rijnsoever, F. J. (2017). (I can't get no) saturation: a simulation and guidelines for sample sizes in qualitative research. *PLoS One*, 12(7), e0181689.
- Vanden Burgh, B., Adler, K. & Oliver, L. (1987). Linguistic Distinction among Top Brand Names. . *Journal of advertising research*, 24, 39-44.
- Vasileiou, K., Barnett, J., Thorpe, S., & Young, T. (2018). Characterising and justifying sample size sufficiency in interview-based studies: systematic analysis of qualitative health research over a 15-year period. *BMC medical research methodology*, 18(1), 1-18.
- Verma, R. (2020). Brand Name Creation: A Soulful Effort with Reference to Different Passenger Cars in India. *Sustainable Humanosphere*, 16(1), 1174-1182.
- Verma, R. (2020). Brand Name Creation: A Soulful Effort with Reference to Different Passenger Cars in India. *Sustainable Humanosphere*, 16(1), 1174-1182.
- Verma, R. (2020). Brand Name Creation: A Soulful Effort with Reference to Different Passenger Cars in India. *Sustainable Humanosphere*, 16(1), 1174-1182.
- Von Bismarck, H. (2012). Defining decolonization. *The British Scholar Society*, 27.
- Von Bismarck, H. (2012). Defining decolonization. *The British Scholar Society*, 27.
- Vuba, S. (2019). The missed opportunity: SMMEs in the South African economy. *Mail and Guardian*. Retrieved from <https://mg.co.za/article/2019-04-12-00-the-missed-opportunity-smmes-in-the-south-african-economy/>
- Watkins, A. (2019). *Hello, my name is awesome: how to create brand names that stick*: Berrett-Koehler Publishers.
- Weston, A., & Imas, J. M. (2018). Resisting colonization in business and management studies: from postcolonialism to decolonization. *The SAGE Handbook of qualitative business and management research methods*, 119-137.
- Willig, C. (2013). *Introducing qualitative research in psychology*: McGraw-hill education (UK).
- Wolcott, H. F. (2008). *Writing up qualitative research*: Sage Publications.
- Wong, P. K., Ho, Y. P., & Autio, E. (2005). Entrepreneurship, innovation and economic growth: Evidence from GEM data. *Small Business Economics*, 24(3), 335-350.
- Wood, L. M., Sebar, B., & Vecchio, N. (2020). Application of rigour and credibility in qualitative document analysis: Lessons learnt from a case study. *The Qualitative Report*, 25(2), 456-470.
- Worku, Z. (2017). Analysis Of The Perception Of Small Businesses On The Quality Of Routine Municipal Services InThe City Of Tshwane, South Africa. *Journal of Applied Business Research (JABR)*, 33(2), 247-256.
- World Bank. (2018). *OVERCOMING POVERTY AND INEQUALITY IN SOUTH AFRICA An Assessment of Drivers, Constraints and Opportunities*. Washington DC : International Bank for Reconstruction and Development / The World Bank.
- Wright, R. L. D. (1976). Understanding Statistics-An informal Introduction for the Behavioural Sciences.?. *Isted*. New York: *Harcourt Brace Jovanovich inc*.
- Wu, F., Sun, Q., Grewal, R., & Li, S. (2019). Brand name types and consumer demand: Evidence from China's automobile market. *Journal of Marketing Research*, 56(1), 158-175.

- Zawada, B. (2021). Institutional Audits as Reflexive Praxis *Institutional Audit Presentation*.
- Zhao, H., & Hsu, C.-C. (2007). Social ties and foreign market entry: An empirical inquiry. *Management international review*, 47(6), 815-844.
- Zinkhan, G. M., & Martin Jr, C. R. (1987). New brand names and inferential beliefs: Some insights on naming new products. *Journal of Business Research*, 15(2), 157-172.
- Zoch, A. (2017). The effect of neighbourhoods and school quality on education and labour market outcomes in South Africa. *University of Stellenbosch: South Africa*.
- Zupan, B., Cankar, F., & Setnikar Cankar, S. (2018). The development of an entrepreneurial mindset in primary education. *European Journal of Education*, 53(3), 427-439.

APPENDIX I – Ethical Clearance Approval



22 October 2019

Miss Lindiwe Nqobile Kunene (200227423)
School Of Man Info Tech & Gov
Westville Campus

Dear Miss Kunene,

Protocol reference number: HSSREC/00000683/2019

Project title: Developing a Brand Naming Theory for FMCG SMMEs in KZN Province: An Exploratory Study

Full Approval – Expedited Application

This letter serves to notify you that your application received on 27 August 2019 in connection with the above, was reviewed by the Humanities and Social Sciences Research Ethics Committee (HSSREC) and the protocol has been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol (i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the 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 discipline/department for a period of 5 years.

This approval is valid for one year from 22 October 2019.

To ensure uninterrupted approval of this study beyond the approval expiry date, a progress report must be submitted to the Research Office on the appropriate form 2 - 3 months before the expiry date. A close-out report to be submitted when study is finished.

Yours sincerely,

Dr Rosemary Sibanda (Chair)

/dd

Humanities & Social Sciences Research Ethics Committee
Dr Rosemary Sibanda (Chair)
UKZN Research Ethics Office Westville Campus, Govan Mbeki Building
Postal Address: Private Bag X64001, Durban 4000
Website: <http://research.ukzn.ac.za/Research-Ethics/>

Founding Campuses: Edgewood Howard College Medical School Pietermaritzburg Westville

INSPIRING GREATNESS

APPENDIX II-Gatekeepers Letter



August 3, 2018

To Whom It May Concern:

PERMISSION TO CONDUCT RESEARCH

It is a requirement for a Doctor of Philosophy student in the School of Management, IT and Governance to conduct research in order for them to complete their research projects for a PhD qualification. The proposed study will gather data using an interview protocol.

Student name: Lindiwe Nqobile Kunene Student no. 200227423 have chosen to do a research project entitled:

"Developing a Brand Naming Theory for FMCG SMMEs in KZN Province: An Exploratory Study"


Your assistance in permitting access to the provinces FMCG SMMEs as the custodians of economic development in the province for purposes of this research is most appreciated. Please be assured that all information gained from the research will be treated with the utmost confidentiality. Furthermore, should you wish any result/s or findings from the research "to be restricted" for an agreed period of time, this can be arranged. The confidentiality of information and anonymity of personnel will be strictly adhered to.

I am available at any stage to answer any queries and/or to discuss any aspect of this research project.


If permission is granted, please sign the attached form.

Thank you for your assistance in this regard.

Yours sincerely


Student – Lindiwe Nqobile Kunene


Supervisor – Prof. M.A. Phiri


Co-supervisor- Dr. T.P. Mbhele

**The School of Management, Information Technology & Governance
College of Law & Management Studies**

Postal Address: Private Bag X01, Scottsville, Pietermaritzburg 3209, South Africa

Telephone: +27 (0)33 260 5245 Facsimile: +27 (0)33 260 5219 E-mail: uilbrichta@ukzn.ac.za

Gatekeeper's Consent

I EDRIC MNGWNI in my capacity as SEDA KZN PROV. MANAGER hereby give permission to Student's name: Lindiwe Nqobile Kunene (student no. 200227423) to conduct research in my organization.

The student ~~MAY~~~~MAY NOT~~ (delete whichever is not applicable) use the name of the organisation in the dissertation.

Signature of Manager/Owner/Gatekeeper: 

Organisation Stamp:

SEDA KZN
Ground Floor, Kuehne & Nagel House
381 Berea Road, Bulwer, 4001
Tel: 031 277 9500 Fax: 031 277 9510

Date: 27/02/2019

The School of Management, Information Technology & Governance
College of Law & Management Studies

Postal Address: Private Bag X01, Scottsville, Pietermaritzburg 3209, South Africa

Telephone: +27 (0)33 260 5245 Facsimile: +27 (0)33 260 5219 E-mail: ullbrichts@ukzn.ac.za

APPENDIX III-Information and Consent Letter



UKZN HUMANITIES AND SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE (HSSREC)

APPLICATION FOR ETHICS APPROVAL
For research with human participants

Information Sheet and Consent to Participate in Research

Date: 25 October 2019

Greetings,

My name is Lindiwe Kunene from the University of KwaZulu-Natal, currently registered for a PhD with the institution. I am registered with the School of Management under the discipline of Marketing and Supply Chain, pursuing a study in branding and SMWEs in the FMCG industry of KZN. I am contactable on kunenenl3@ukzn.ac.za and/or on 031 260 7152. You can also reach my Supervisor and Co-Supervisor for further clarity on 031-260 5843 (Prof. Phiri) and 031-260 7524 (Dr. Mbhele).

You are invited to consider participating in a study that involves research understanding the decision-making patterns followed by successful FMCG SMWEs when they choose their Brand name. The aim and purpose of this research is to create the best practice model. The study is expected to include between 20 - 30 participants, depending on when saturation will be reached. It will involve data collection through open ended questioning that will also be recorded by Dictaphone. This process may, where necessary occur more than once to get clarity. The duration of your participation if you choose to participate and remain in the study is expected to be an hour of your time per session.

The study has no known risks. We hope that the study will lead to improved SMWE businesses. It has been found that appropriate Brand Name choice benefits businesses and make them more profitable. Due to this, large organisations are constantly creating best practice and procedures to yield benefits from creating an appropriate Brand. SMWEs can also learn from this practice and create processes and procedures best suited to them, as intended by this study. The province needs to have strong SMWEs, especial FMCG SMWEs to develop the economy and strengthen the brands of these commonly used products in the household.

School of Management, Information & Governance
Lindiwe (Maliindi) Kunene
Entrepreneurship & Management
Postal Address: Private Bag X54001,
Durban, 4000, South Africa
Telephone: +27 (0) 31 260 7152
Email: kunenenl3@ukzn.ac.za



Founding Campuses:

-  Edgewood
-  Howard College
-  Medical School
-  Pietermaritzburg
-  Westville



This study has been ethically reviewed and approved by the UKZN Humanities and Social Sciences Research Ethics Committee (approval number_____).

In the event of any problems or concerns/questions you may contact the researcher on the details provided above or the UKZN Humanities & Social Sciences Research Ethics Committee, contact details as follows:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION

Research Office, Westville Campus
Govan Mbeki Building
Private Bag X 54001
Durban 4000 KwaZulu-Natal, SOUTH AFRICA
Tel: 27 31 2604557- Fax: 27 31 2604609
Email: HSSREC@ukzn.ac.za

Your participation in the study is voluntary and by participating, you are granting the researcher permission to use your responses. You may refuse to participate or withdraw from the study at any time with no negative consequence. There will be no monetary gain from participating in the study. Your anonymity will be maintained by the researcher and the School of Management, I.T. & Governance and your responses will not be used for any purposes outside of this study.

All data, both electronic and hard copy, will be securely stored during the study and archived for 5 years. After this time, all data will be destroyed.

If you have any questions or concerns about participating in the study, please contact me or my research supervisor at the numbers listed above.

Sincerely



Lindiwe Nqobile Kunene

School of Management, Information & Governance

Lindiwe (Mabindi) Kunene
Entrepreneurship & Management
Postal Address: Private Bag X54001,
Durban, 4000, South Africa
Telephone: +27 (0) 31 260 7152
Email: kunene13@ukzn.ac.za



Founding Campuses:

-  Edgewood
-  Howard College
-  Medical School
-  Pietermaritzburg
-  Westville



UNIVERSITY OF
KWAZULU-NATAL
INYUVESI
YAKWAZULU-NATALI

Additional consent, _____ where applicable

I hereby provide consent to:

Audio-record my interview YES / NO

Signature of Participant

Date

Signature of Witness
(Where applicable)

Date

Signature of Translator
(Where applicable)

Date

School of Management, Information &
Governance
Lindiwe (Malindi) Kunene
Entrepreneurship & Management
Postal Address: Private Bag X64001,
Durban, 4000, South Africa
Telephone: +27 (0) 31 260 7152
Email: kunene3@ukzn.ac.za



Founding Campuses:

-  Edgewood
-  Howard College
-  Medical School
-  Pietermaritzburg
-  Westville

APPENDIX IV-Interview Schedule

Interview Schedule

A: Demographics

1. Number of Employees

0-2	3-20	21-50	51 –more
-----	------	-------	----------

2. Turnover

R0-R9,999.99	R10,000.00-R49,999.99	R50,000.00-R149,000.00
R150,000.00-R299,999.99	R300,000.00-R1,499,999.99	R1,500,000.00-R9,999,999.99
R10,000,000-R20,000,000.00		

3. Number of Years Trading

0-1	2-3	4-5	6-more
-----	-----	-----	--------

4. Gender

Male	Female
------	--------

5. Level of Education

No education	High School	Undergraduate	Postgraduate
--------------	-------------	---------------	--------------

6. Marketing and Branding Education

Undergraduate	Postgraduate	Certificate
---------------	--------------	-------------

B: Brand Naming Process

1. Which is more important when considering a brand name? Arrange according to importance.

1. *Brand Objective*
2. *Creating new brand names*
3. *Branding Criteria*
4. *Evaluating a brand*
5. *Choice of final brand*
6. *Researching consumer preferences*
7. *Conducting trademark searches*
8. *Selecting a name*
9. *Trademark registration*

2. Which is not important when considering a brand name? Arrange according to importance.

1. *Brand Objective*
2. *Creating new brand names*
3. *Branding Criteria*
4. *Evaluating a brand*
5. *Choice of final brand*
6. *Researching consumer preferences*
7. *Conducting trademark searches*
8. *Selecting a name*

9. *Trademark registration*

C: Brand naming strategy. Please elaborate on each of these questions

1. Was your brand name semantical based?
2. Were you guided by the need to create a fictitious words?
3. Were you guided by the need to establish a Novel word?
4. Were you guided by the need to differentiate?
5. Were you guided by the need to establish a stand alone image?

D: Brand-linguistics. Please elaborate on each of these questions

1. Was sound important?
2. Was ease of pronunciation important?
3. Did you consider the link between sound and ideographics?
4. Do you use (or not) use alphanumeric and why?
5. Do you use the letters b,c,d,g,k,p,q,t anywhere in your brand name and why?

E: Socio-Economics. Please elaborate on each of these questions

2. Were you influenced by plosives in brand naming?
3. Where did you find the name?
4. Is there a family link to the name? If yes what is it and why is it important?
5. Have you studied the science of branding or anyone else who was part of the naming process?
6. Do you have previous branding experience?

APPENDIX V-Interview Transcript

Interview Schedule

Respondent One: Personal Care Cosmetics

King Cetshwayo/uThungulu District

Date: 16 November 2019

A: Demographics

- Researcher How long has the business been around?
- Respondent I registered the business in 2017, but I only started really selling in 2018, but my branding and admin I did back in 2017.
- Researcher What would you say is your annual turnover?
- Respondent I would say I fall between R10,000.00 and R49,999.00 annual turnover bracket
- Researcher How many employees do you have
- Respondent It is just me employed in the business, obviously female
- Researcher What is your formal qualification?
- Respondent I have a hospitality diploma, actually that is my profession. This here was all self taught
- Researcher But I am assuming there is some relationship, in terms of the chemistry you learn in hospitality and the chemistry you apply here?
- Respondent No necessary I was on the management front office training not the cooking
- Researcher Where did you then get the background for this
- Respondent Like I mentioned earlier it was all self-taught and I conducted my own research, I accessed the internet and other sources. Basically all these are self-taught. My inspiration towards my products was inspired by Dad who was diagnosed with cancer. In my research I was able to find inspiration for my products.”
- Researcher Do you have marketing and/or branding training of any kind?

- Respondent Not at all...well not, not at all cause again, when I did hospitality they used to give us like training and take us to conferences on how to sell the hotel.
- Researcher So you has some form of marketing training within your diploma qualification
- Respondent Sort of, but not specifically in this but hey, selling is selling

B: Brand Naming Process

- Researcher So I have these nine steps, of these steps you are going to find some of them to be useful, others more important than others to you and how you chose your brand name. I need you to rearrange them. They are based on how brands are chosen in the western culture:

1. *Brand Objective*
2. *Creating new brand names*
3. *Branding Criteria*
4. *Evaluating a brand*
5. *Choice of final brand*
6. *Researching consumer preferences*
7. *Conducting trademark searches*
8. *Selecting a name*
9. *Trademark registration*

The reason I have explained these to you is to rule out a situation where you probably did the step but just didn't what it means

- Respondent I really didn't know this, it is so interesting

1. Creating new brand names, was first in my mind. I had two names that I had in mind. The first one was my name and the other was the use of what I hoped to achieve. When I researched the meaning of paradigm it confirmed the appropriateness of the use of indigenous products. I still plan on going back to my name and maybe creating one of my ranges

using my name. I once approached SEDA for assistance and business advise when I was starting and interestingly the person I spoke to said I will find it very difficult to find assistance with an English word, I just won't qualify for BBEE contracting. I did not take their advise.

2. *Brand Objectives* was the positioning indigenous products to fight disease and improve lifestyle. meaning I had which was the creation meaning of what I wanted

3. *Branding Criteria*, it was the meaning of the word that confirmed that I should use this as my brand name.

4. *Evaluating a brand was easy*, it was constantly going to be sifted for appropriateness through my Dads illness.

5. *Choice of final brand* I was then confident after evaluating it that it was appropriate for what I was doing.

6. *Selecting the name and* placing it on CIPC and praying it was available

7. *Conducting Trademark searches* was automatically done for me on the CIPC system

8. *Trademark registration* then happened

Researcher Which step from the original list I presented to you was not important nor used as a brand naming step?

Respondent It would have to be Consumer Preference Research. I did not do that. I still really didn't know who my market would really be. When you are starting you really don't know who your market is, exhaustively. Who knew my biggest market would be white Afrikaner women, mostly in the South Coast.

C: Brand naming strategy. Please elaborate on each of these questions

Researcher Was your brand semantically based? Driven by meaning
Respondent No, well I didn't think so until now, because it is actually attached to the reason and definition inspired by my Dads story and those in similar life threatening conditions.

Researcher Did you make up words to build a brand name
Respondent No I did not.

Researcher Were you guided by the need to create a name that was new
Respondent Definitely, I wanted to come up with something new and different in the beauty, personal care industry.

Researcher Did you want to have a complete stand alone name?

Respondent Not really, again the word paradigm is a common word, but not necessarily used in the personal care space.

D: Brand-linguistics. Please elaborate on each of these questions

Researcher Was sound important when you were making a decision about the brand name

Respondent No

Researcher Was the ease of pronunciation something that was important to you?

Respondent Not really, even now people don't really pronounce it well

Researcher Do you find this affects your product sales

Respondent Not really, the struggle with pronunciation has not been

Researcher Your brand is a combination of graphics and words. Was it important for you to have a link between the sound of the name and the image used for the brand the tree.

Respondent No, not really, it was more behind the, the image was behind the actual products because I use herbs. I didn't even think sound mattered.

Researcher Did you use alphanumeric in the final brand name.

Respondent No

Researcher explains what plosives are before asking questions

Researcher Did you use any plosives?

Respondent No,

Researcher Did you know that plosives use is linked to profitability

Respondent No, had absolutely no idea, this is the first time I am hearing this.

Researcher Now that you know them, lets identify which letters are plosives.

Respondent That is easy, that would be 'd,g,p'

E: Socio-Economics. Please elaborate on each of these questions

Researcher Have you studied the science of branding, has anyone close to you studied it?

Researcher No

Respondent Did you do branding when you studied, on hospitality

Researcher No, not that much, actually I don't remember it

Respondent Did you hire a company to assist you with branding,

Researcher Yes the guys at the internet café helped me with developing the image of the brand and they help me with generating the brand tags

Respondent Is there a family link to the name

Researcher My father's illness is definitely the family link to my brand. But it was the need to be more environmentally friendly that drove me

Respondent Where did you find the name?

Researcher I have always known it because you would go for training programmes they always tell us about having paradigm shift.

Interview Schedule
Respondent Two: Food Baked
eThekwini District
Date: 20 November 2019

A: Demographics

- Researcher How long has the business been around?
- Respondent We started end of 2014, so we have been around for 5 years. When we started we were not a registered company just making small batches of 24 doughnuts every
- Researcher What would you say is your annual turnover?
- Respondent Our turnover is just over
- Researcher How many employees do you have
- Respondent We have 27 including drivers
- Researcher What is your formal qualification?
- Respondent Has a Bachelor of arts qualification
- Researcher Do you have any specific marketing education?
- Respondent No, what I know is all self-taught. Learnt from personal research and online research, there is so much information.
- Researcher Do you have marketing and/or branding training of any kind?
- Respondent No
- Researcher Do you have previous experience?
- Respondent I have had beauty salon, a colon hydrochloric business amongst many others.

B: Brand Naming Process

Respondent Oh really...

Researcher So I have these nine steps, of these steps you are going to find some of them to be useful, others more important than others to you and how you chose your brand name. I need you to rearrange them. They are based on how brands are chosen in the western culture:

1. *Brand Objective*
2. *Creating new brand names*
3. *Branding Criteria*
4. *Evaluating a brand*
5. *Choice of final brand*
6. *Researching consumer preferences*
7. *Conducting trademark searches*
8. *Selecting a name*
9. *Trademark registration*

The reason I have explained these to you is to rule out a situation where you probably did the step but just didn't what it means

Respondent

1. *Creating News Brand Names* I knew that doughnuts was going to work because there wasn't anything around that was gourmet doughnut company in the country. Dunken Donuts was not around, Just Donuts were kind of crumbling, and they didn't have any identity. Whenever I went overseas, the first place I would go to was Dunken Donuts and Crispy Crème. When I was talking to a friend about it and she said they were interested in starting a doughnut company, I was like why aren't you doing it, and she said they have gone for another business. This this was just bugging me for so long and I said, you know what let me just ask her if it's okay if I just run with this and see where it goes, and she said no go on ahead. So that is where the initial conversation came from. I was like this door is wide open. Because I had, had so many other businesses I had already collected experience. I knew it was going to work. Previously I had started before, I had put the cart before the horse. I had made the assumption that everybody is going to love this. I just need a loan, I am going to open the shop and everyone is going to pile in, which didn't happen. With this one I was very practical.

2. *Selecting a Brand Names* I took my last R5000 I and in my account, I used it to design my first logo cheaply.

3. *Researching Consumer Preference* I set out to test the market very practically soon after that. I started having ideas on how I would market these doughnuts. I set about testing the market very practically to see who was there. What came into my mind was ‘have a wicked day’ here is a free box of doughnuts if you like them order them. I also learnt about how I would make it work. Drew from whatsapp. The idea was to be a donut that would not be lost in the shop, and I wanted to go with my own identity. Coffee shops did not go with this idea.

4. *Conducting Trademark search* I registered with CIPRO at the times before it was CIPC, and the name was available

5. *Trademark Registration* I was then able to register the company

The name, logo and how we were going to market took precedent to opening. A strong online presence was what turned around the potential.

It is kind of naughty and fun, at the time it therefore worked

Researcher Which step from the original list I presented to you was not important nor used as a brand naming step?

Respondent Brand Objectives
Evaluating brand criteria
Evaluating
Choice of final brand

C: Brand naming strategy. Please elaborate on each of these questions

Researcher Was your brand semantically based?

Respondent The meaning had to carry being fun and catchy

Researcher Did you make up words to build a brand name

Respondent No

Researcher Were you guided by the need to create a name that was new

Respondent No

Researcher Did you want to have a complete stand-alone name?

Respondent It needed to be something easy to recognize, something fun as a brand. Had to be something catchy. These donuts could be described as sinfully delicious from a slang definition of ‘wicked’ which was popular at the time when I started.

D: Brand-linguistics. Please elaborate on each of these questions

Researcher Was sound important when you were making a decision about the brand name
Respondent Yes,
Researcher Was the ease of pronunciation something that was important to you?
Respondent I will be honest, I didn't even think about that
Researcher Do you find this affects your product sales
Respondent I don't know
Researcher Your brand is a combination of graphics and words. Was it important for you to have a link between the sound of the name and the image used
Respondent I struggled to find a link between a logo and the word. I ended up buying it online. The agencies kept on getting the idea wrong wanting to add a devil relationship. I found it using logo made and graphics river, where you can get exclusive logos. So no there was no link.
Researcher Did you use alphanumeric in the final brand name.
Respondent No

Researcher explains what plosives are before asking questions

Researcher Did you use any plosives?
Respondent Yes and No, I knew there were words that are possibly more catchy than others
Researcher Did you know that plosives use is linked to profitability
Respondent No
Researcher Now that you know them, let's identify which letters are plosives.
Respondent c,d,k, Some clients also interchange the d as a t

E: Socio-Economics. Please elaborate on each of these questions

Researcher Have you studied the science of branding, has anyone close to you studied it?
Respondent No
Researcher Did you do branding when you studied.
Respondent No
Researcher Did you hire a company to assist you with branding?
Respondent Yes I did, but they took my instructions on the work to do
Researcher Is there a family link to the name?
Respondent No because I think I am a very creative person. That is probably why I have been successful in putting it together myself because the one person who is actually in graphic designing who I was throwing around ideas with in the beginning, I didn't use any of her ideas in the end. I had a very specific theme I was going with and she was unable to use it.
Researcher Where did you find the name?
Respondent Answered already.

Interview Schedule
Respondent Three: Hygiene-Cleaning
eThekwini District
Date: 20 November 2019

A: Demographics

- Researcher Welcome and explained the research
- Respondent The actually product that we do, the branding side of it, on the hygiene side, which is cleaning detergents within the household. I come from a marketing background and I chose to use social media and we do deliveries.
- Researcher Number of employees
- Respondent Currently we have 18.
- Researcher This includes people in the factory or...everyone
- Respondent Yes, 18 remember, within Azande group we have landscaping and we have hygiene.
- Researcher So now what is the hygiene side number which we are researching
- Respondent We have four guys.
- Researcher What is your turnover for the Azande Hygiene
- Respondent Let's say below R10,000.00
- Researcher Number of years in operation
- Respondent It has been over one year going for two years
- Researcher What is your level of education
- Respondent Post graduate level, I have a BA degree in International Finance, I have post graduate in property development, I have a PDP, and then the last one is an MDP (Management Development Programme) with Stellenbosch.
- Researcher Do you have any specific Marketing qualification

- Respondent I have a major in marketing in my undergraduate and I did it in my postgraduate study.
- Researcher So you has some form of branding training within your diploma qualification
- Respondent Sort of, but not specifically in this but hey, selling is selling. We covered brand strategy in undergraduate study and didn't cover any brand naming theory in both my undergrad and postgraduate study.

B: Brand Naming Process

- Respondent Interesting
- Researcher So I have these nine steps, of these steps you are going to find some of them to be useful, others more important than others to you and how you chose your brand name. I need you to rearrange them. They are based on how brands are chosen in the western culture:
1. *Brand Objective*
 2. *Creating new brand names*
 3. *Branding Criteria*
 4. *Evaluating a brand*
 5. *Choice of final brand*
 6. *Researching consumer preferences*
 7. *Conducting trademark searches*
 8. *Selecting a name*
 9. *Trademark registration*
- The reason I have explained these to you is to rule out a situation where you probably did the step but just didn't what it means*
- Respondent 1. *Brand Objectives*. I followed my brand objective, which is wanting to build a group of companies and I want to compete with Bidvest. So everything I build is going to be Azande this and Azande that. The meaning was to create wealth as per the name with the word, Azande. The

name was significant within the family abundance of wealth for the family.

2. *Brand Criteria* It was important that the brand I chose spoke to black people. Not because they are the target market but because 90% of everything in this economy is for black people. Everything you do in this country and economy is driven by black people. If I target black people only, I am fine. When you do shopping centre development in rural areas you are serving black people. If I want numbers and volumes the target has to be black.

3. Trademark registration was a process that took place and rather a decision to piggy bag on the existing, registered brand. Had it not been there I would have followed this step.

Researcher Which step from the original list I presented to you was not important nor used as a brand naming step?

Respondent Creating new brand names
Evaluating a brand
Choice of final brand
Researching consumer preferences
Conducting trademark searches
Selecting a name

C: Brand naming strategy. Please elaborate on each of these questions

Researcher Was your brand semantically based? Driven by meaning

Respondent The significance of the name Azande was what was important. It was the significance of the meaning of the name that was important. All black people regardless of their groupings

Researcher Did you make up words to build a brand name

Respondent I didn't use a new made up made

Researcher Were you guided by the need to create a name that was new?

Respondent No

Researcher Did you want to have a complete standalone name?

Respondent Not really. The differentiation did come through by aligning with the meaning of my values. So it was not in the word being different but rather in the meaning.

D: Brand-linguistics. Please elaborate on each of these questions

Researcher Was sound important when you were making a decision about the brand name

Respondent No it was not

Researcher Was the ease of pronunciation something that was important to you?

Respondent It was important, to make it short but meaningful. Long words were not an option.

Researcher Why didn't you want it to be long

It must be at the tip of your tongue, when someone says Azande right away you pick up what they are saying, easy to pronounce and easy to remember.

Researcher Was the link between graphic and words

Respondent We have a word Azande and the graphics the logo is that of Lilly. I had the name but not the image, when I got home there was a little Lilly blooming. That Lilly seedling I had taken from my grandmother's home, it was an immediate link connecting to the name and graphic designers had failed to really get my vision.

Researcher Did you use alphanumeric in the final brand name.

Respondent No

Researcher explains what plosives are before asking questions

Researcher Did you use any plosives?

Respondent No,

Researcher Did you know that plosives use is linked to profitability

Respondent No, had no idea.

Researcher Now that you know them, let's identify which letters are plosives.

Respondent That would be 'd'

E: Socio-Economics. Please elaborate on each of these questions

Researcher Have you studied the science of branding, has anyone close to you studied it?

Researcher As part of my studies as said earlier

Respondent Did you hire a company to assist you with branding?

Researcher Yes I did, get a graphic designer for the logo and not the brand name they were unable to translate my vision.

Respondent Is there a family link to the name

Researcher There is a legacy creation as previously said, for my family and black people as a whole the creation of wealth and abundance in my family over generations

Researcher Where did you find the name?

Respondent Family name, It was my daughter's name.

Interview Schedule

Respondent Four: Personal Care-Hair

uMgungundlovu District

Date: 21 November 2019

A: Demographics

- Researcher *Welcome and explained the research*
- Respondent We have arrange of products we have cleaning products and detergents. We have not started. We are currently selling hair products mostly in our salon. That is the business I am working with. I have a lady in Johannesburg who also selling the products in JHB for Afro hair. It is mostly for Afro hair and then the oils are also for protection against heat
- Researcher How many years have you been in businesses?
- Respondent I started realising at school that I don't have cash, my friend said because you know how to cut hair, why don't you start cutting hair. I realised that I was good in doing hair. I started attending workshops on hair and the scalp. There were companies like Sunsilk and Revlon and they used to offer certificates. I later afterwards I started working as a hairstyles. I worked in the salon when I arrived in PMB and worked there for three years. After three years I then bought the salon. The salon I bought was called ultimate styles. So I thought it would work if I kept the name to attract the people who were previous salon patrons.
- To answer your question pertaining to my hair products I have had the hair products for 10 years.
- Researcher How many employees do you have, including yourself?
- Respondent Four
- Researcher What is you turnover
- Respondent R50,000-R149,00 Per Annum
- Researcher What is your level of education

Respondent I went up to Grade 12 in formal education then I did short courses i.e Revlon, sunsilk etc

Researcher Have you ever studied specific course on branding?

Respondent Yes I did one through SEDA. I did short courses on branding under marketing through government and private sector programs I was part of.

B: Brand Naming Process

Researcher So I have these nine steps, of these steps you are going to find some of them to be useful, others more important than others to you and how you chose your brand name. I need you to rearrange them. They are based on how brands are chosen in the western culture:

1. *Brand Objective*
2. *Creating new brand names*
3. *Branding Criteria*
4. *Evaluating a brand*
5. *Choice of final brand*
6. *Researching consumer preferences*
7. *Conducting trademark searches*
8. *Selecting a name*
9. *Trademark registration*

The reason I have explained these to you is to rule out a situation where you probably did the step but just didn't what it means

Respondent I really didn't know there were steps (In brand naming)

1. *Creating other Names*, there were other names, I had created 6 names, this one was on top of my list though.
2. *Evaluated the brand* I evaluated the 6 brands against the need to keep previous consumers
3. *Branding criteria* I then came up with the need to include the quality offering as a criteria

4. *Researching consumer preferences* considering the existing consumers with the previous owner.

5. *Trademarks* Search the CIPRO system which is now CIPC did a search for me

6. *Choice of final brand* based on what in my mind I thought represented what my consumers wanted

7. *Selection of a name*

8. *Registration*

Researcher Which step from the original list I presented to you was not important nor used as a brand naming step?

Respondent Brand Objectives

C: Brand naming strategy. Please elaborate on each of these questions

Researcher Was your brand semantically based? Driven by meaning

Respondent In my mind I wanted to keep consumers, I wanted a good name, a name that would not be inferior and wanted people to think class. So words like ultimate, I wanted that name but I could not continue with under my new ownership. But by creating the name *ulti-care* there is no meaning to the actual made up word but in my mind it was related to ultimate care of hair. I could not registering as it was possibly no longer available

Researcher Did you make up words to build a brand name

Respondent Yes I did, I combined *Ultimate* and *care* to create a new word

Researcher Were you guided by the need to create a name that was new?

Respondent Not so much a drive to create a new name however the meaning I was looking for drove me to create such a name.

Researcher Did you want to have a complete standalone name and the need to differentiate?

Respondent Yes, there was nothing similar to it, It was important to be different from competitors. I wanted my quality to also be relatable. But I have noticed along the timeline of people use the name, hence it was important to have the name registered with a trademark.

D: Brand-linguistics. Please elaborate on each of these questions

Researcher Was sound important when you were making a decision about the brand name

Respondent Yes it was, the sound had to be easy.

Researcher Was the ease of pronunciation something that was important to you?

Respondent I wanted something that was easy on tongue, something easy, that is not difficult to pronounce, I wanted the name to be familiar, closer to what they know.

Researcher Was the link between graphic and words

Respondent No

Researcher Did you use alphanumeric in the final brand name.

Respondent No

Researcher explains what plosives are before asking questions

Researcher Did you use any plosives?

Respondent No,

Researcher Did you know that plosives use is linked to profitability

Respondent No

Researcher Now that you know them, let's identify which letters are plosives.

Respondent That would be 'c'

E: Socio-Economics. Please elaborate on each of these questions

Researcher Have you studied the science of branding, has anyone close to you studied it?

Researcher As part of my studies as said earlier, I must say in the course I did, that I mentioned earlier I did not do any of the things about branding that we have spoken about in this interview.

Respondent Did you hire a company to assist you with branding?
Researcher No
Respondent Is there a family link to the name
Researcher No
Researcher Where did you find the name?
Respondent Previous owner and the perception of the brand I wanted to build.

Interview Schedule
Respondent Five: Food-Frozen
UGU District
Date: 09 December 2019

A: Demographics

- Researcher *Welcome and explained the research*
- Respondent I make frozen ready to heat and eat dishes. The base starch is amadumbe (Taro root/ Cocoyam) and the other is potatoes. These come in different flavours. This is not my first business. But this is my first business in food. Previously I have done construction and mostly did tenders. What I wanted to do before food was to get into bamboo business, and do farming, laboratory testing, but it was too difficult.
- Researcher How many years have you been in businesses?
- Respondent We started trading 18months ago, officially.
- Researcher How many employees do you have, including yourself?
- Respondent I have employed four people, but mostly the three are part time because we do not process everyday because of the facility.
- Researcher What is you turnover
- Respondent It is between R50,000.00 and R149,000.00. It would be higher because I do not have transport to increase my sales and not all my certification. My target is retailing mostly but I can't make the deliveries.
- Researcher What is your level of education
- Respondent I have a diploma in project management and a diploma in business management.
- I also studied music, I play the violin and I play the saxophone but I dropped out. I also did construction management and also didn't finish it.
- Researcher Do you think these have been helpful in business?
- Respondent Very much so, the two business courses have been helpful in my business as they have taught me to see gaps where others would not. I am selling time, that is my gap. So now as you see the product I am doing is saving

time. I am selling time through a meal, you just pull it from the freezer and you microwave. That is how the business came about because I thought of a person. It started looking at a woman coming back from work tired, but the whole family is looking to her she needs to clean, she needs to cook, she needs to do everything in the house. So I thought why don't I take the potato, pack it up and help her out.

B: Brand Naming Process

Researcher So I have these nine steps, of these steps you are going to find some of them to be useful, others more important than others to you and how you chose your brand name. I need you to rearrange them. They are based on how brands are chosen in the western culture:

1. *Brand Objective*
2. *Creating new brand names*
3. *Branding Criteria*
4. *Evaluating a brand*
5. *Choice of final brand*
6. *Researching consumer preferences*
7. *Conducting trademark searches*
8. *Selecting a name*
9. *Trademark registration*

The reason I have explained these to you is to rule out a situation where you probably did the step but just didn't what it means

Respondent

1. *Brand Criteria* I wanted something that would transfer to other languages easily
2. *Creating New brand name* Originally I had one other name
3. *Evaluating a brand name* The other name I had in time I did not choose as I felt it did not relate to food and felt it was more for clothes or fragrance.
4. *Choice of final brand*
5. *Selecting brand name*

6. Trademark Registration

- Researcher Which step from the original list I presented to you was not important nor used as a brand naming step?
- Respondent Brand Objectives
Researching Consumer Preferences
Trademark Search

C: Brand naming strategy. Please elaborate on each of these questions

- Researcher Was your brand semantically based? Driven by meaning
- Respondent Not really, I wanted something that will maintain my legacy my name.
- Researcher Did you make up words to build a brand name
- Respondent Yes I did Nelly my name, South Africa and Mkhize my surname.
- Researcher Were you guided by the need to create a fictitious name that was new?
- Respondent I wanted it that way. I came up with it when I mixed my surname and name and in between there is South Africa, the ZA it signifies that I am from South Africa. I am going to be trading outside South Africa in the future. SO it is my name, country and surname that make up the brand name I use.
- Interestingly my first company was Lanley, I simply juggled my names. My second business I simply used my first name. So I have always used my name in brand name and in creating brand names for my businesses.
- I remember a suggestion when I went to the SEDA offices saying I will be better positioned with an African sounding name, I just ignored this call.
- Researcher Did you want to have a complete standalone name and the need to differentiate?
- Respondent I wanted something different in a name, something that is new fresh because I was bringing new innovation, we all know that with this food I am adding value to indigenous.
- So I wanted the name to stand out

D: Brand-linguistics. Please elaborate on each of these questions

Researcher Was sound important when you were making a decision about the brand name

Respondent No

Researcher Was the ease of pronunciation something that was important to you?

Respondent I didn't consider this. However the difficulty of the name to me translated to people remembering it. It built a relationship with consumers because if I am in front of you and you struggle with it I can go into the history of the name. So it was about creating a fictitious name to create conversation

Researcher Was the link between graphic and words

Respondent No

Researcher Did you use alphanumeric in the final brand name.

Respondent No

Researcher explains what plosives are before asking questions

Researcher Did you use any plosives?

Respondent No

Researcher Did you know that plosives use is linked to profitability

Respondent No

Researcher Now that you know them, let's identify which letters are plosives.

Respondent That would be 'k'

E: Socio-Economics. Please elaborate on each of these questions

Researcher Have you studied the science of branding, has anyone close to you studied it?

Researcher I didn't study marketing specifically as a course, but my friend would share her books and I was self-taught. This landed me working at Standard Bank in marketing, The time when the internet banking and cell phone banking was introduced by us.

Respondent Did you hire a company to assist you with branding?

Researcher No and yes, but the department of agriculture helped me with the nutrition part of the business.

I gave the guy in an internet café close to me the job to create the logo, and the person I hired who is muslim, came up with a logo that was more Islamic hence an interest and growth of the muslim market for my products.

Respondent Is there a family link to the name

Researcher No

Researcher Where did you find the name?

Respondent Previous owner and the perception of the brand I wanted to build.

Interview Schedule
Respondent Six: Food-Baked
Harry Gwala District
Date: 10 December 2019

A: Demographics

- Researcher *Welcome and explained the research*
- Respondent We sell cakes, in order and we also have someone who sells for us in Mzimkhulu town. We make queen cakes, cakes and scones. We don't package in any special
- Researcher How many years have you been in businesses?
- Respondent We have been in operation for three years with my business partner.
- Researcher How many employees do you have, including yourself?
- Respondent We have two people who bake, and two people, and one driver who makes deliveries if and when he has to deliver. We have five in total.
- Researcher What is your turnover
- Respondent We do not do financials but I think what we make as a turnover is between R50,000.00-R149,000.00 ngonyaka. (per year)
- Researcher What is your level of education
- Respondent We both have tertiary education qualification, I studied public admin degree.
- We recently attended a SEDA course on marketing, which included a bit of branding.

B: Brand Naming Process

- Researcher So I have these nine steps, of these steps you are going to find some of them to be useful, others more important than others to you and how you chose your brand name. I need you to rearrange them. They are based on how brands are chosen in the western culture:

1. *Brand Objective*
2. *Creating new brand names*
3. *Branding Criteria*
4. *Evaluating a brand*
5. *Choice of final brand*
6. *Researching consumer preferences*
7. *Conducting trademark searches*
8. *Selecting a name*
9. *Trademark registration*

The reason I have explained these to you is to rule out a situation where you probably did the step but just didn't what it means

- Respondent
1. *Creating New Brand Names* We created a number of different names
 2. *Conducting trademark search* We put them into the CIPC system to search which one was already taken
 3. *Choice of brand* Ludonya came up as unused name at CIPC that we could choose
 4. *Selecting a brand name*
 5. *Trademark Registration*

Researcher Which step from the original list I presented to you was not important nor used as a brand naming step?

- Respondent
- Brand Objectives
 - Branding Criteria
 - Evaluating a brand
 - Researching consumer preference

C: Brand naming strategy. Please elaborate on each of these questions

Researcher Was your brand semantically based? Driven by meaning

Respondent The brand name is a clan name for the Shabalala surname. We wanted the name to be a legacy for the family. However we now realise that how the name may not be appropriate for what we are doing and considering changing the name to be more appropriate to our product offering. I think with a better name we could get further and have more sales.

Researcher Did you make up words to build a brand name

Respondent No

Researcher Were you guided by the need to create a fictitious name that was new?

Respondent No

Researcher Did you want to have a complete standalone name and achieve differentiate?

Respondent No, and it worries us as it doesn't stand out

D: Brand-linguistics. Please elaborate on each of these questions

Researcher Was sound important when you were making a decision about the brand name

Respondent No

Researcher Was the ease of pronunciation something that was important to you?

Respondent No

Researcher Was the link between graphic and words

Respondent No we do not have a logo

Researcher Did you use alphanumeric in the final brand name.

Respondent No

Researcher explains what plosives are before asking questions

Researcher Did you use any plosives?

Respondent No

Researcher Did you know that plosives use is linked to profitability

Respondent No

Researcher Now that you know them, let's identify which letters are plosives.

Respondent D

E: Socio-Economics. Please elaborate on each of these questions

Researcher Have you studied the science of branding, has anyone close to you studied it?

Researcher We covered a bit of branding and marketing in my degree qualification. The course I mentioned above did not add any of the things we have spoken about here

Respondent Did you hire a company to assist you with branding?

Researcher No

Respondent Is there a family link to the name

Researcher The name is a clan name.

Researcher Where did you find the name?

Respondent From the clan

Interview Schedule

Respondent Seven: Food-Baked

King Cetshwayo/uThungulu District

Date: 13 December 2019

A: Demographics

- Researcher *Welcome and explained the research*
- Respondent We sell agro processed superfoods that are GMO free. We are currently working from a processing space that is part of an incubator, as we do not have our own space.
- We use PEP stores to do our delivery. It is much cheaper than courier services under a group division called PEPco. The maximum price for delivery is R110. We are able to deliver countrywide. Only when we are sending large quantities do we use.
- Our target market is mostly Caucasians, they are very health conscious. The vision of the company differs, we need to decolonise the how we do business. This is regarded as a superfoods and cannot be afforded by black people. We want a future where it is available for everyone and have these superfoods grains available on food schemes as they are indigenous grains and they are very healthy.
- Researcher How many years have you been in businesses?
- Respondent We have been around since 2017. And have been around for almost three years
- Researcher How many employees do you have, including yourself?
- Respondent There is more than two of us. There is actually ten of us in total which included the three found directors. The employees are all labourers.
- Researcher What is you turnover
- Respondent R0-R9,999.00 from the beginning, each year, but I must say, I am not sure I must check it.
- Researcher What is your level of education

Respondent Only one of our directors has more than a high school education. One of the directors has a diploma in analytical chemistry.

Researchers What is your previous experience

Respondents We are all still involved with our farming businesses. I had experience in sales for 6 years.

B: Brand Naming Process

Researcher So I have these nine steps, of these steps you are going to find some of them to be useful, others more important than others to you and how you chose your brand name. I need you to rearrange them. They are based on how brands are chosen in the western culture:

1. *Brand Objective*
2. *Creating new brand names*
3. *Branding Criteria*
4. *Evaluating a brand*
5. *Choice of final brand*
6. *Researching consumer preferences*
7. *Conducting trademark searches*
8. *Selecting a name*
9. *Trademark registration*

The reason I have explained these to you is to rule out a situation where you probably did the step but just didn't what it means

Respondent *1. Creating a New Brand Name* So what happened was that we had three names as we had three different small farming businesses. My colleagues had their own small scaling farming businesses names after their first names and I had one called Mindbrain. We then joint forces. Upon joining forces we needed to choose a name.

2. Evaluating the Brand The name chosen would be based on the fact that at the end of the day we are what we eat. And our brains cells and I.Q are determined by the food that we eat. So to evaluate the most appropriate

name was based on human body health. We then added 717 at the end stands for the vision of creating R717million

3. Choice of final Brand

4. Selecting a name

5. Trademark Registration So because the name was already registered, the only process in registration was to amend the existing registration details.

Researcher Which step from the original list I presented to you was not important nor used as a brand naming step?

Respondent Brand Objectives
Branding Criteria
Researching Consumer Preferences

C: Brand naming strategy. Please elaborate on each of these questions

Researcher Was your brand semantically based? Driven by meaning

Respondent We have created the word based on the philosophy by Napoleon think and grow rich by differentiating the mind and the brain.

Researcher Did you make up words to build a brand name

Respondent No we combined existing words in an unusual way.

Researcher Were you guided by the need to create a fictitious name that was new?

Respondent Due to the meaning we wanted the creation of a new word was inevitable.

Researcher Did you want to have a complete standalone name and the need to differentiate?

Respondent This name worked well, as it was able to stand alone and be different.

Researcher Would you say the name is novel

Respondent Kind of, it is familiar words used differently. Some people would think it is an IT company or a motivational speaking brand of some sorts.

D: Brand-linguistics. Please elaborate on each of these questions

- Researcher Was sound important when you were making a decision about the brand name
- Respondent No, only meaning was. As long as they remembered 717 it was important. Maybe in the future we will call it MB717
- Researcher Was the ease of pronunciation something that was important to you?
- Respondent People are getting challenged when it comes to pronouncing. Most people silent the 'd' then the essence is lost.
- Researcher Was the link between graphic and words
- Respondent No
- Researcher Did you use alphanumeric in the final brand name.
- Respondent Yes we have, 717

Researcher explains what plosives are before asking questions

- Researcher Did you use any plosives?
- Respondent No
- Researcher Did you know that plosives use is linked to profitability
- Respondent No
- Researcher Now that you know them, let's identify which letters are plosives.
- Respondent d and b

E: Socio-Economics. Please elaborate on each of these questions

- Researcher Have you studied the science of branding, has anyone close to you studied it?
- Researcher No we haven't received any training on branding and marketing
- Respondent Did you hire a company to assist you with branding?
- Researcher No
- Respondent Is there a family link to the name
- Researcher No

Researcher Where did you find the name?

Respondent No

Researcher Did you have previous brand experience?

Respondent No

Interview Schedule
Respondent Eight: Personal Care-Hair
Amajuba District
Date: 13 December 2019

A: Demographics

- Researcher *Welcome and explained the research*
- Respondent I sell products for hair and face products. The main ingredient in these products is cannibas oil. For hair it is put on the scalp which is the one that sells the most.
- Researcher How many years have you been in businesses?
- Respondent We have been registered under global trend, more than three years. We are however trading as Grow A Fro which started in 2018. We started testing for the product around April 2018.
- Researcher How many employees do you have, including yourself?
- Respondent We have nine people who work for us but I think it is more, there is three people who create and sell the oil. It almost works as a coop with members contributing to the organisation. It ranges between 9 and 20.
- Researcher What is you turnover
- Respondent R21,000-R41,000.00
- Researcher What is your level of education
- Respondent I have N5 civil engineering experience and a SEDA certificate on start-up and business planning which had a bit of marketing and branding
- Researchers What is your previous experience
- Respondents None

B: Brand Naming Process

- Researcher So I have these nine steps, of these steps you are going to find some of them to be useful, others more important than others to you and how you chose your brand name. I need you to rearrange them. They are based on how brands are chosen in the western culture:

1. *Brand Objective*

2. *Creating new brand names*
3. *Branding Criteria*
4. *Evaluating a brand*
5. *Choice of final brand*
6. *Researching consumer preferences*
7. *Conducting trademark searches*
8. *Selecting a name*
9. *Trademark registration*

The reason I have explained these to you is to rule out a situation where you probably did the step but just didn't what it means

- Respondent
1. *Brand Objectives* The name came from my girlfriend, this is her hair, and this is the African market I was going for. Everywhere she goes people are always saying your hair is beautiful.
 2. *Brand Criteria* African influence. My girlfriend suggested that I choose a name that was less western more African
 3. *Creating New Brand names* I had a number of different names in mind initially
 4. *Evaluating a Brand* I used this to evaluate the names that I had chosen
 5. *Researching Consumer Preference* I got ahead by figuring what the customer views were and the person who helped me as a prospective consumer was my girlfriends view.
 6. *Selecting a Brand name* She went with Grow A Fro and said she would trust the brand more for her Afro than the other names that I had
 7. *Choice of final* I have not registered the brand. Instead it falls under the parent company trading as Grow A Fro

Researcher Which step from the original list I presented to you was not important nor used as a brand naming step?

Respondent Conducting A trademark search
CIPC registration

C: Brand naming strategy. Please elaborate on each of these questions

Researcher Was your brand semantically based? Driven by meaning
Respondent Meaning was everything
Researcher Did you make up words to build a brand name
Respondent Not necessarily
Researcher Were you guided by the need to create a fictitious name that was new?
Respondent No
Researcher Did you want to have a complete standalone name and the need to differentiate?
Respondent It was trying to be different in the context of the African market. We realised that even the white brands dependent on the African markets. The product can be used by other races however, our target was the African market.
Researcher Would you say the name is novel
Respondent The common words are combined differently. This was very important because I have not seen cannabis being used as a hair oil, it is mostly used for health remedies. Wanted the name to be trendy appealing to the African market at the same time it had to be easy to remember

D: Brand-linguistics. Please elaborate on each of these questions

Researcher Was sound important when you were making a decision about the brand name
Respondent Very important
Researcher Was the ease of pronunciation something that was important to you?
Respondent We had to make it catchy, this was very important. The easiness of pronouncing was very important. I did not want people to struggle with it. The name chosen had to be able to transfer to everyone hence the English sounding words.
Researcher Was the link between graphic and words
Respondent The name and graphics had to go hand in hand. Even if you do not know how to pronounce the name the graphics give you an idea of what the product is
Researcher Did you use alphanumeric in the final brand name.
Respondent No

Researcher explains what plosives are before asking questions

Researcher Did you use any plosives?
Respondent No
Researcher Did you know that plosives use is linked to profitability
Respondent No
Researcher Now that you know them, let's identify which letters are plosives.
Respondent 'g'

E: Socio-Economics. Please elaborate on each of these questions

Researcher Have you studied the science of branding, has anyone close to you studied it?
Researcher All the marketing that I know is self-taught and it was not from the SEDA training that I received.
Respondent Did you hire a company to assist you with branding?
Researcher No
Respondent Is there a family link to the name
Researcher My family, who is my girlfriend played a very important role in the brand name choice
Researcher Where did you find the name?
Respondent Already explained
Researcher Did you have previous brand experience?
Respondent As already said, it is self-taught.

Interview Schedule
Respondent Nine: Food-Baked
Amajuba District
Date: 17 December 2019

A: Demographics

- Researcher *Welcome and explained the research*
- Respondent This product is a health remedy organic cannabis oils that can also be taken by children, they can be used externally and they can be ingested. They are used to heal the body, especially for cancer patients
- Researcher How many years have you been in businesses?
- Respondent How I started was because of my Dad, he was taking all these chemicals and they told me he was not going to survive. I started doing my research. 10 years later my father is still alive after using my oils. I think I then started the business three years ago.
- Researcher How many employees do you have, including yourself?
- Respondent Me alone, I pick up the cow dung to, farming, to extracting, to blending to bottling to branding and to sales, I do all of it. How I did my selling was first through the pharmacy and they all pushed me to get medical council approval. I then went to health shops. I started distributing to them. Then I had a cancer organisation in Durban that I started to supply to them.
- Researcher What is you turnover
- Respondent R10,000.00- R49,000.00 closer to R49,000.00 though
- Researcher What is your level of education
- Respondent Now, now the people that got involved in it, once the product gre, everyone started getting interested in it. I had a Masters, a guy that had a Masters in chemical engineering, he is a chemical engineer, he was involved in the process. Then there was a guy who was doing his PhD he was a chemist, then my cousin who helped me come up with a name.
- With me I have been to ML Sultan technical college, I studied electronic engineering. I didn't finish it. I worked with government.

I did a course with SEDA, it had a little bit of marketing, but it had very basic marketing. They were just introducing us to the marketing. I picked it up mostly when I worked for the bank, so I believe I am self-taught.

Researchers What is your previous experience

Respondents I worked with the I also worked for a month in brand South Africa and that taught me a lot for the short time I learnt there.

B: Brand Naming Process

Researcher So I have these nine steps, of these steps you are going to find some of them to be useful, others more important than others to you and how you chose your brand name. I need you to rearrange them. They are based on how brands are chosen in the western culture:

1. *Brand Objective*
2. *Creating new brand names*
3. *Branding Criteria*
4. *Evaluating a brand*
5. *Choice of final brand*
6. *Researching consumer preferences*
7. *Conducting trademark searches*
8. *Selecting a name*
9. *Trademark registration*

The reason I have explained these to you is to rule out a situation where you probably did the step but just didn't what it means

Respondent

1. *Creating a New Brand* I experimented I first used the parent company name, called it Galaxy Oils, for about a month in shops in Johannesburg. For about a month, even two months not one sold. Then I came back, because we had two options and I decided to try out the Cancure next.
2. *Researching Consumer Preferences* I tried the Cancure which was preferred by the consumer
3. *Brand Criteria* This made me look at the name from the perspective of ensuring that the name provided the client with immediate information of what the product does.

4. *Evaluating the brand* I used the above criteria
5. *Choice of final brand*
6. *Selecting a brand*
7. *Registration* Cancure is not registered, it is a trading name under my parent company Galaxy. It is therefore. I have done a search and there is no one using the name Cancure. I didn't want to separate the Galaxy as all my medical business history. I intend to register it as I already have used it with all my business

Researcher Which step from the original list I presented to you was not important nor used as a brand naming step?

Respondent Brand Objective
 Conducting trademark searches
 Trademark registration

C: Brand naming strategy. Please elaborate on each of these questions

Researcher Was your brand semantically based? Driven by meaning, The name was based on the combination of what the product can do and what it is made out of

Respondent Can meaning it can be beaten, then cure, see we are using pink over here, pink is also the colour for cancer, and this is a cure. 95% of cancer cases are cured with cannibas oil. The cure part came from the cancer. We took the first part of the cannibas. Its two things, one is can the other one is cannibas.

I am looking at not just the south African market, I am looking at the world market. This is a global name. I needed a name with a global understanding that would be recognised beyond South Africa.

Researcher Did you make up words to build a brand name

Respondent Yes

Researcher Were you guided by the need to create a fictitious name that was new?

Respondent No

Researcher Did you want to have a complete standalone name and the need to differentiate?

Respondent The meaning is different, I am saying it can cure at the same time it gives the mind the thought it is cancer healing stuff

Researcher Would you say the name is novel

Respondent

D: Brand-linguistics. Please elaborate on each of these questions

Researcher Was sound important when you were making a decision about the brand name

Respondent Yes it was, it had to be an easy sound
 Researcher Was the ease of pronunciation something that was important to you?
 Respondent Yes it was a very important, it had to be easy. Most of my customers know me by the brand name and not my name
 Researcher Was there a link between graphic and words
 Respondent Yes definitely, because the first batch with the galaxy name in a bottle, nobody bought it. When I put the name with the cannibas plant people of different languages even if they can't speak English they
 Researcher Did you use alphanumeric in the final brand name.
 Respondent No

Researcher explains what plosives are before asking questions

Researcher Did you use any plosives?
 Respondent No
 Researcher Did you know that plosives use is linked to profitability
 Respondent No
 Researcher Now that you know them, let's identify which letters are plosives.
 Respondent c and c

E: Socio-Economics. Please elaborate on each of these questions

Researcher Have you studied the science of branding, has anyone close to you studied it?
 Respondent No
 Researcher Did you hire a company to assist you with branding?
 Respondent No
 Researcher Is there a family link to the name
 Respondent My cousin is a chemist, she showed me the process for manufacturing, she was the brains behind it, and she helped me start it off and came up with the name can cure. She has been the brains on the process.
 Researcher Where did you find the name?
 Respondent No
 Researcher Did you have previous brand experience?
 Respondent No

Interview Schedule

Respondent Ten: Personal Care Cosmetics and Hair

eThekwini District

Date: 17 December 2019

A: Demographics

- Researcher Welcome and explained the research
- Respondent Get2Natural is a range of products that are natural for African natural hair and face. We have 17 products in total which is for hair and face
- Researcher How long has the business been around?
- Respondent We have been around for almost two years
- Researcher What would you say is your annual turnover?
- Respondent We make up R149,000.00 per annum
- Researcher How many employees do you have
- Respondent Two people work on the products and a volunteer chemistry major who is Consults for us
- Researcher What is your formal qualification?
- Respondent Both partners have post graduate qualifications. My partner did a biotechnology Master's degree and I did a National diploma in Management
- Researcher Do you have marketing and/or branding training of any kind?
- Respondent No
- Researcher So you have some form of marketing training within your diploma qualification
- Respondent No we did basic principles in marketing

B: Brand Naming Process

- Researcher So I have these nine steps, of these steps you are going to find some of them to be useful, others more important than others to you and how you

chose your brand name. I need you to rearrange them. They are based on how brands are chosen in the western culture:

1. *Brand Objective*
2. *Creating new brand names*
3. *Branding Criteria*
4. *Evaluating a brand*
5. *Choice of final brand*
6. *Researching consumer preferences*
7. *Conducting trademark searches*
8. *Selecting a name*
9. *Trademark registration*

The reason I have explained these to you is to rule out a situation where you probably did the step but just didn't what it means

- Respondent Wow, I didn't know this, it is quite interesting
1. Branding Objectives we had specific branding objectives. When we started we were looking at what the brand is about.
 2. Branding Criteria Our [business] objectives gave us an idea of criteria to use
 3. Creating a new names
 4. Evaluation based on what we thought our brand should be
 5. Trademark search
 6. Choice of final brand name
 7. Selecting brand name
 8. Registration with CIPRO and did a trademark registration.
- Researcher Which step from the original list I presented to you was not important nor used as a brand naming step?
- Respondent Consumer Preferences, we based our branding based on what we thought our brand should stand for.

C: Brand naming strategy. Please elaborate on each of these questions

Researcher Was your brand semantically based? Driven by meaning
Respondent For us when we chose the name Get2 natural, we felt that people will relate that it is natural product and it also speaks to natural hair product. Also knowing that there is a movement towards natural products gave the consumer peace of mind.

We know that there is a movement where it's been people changing and are moving away from unnatural synthetic products and we are saying get back to natural hair for black African
It was also important to create relationship with what the product does for one.

Researcher Did you make up words to build a brand name
Respondent Yes

Researcher Were you guided by the need to create a name that was new
Respondent No, but we ended up creating a fictitious word, combination of three words.

Researcher Did you want to have a complete stand-alone name? Differentiation
Respondent It was very important to come up with something that was completely new and different that will stand alone.

D: Brand-linguistics. Please elaborate on each of these questions

Researcher Was sound important when you were making a decision about the brand name

Respondent It was important, I like how it sounds for me it sounds perfect and I wanted my consumers to relate to that feeling

Researcher Was the ease of pronunciation something that was important to you?
Respondent It is not easy to pronounce and I have found it is difficult to remember We have found that clients remember the shortened version G2N so that is easy to remember though it was not a consideration at first.

Researcher Your brand is a combination of graphics and words.
Respondent No, not at all

Researcher Did you use alphanumeric in the final brand name.
Respondent We used number to make it easier to catch on rather than the word to. It is easy to catch on. If it was written out it would be hard to read out. The number acts as a word in this instance and it combines the two words.

Researcher explains what plosives are before asking questions

Researcher Did you use any plosives?

Respondent No,

Researcher Did you know that plosives use is linked to profitability

Respondent No.

Researcher Now that you know them, let's identify which letters are plosives.

Respondent Those would be 'g,t,t'

E: Socio-Economics. Please elaborate on each of these questions

Researcher	Have you studied the science of branding, has anyone close to you studied it?
Respondent	No I didn't even do branding it in my management studies for my undergrad.
Respondent	Did you hire a company to assist you with branding.
Researcher	No
Respondent	Is there a family link to the name
Researcher	No
Respondent	Where did you find the name?
Researcher	Relationship with what the product does for one.

APPENDIX VI-Primary Memo's

MEMO ONE V(1)

Date	: 16 November 2019
Respondent	: 1
Name of Business	: Paradigm Life
Business Type	: Organic Body Lotions (Personal Care Division)
Region in KZN	: Richards Bay; North-East of KZN

BACKGROUND

My inspiration towards my products was inspired by Dad who was diagnosed with cancer. In my research I was able to find inspiration for my products.

DEMOGRAPHICS

- Gender : Female owned business
- Qualification : Diploma in hospitality management
- Employees : 1
- Turnover : R50,000.00
- Trading years : 3 years
- Branding & Marketing training : Self-taught Branding and Marketing and Management
- Previous Branding Experience : No previous branding knowledge
- Previous Business Experience : Two unrelated businesses previously

NAMING PROCESS

1. Creating New brand Names
2. Brand Objectives
3. Brand Criteria
4. Evaluating the brand
5. Choice of brand
6. Selecting a brand name
7. Conducting trademark searches
8. Company registration with CIPC

NAMING STRATEGY

- Wanted a name that will communicated health
- Wanted a name that was going to be different
- Wanted a name that could stand apart
- Wanted to communicate a message relating to what the products did for one's body.

BRAND-LINGUISTICS

- No brand linguistics were taken into consideration, as they did not know there was a relationship to be found between language and branding
- No previous knowledge of plosives

- Plosives used 'd,g,p'

OTHER COMMENTS

- She was advised by the SEDA office that it will be ill advised not to use an African sounding name in the brand naming process as this will limit her chances of doing business in the future as BBBEE would work against her. She did not take the advice.
- Family health link
- Indigenous products with Caucasian market

MEMO TWO V(2)

Date : 20 November 2019
Respondent : 2
Name of Business : Wicked Donuts
Business Type : Doughnuts (Food)
Region in KZN : Durban; Central KZN

BACKGROUND

There was a gap for a South African donut brand

DEMOGRAPHICS

- Gender : Female owned business
- Qualification : Bachelor of Arts
- Employees : 27 employees including herself
- Turnover : R10 Million
- Trading years : 5 years
- Branding & Marketing training : Self-taught Branding and Marketing and Management
- Previous branding Experience : No previous branding knowledge
- Previous Business Experience : two unrelated businesses previously

NAMING PROCESS

For them only the following criteria were important for their brand naming process in this order:

1. Creating a new brand name
2. Selecting a brand name
3. Researching Consumer preferences
4. Trademark Search
5. Registration with CIPC

NAMING STRATEGY

- Easily recognisable
- Playful
- Fun catchy
- Wanted to stand out

BRAND-LINGUISTICS

- Sound was important
- No previous knowledge of plosives
- Plosives c,d,k

OTHER COMMENTS

- She has previous experience in starting up businesses, mostly in the hair salon and personal care service space
- Went with what was trendy at the time

- She worked closely with potential consumers in establishing the brand, samples would be sent out to potential consumers to sample
- Bought graphic art online
- Hired graphic designer (did not use their work)-disconnect

MEMO THREE (V3)

Date : 3 November 2019
Respondent : 3
Name of Business : Azande
Business Type : Cleaning (Household Cleaning)
Region in KZN : Durban; Central KZN

BACKGROUND

Black owned cleaning hygiene products for the black market

DEMOGRAPHICS

- Gender : Male owned business
- Qualification : BA degree in International Finance; Post Graduate in property development; PDP&MDP (Management Development Programme)
- Employees : 4 employees
- Turnover : R10 000
- Trading years : 2 years
- Branding & Marketing training : Studied marketing at undergraduate
- Previous branding Experience : Has previous branding knowledge
- Previous Business Experience : Family business and personal business

NAMING PROCESS

For them only the following criteria were important for their brand naming process in this order:

- 1 Brand objective
2. Brand Criteria

NAMING STRATEGY

- Build a brand that spoke to black people specifically in South Africa
- Achieving differentiation was important
- Ease of remembering

BRAND-LINGUISTICS

- Ease of pronunciation
- short name
- No previous knowledge of plosives
- plosives 'd'

OTHER COMMENTS

- To build a black owned conglomerate
- To add to family generational wealth, the name suggests this translating to abundance

- Named after his daughter
- Have a name that was aligned to family
- Graphic designer hired but used on vision in the end –disconnect

MEMO FOUR V(4)

Date : 21 November 2019
Respondent : 4
Name of Business : Ulti-Care
Business Type : Hair Products and cleaning products (Personal Care & cleaning)
Region in KZN : Durban; Central KZN

BACKGROUND

Protective hair products for African hair and hair weave extensions

DEMOGRAPHICS

- Gender : Male owned business
- Qualification : Short Courses in Hair Business
- Employees : 4 Employees
- Turnover : R50,000.00-R149,000.00
- Trading years : 10 years
- Branding & Marketing training : SEDA training in marketing
- Previous branding Experience : No
- Previous Business Experience : No

NAMING PROCESS

For them only the following criteria were important for their brand naming process in this order:

1. Create other names
2. Evaluating brand
3. Branding Criteria
4. Researching consumer Preference
5. Trademark search
6. Choice of final brand
7. Selection of brand name Registration

NAMING STRATEGY

- Something closely linked to the previous hair salon in the area
- Name close to what they know
- Product quality related
- Service quality related.
- Fictitious name
- Differentiation

BRAND-LINGUISTICS

- Ease of pronunciation
- Easy on the tongue
- No previous knowledge of plosives
- Plosives t and c

OTHER COMMENTS

- He owns the hair salon as well.

MEMO FIVE V(5)

Date	: 9 December 2019
Respondent	: 5
Name of Business	: Nelzamk
Business Type	: Frozen Ready to eat Vegetarian meals (Food)
Region in KZN	: South Coast of KZN

BACKGROUND

Frozen ready to eat food flavoured taro root (amadumbe) indigenous food and potato in different flavours.

DEMOGRAPHICS

- Gender : Female owned business
- Qualification : Diploma Project Management; Diploma Business Management
- Employees : 3 Employees
- Turnover : R50,000.00-R149,999.99
- Trading years : 3 years
- Branding & Marketing training : Self-taught Branding and Marketing and Management
- Previous Branding Experience : No
- Previous Business Experience : Construction

NAMING PROCESS

1. Brand Criteria
2. Evaluating the brand
3. Choice of final brand
4. Selecting a brand name
5. Registration of a trademark

NAMING STRATEGY

- Maintain my legacy my name.
- Used name, surname and geographic location
- Fictitious name
- Transferable

BRAND-LINGUISTICS

Difficult to pronounce made people inquisitive thus memorable she believed

Plosives unknown

Plosives 'k'

OTHER COMMENTS

- Indigenous products with Muslim and Indian market appeal

MEMO SIX V(6)

Date : 10 December 2019
Respondent : 6
Name of Business : Ludonya Trading
Business Type : Queen Cakes (Food)
Region in KZN : Umzimkhulu-South Coast of KZN-Harry Gwala District

BACKGROUND

Sell cakes and queen cakes at a retail point and on order

DEMOGRAPHICS

- Gender : Female owned business
- Qualification : Public Admin Diploma
- Employees : 3 Employees
- Turnover : R50,000.00-R149,999.99
- Trading years : 3 years
- Branding & Marketing training : SEDA training
- Previous Branding Experience : No
- Previous Business Experience : No

NAMING PROCESS

1. Creating New Brand Names
2. Trademark search
3. Choice of brand
4. Select brand
5. Trademark

NAMING STRATEGY

- Family Legacy
- Creation of Family wealth
- Appeal to black market

BRAND-LINGUISTICS

- No knowledge of plosives
- Plosives 'd'

OTHER COMMENTS

They realise now that this name is not appropriate thus wish to review it in future.

MEMO SEVEN V(7)

Date : 12 December 2019
Respondent : 7
Name of Business : MindBrain717
Business Type : Indigenous Super Foods (Food)
Region in KZN : Eshowe- KZN North Midlands-Umlalazi District

BACKGROUND

We sell agro processed superfoods that are GMO free. The vision of the company, we need to decolonise how we do business. These products are regarded as a superfoods sadly they cannot be afforded by black people who are the majority market

DEMOGRAPHICS

- Gender : Partnership between three male individuals
- Qualification : Two of them have High School Education and one has higher education qualification in Analytical Chemistry
- Employees : 10 employees
- Turnover : R10,000.00
- Trading years : 10 years
- Branding & Marketing training : Self-taught Branding and Marketing and Management
- Previous Branding Experience : No previous branding knowledge
- Previous Business Experience : Two unrelated businesses previously

NAMING PROCESS

1. Creating a New Brand Name
2. Evaluating the Brand
3. Choice of Brand
4. Selecting the name
5. Registration of a brand name

NAMING STRATEGY

- Relationship between the brand and the product they sold
- Fictitious name
- Familiar
- Embeds own vision for motivation 717

BRAND-LINGUISTICS

- People struggle to pronounce the name and they drop the 'd'
- Plosives unknown
- Plosives 'd'

OTHER COMMENTS

- They set out to entice the black market into buying the products and found that this market was not as interested currently in healthier eating choices. As such they are thus supplying mostly the white market health shops.

- Indigenous products with Caucasian market

MEMO Eight V(8)

Date : 17 December 2019
Respondent : 8
Name of Business : Grow A Frow
Business Type : Cannabis Hair Products (Personal Care)
Region in KZN : Eshowe- KZN North Midlands-Umlalazi District

BACKGROUND

The main ingredient in these products is cannabis oil. Cannabis oil for black hair. We realised that even the white brands dependent on the size of the African markets.

DEMOGRAPHICS

- Gender : Male
- Qualification : N5 Certificate Engineering
- Employees : 3
- Turnover : R21,000.00-R41,000.00
- Trading years : 3 years
- Branding & Marketing training : Self-taught Branding and Marketing & SEDA Start up certificate training.
- Previous Branding Experience : No previous branding knowledge
- Previous Business Experience : No previous business Experience

NAMING PROCESS

1. Brand Objectives
2. Brand Criteria
3. Creating New Brand names
4. Evaluating a Brand
5. Researching Consumer Preference
6. Selecting a Brand name
7. Choosing a brand name

NAMING STRATEGY

- **Meaning was everything**
- **Differentiation**
- **Created name by combining known words**
- Trendy within the context of the African pride uprising.
- Relationship between the brand and the product they sold
- Easy to recall

BRAND-LINGUISTICS

- Sound was very important
- Catchy,
- Easy to pronouncing.
- Relationship between graphic and words

- Did not know about plosives
- Plosives g
- English sounding to be recognised universally -transferable

OTHER COMMENTS

The brand name has not been registered.

MEMO Nine V(9)

Date : 17 December 2019
Respondent : 9
Name of Business : CanCure
Business Type : Cannabis Health (Personal Care)
Region in KZN : Glencore- KZN North West-Amajuba District

BACKGROUND

This product is a health remedy organic cannabis oils that can also be taken by children, they can be used externally and they can be ingested. They are used to heal the body, especially for cancer patients

DEMOGRAPHICS

- Gender : Male individuals
- Qualification : High School Education
- Employees : 1
- Turnover : R49,000.00
- Trading years : 3 years
- Branding & Marketing training : Self-taught Branding and Marketing & SEDA training.
- Previous Branding Experience : No
- Previous Business Experience : IT Business, Medical supply

NAMING PROCESS

1. Creating a New Brand
2. Researching Consumer Preferences
3. Brand Criteria
4. Evaluating the brand
5. Choose a brand
6. Selecting a brand
7. Registration

NAMING STRATEGY

- Related to product
- Created a name using known words

BRAND-LINGUISTICS

- Easy sound
- Ease of pronunciation
- Link between graphic and words
- Transferable
- No plosives
- c and c

OTHER COMMENTS

- Distributes to health shops in Gauteng region and also

- Family network with knowledge and skills helps out
- Indigenous product across cultures

MEMO Nine V(10)

Date : 17 December 2019
Respondent : 10
Name of Business : Get2Natural
Business Type : Black Hair Products (Personal Care)
Region in KZN : Durban-EThekwini Municipality

BACKGROUND

Get2Natural is a range of products that are natural for African natural hair and face. We have 17 products in total which is for hair and face

DEMOGRAPHICS

- Gender : Female
- Qualification : Biotechnology Master's degree & Post Grad Diploma in Management
- Employees : 2
- Turnover : R149,000.00
- Trading years : 3 years
- Branding & Marketing training : Self-taught Branding and Marketing
- Previous Branding Experience : No previous branding knowledge
- Previous Business Experience : No previous business Experience

NAMING PROCESS

1. Creating a new name
2. Researching Consumer Preference
3. Creating brand criteria
4. Evaluating the brand name
5. Choice of final brand name
6. Selecting a brand name
7. Registration

NAMING STRATEGY

Product Related

Black Market Appeal

Fictitious

Differentiation

Stand alone

BRAND-LINGUISTICS

Sound was important

Alphanumeric as a word

Plosives 'g,t,t'

OTHER COMMENTS

MEMO Eleven V(11)

Date : October-December 2019
Respondent : 11
Name of Business : No Name
Business Type : Pickled Chillies (Food)
Region in KZN : Manguzi-North KZN-uMhlabauyalingana

BACKGROUND

Pickled chillies production and selling, not registered as an entity, informal trader.

DEMOGRAPHICS

- Self Employed and owner
- Makes R5000 per month in profit
- She has been doing this for 5 years
- Female
- Has no formal education, dropped out of school in the early grades
- Has no education in branding

NAMING PROCESS

- Does not have a name and does not know what branding is

NAMING STRATEGY

- Does not have a name and does not know what strategy is

BRAND-LINGUISTICS

- Does not know what brand-linguistics is

OTHER COMMENTS

- Her biggest customers are people walking in the streets.
- She has one standing order per month of 50 Pickled chillies to a business man in Stanger whom she states repackages and resells them, she doesn't know for how much they are sold
- Her business has never been registered, she says the economic development office requested samples of her product in order to help her register her product but no one ever got back to her and they never responded to her calls.
- She believes that the people who work there took the chillies with the hope to reverse engineer it as she has heard there is someone from 'official government offices' selling similar chillies but says people say it is not quite the same and as good as hers.

- The chillies in her bag are finished within minutes when she enters the towns central petrol garage.

APPENDIX VII-Second Layer Memo's

SECOND LAYER MEMO

SATURATION REACH (1)

SOCIO-ECONOMICS & DEMOGRAPHICS

GENERAL BUSINESS DEMOGRAPHICS AND SATURATION REACH

	GENDER	INDUSTRY	EMPLOYEES	TRADING YEARS	QUALIFICATION
1	Female	Personal Care-Cosmetic	One	Three years	Undergraduate
2	Female	Food	Twenty Seven	Five years	Undergraduate
3	Male	Hygiene-Cleaning	Four	Two years	Undergraduate & Postgraduate
					Undergraduate qualification saturation reach 3 November 2019
4	Male	Personal Care-Hair & Hygiene-Cleaning	Four	Ten years	Certificate
					Gender saturation reach 9 December 2019
5	Female	Food	Three	Three years	Undergraduate
6	Female	Food	Three	Three years	Undergraduate
		Food saturation reach 10 December 2019	3-4 Employees saturation reach 10 December 2019	Three Years saturation reach 19 December 2019	
7	Male	Food-Health	Ten	Ten years	High School & Undergraduate
8	Male	Personal Care-Hair	Three	Three years	Undergraduate & Postgraduate
		Personal care (Hair) saturation reach 17 December 2019			
9	Male	Personal Care-Health	One	Three years	High School
10	Female	Personal Care-Hair	Three	Three years	Undergraduate & Postgraduate

NOTES:

- There was an equal split between the genders
- Food and Personal Care (Hair) were preferred industries for FMCG-SMMEs, with food leading
- Employ 3-4 businesses
- An average of trading for three years
- Undergraduate qualification

	TURNOVER	BUSINESS EXPERIENCE	BRANDING & MARKETING TRAINING	BRANDING EXPERIENCE
1	R49,000.00	None	Self-taught	No
2	R10,000,000.00	Two unrelated	Self-taught	No
3	R10,000.00	Two unrelated	Marketing in Undergraduate	Yes
4	R149,000.00	None	SEDA business training & Self taught	No
			Self-taught saturation reach 21 November 2019	Brand Experience reach 21 November 2019
5	R149,000.00	One unrelated	Self-taught	No
6	R149,000.00	None	SEDA business training	No
	R149,000.00	Previous Business Experience reach 10 December 2019		
7	R10,000.00	Two unrelated	Self-taught	No
8	R41,000.00	None	SEDA business training & Self-taught	No
			SEDA business training saturation reach 17 December 2019	
9	R49,000.00	Two unrelated	Self-taught	No
10	R149,000.00	None	Self-taught	No

NOTES:

- R149, 000.00 turnover is common
- Common to have owned other unrelated businesses
- Most common was branding and marketing practice self-taught followed by its knowledge from SEDA training.
- No previous branding experience was prevalent

SECOND LAYER MEMO

SATURATION REACH (2)

BRAND NAMING STRATEGY

BRAND NAME STRATEGY SATURATION

	STRATEGY	SATURATION REACH RESPONDENT	SATURATION REACH DATE
1	Product Related	Seven	12 December 2020
2	Differentiation	Four	3 November 2020
3	Stand-alone (unique)	Ten	17 December 2020
4	Black Economic Consciousness	Seven	12 December 2020
5	Family Legacy	Six	10 December 2020
6	Personal Legacy	Nine	17 December 2020
7	Familiar	Nine	17 December 2020
8	Fictitious	Seven	12 December 2020
9	Ease of Remembering	Four	3 December 2020

BRAND NAME STRATEGIES NOT GENERALISABLE, NOT TRANSFERABLE NO SATURATION

	STRATEGY
1	Easily recognisable
2	Toponym (geographic relevance)
3	Graphic and word link

SECOND LAYER MEMO

SATURATION REACH (3)

BRAND NAMING PROCESS

BRAND NAME PROCESS SATURATION

STEPS	SATURATION REACH RESPONDENT	SATURATION REACH DATE	
1	Creating new brand names	Four	21 November 2019
2	Evaluating a brand	Seven	12 December 2019
3	Branding criteria	Ten	21 November 2019
4	Selecting a brand name	Seven	12 December 2019
5	CIPC registration	Six	10 December 2019

BRAND
NAME

PROCESSES NOT GENERALISABLE, NOT TRANSFERABLE NO SATURATION

STRATEGY
1
2
3
4

SECOND LAYER MEMO

SATURATION REACH (4)

BRAND NAMING LINGUISTICS

BRAND NAME LINGUISTICS AND SATURATION REACH

	STRATEGY	SATURATION REACH RESPONDENT	SATURATION REACH DATE		
1	Ease of pronunciation	Eight	13 December 2019		
2	Language transferability	Eight	13 December 2019		
3	Sound	Ten	17 December 2019	BRAND NAME	
4	One weak plosive use	Six	10 December 2019		
STRATEGIES NOT GENERALISABLE, NOT TRANSFERABLE NO SATURATION					
STRATEGY					
1		Alphanumeric			

APPENDIX VIII- Generic Email to all districts

From: [Lindiwe Kunene](#)
To: [REDACTED]
Subject: FMCG-SMME Research in your Region within KZN
Date: Tuesday, 12 November 2019 5:48:01 PM
Attachments: [Gatekeepers Letter.pdf](#)
[Kunene L.N.Ms 200227423 HSSBEC 00000633 2019.pdf](#)
[LNK PhD Proposal 2019.pdf](#)

Dear Sir/Madam,

I am a PhD candidate at UKZN and an academic whose research is in SMME development. I am currently embarking on research creating ground up theory on brand naming that will assist SMMEs in adopting appropriate brand names for their local markets. In westernised societies this has been completed to find the most profitable brand naming norms. However, those practices are not necessarily applicable in our South African markets. That said, it is important that we learn from our own practices and find the winning, profitable practices in brand naming that can be used to brand. I am specifically concentrating on Black Owned FMCG-SMMEs (ALL categories of Black in SA's definition) in the KZN province. These are local content producers/manufacturers (not distributors) of the following product categories: Household Cleaning Products; Packaged Baked Goods, Stationery, Packaged Food, Packaged Prepared Meals, Cosmetics and Hair Products.

I have received permission to conduct this research at provincial level from Mr. Mnguni (SEDA), I have attached the said letter. I have also received the Ethical Clearance from the University of KwaZulu-Natal (I have attached the letter). For ease of comprehension, I have also attached the proposal of the research to assist with contextualisation of my request.

I would like you to assist me by directing me to individuals in your region who have such businesses, consent processes and confidentiality will be adhered to as per the expectations of Ethical Clearance and POPI stipulations. The research will only be conducted with those individuals who wish to get involved, informed consent will be concluded between the respondents and myself as per the attached example. These individuals will not incur any costs as I will travel to them. It is my envisaged hope that one of the outcomes would be the production of a Database for FMCG-SMMEs of the province to be shared with SEDA for those who wish to be part of the

I look forward to your response and assistance going forward.

Kind Regards

APPENDIX IX – District Responses-Harry Gwala

From: [REDACTED]
To: Lindwe Kunene
Cc: [REDACTED]
Subject: RE: FMCG SMME Research in your Region within KZN
Date: Thursday, 28 November 2019 10:41:59 AM
Attachments: Image02777.Png
[HARRY GWALA LRS1.doc](#)
Importance: High

Good Morning Ms. Kunene

Thank you for identifying our area as part of your research, herewith attached the list of clients that you can contact as requested.

I hope all is in order.

Kind regards

[REDACTED]

[REDACTED]

32a Margaret Street,
Ixopo, 3276,
P.O.Box 1357, Kokstad, 4700

Tel: 039 834 7100 Fax: 039 834 1715

[REDACTED]



Together Advancing Small Enterprise Development

Seda offerings:



[REDACTED] Lindwe Kunene [mailto:Kunene13@ukzn.ac.za]

Sent: 21 November 2019 09:54 AM

To: [REDACTED]

Subject: Fwd: FMCG-SMME Research in your Region within KZN

Core Business	Area
Detergents	Kwa May -Umzimkhulu LM
Detergents	Kwa Nongidi - Umzimkhulu LM
Detergents	Mfundweni -Umzimkhulu LM
Detergents	Nkwezela - Dr Nkosazana Dlamini Zuma LM
Baking	Clysdale Umzimkhulu LM
Baking	Nazaretha Umzimkhulu LM
Baking	Bhobhoi Dr Nkosazana Dlamini Zuma LM
cleaning Products	Kokstad CBD-Greater Kokstad LM
Stationery	Kostad CBD-Greater Kokstad LM
Maas Producer	Kokstad CBD-Greater Kokstad LM
Vegetable Juice Manufacturer.	Ehlabeni Fam-Dr nkosazana Dlamini Zuma LM

DISTRICT RESPONSES –UGU

From: [REDACTED]
To: [Lindiwe Kunene](mailto:Lindiwe.Kunene)
Subject: RE: FMCG-SMMF Research in your Region within KZN
Date: Thursday, 21 November 2019 11:02:35 AM
Attachments: [Image526025.PNG](#)

Good Morning Sisi

Thanks for reminding me to respond , We are currently compiling the list . I will confirm closer to the dates my availability

Regards

[REDACTED]

Office 4, 1st Floor , 28 Bazley Street, Port Shepstone, 4240
P.O.Box 1574, Port Shepstone, 4240

[REDACTED]



Together Advancing Small Enterprise Development

Seda offerings:



From: [Lindiwe Kunene](mailto:Lindiwe.Kunene@ukzn.ac.za) [mailto:Lindiwe.Kunene@ukzn.ac.za]
Sent: Thursday, 21 November 2019 09:58
To: Themba Kunene - KZN PS <Lkunen@seda.org.za>
Subject: Re: FMCG-SMMF Research in your Region within KZN

Dear Sir,

I was hoping to get a response from your office regarding this matter I require your assistance with.

I am available between the 9th and 10th to visit your area.

Regards
Malindi Kunene

DISTRICT RESPONSES –uTHUNGULU

From: [REDACTED]
To: Lindwe Kunene
Cc: [REDACTED]
Subject: RE: FMCG SMME Research in your Region within KZN
Date: Thursday, 05 December 2019 11:18:44 AM
Attachments: [Image001.png](#)
[image002@FHS](#)
[FMCG SMME.xlsx](#)

Good morning Lindwe,
Apologies for the late response.

Herewith a list of clients and their contact information, as requested.

I will revert back to you with more clients as and when I receive info from our Practitioners.
Thanks.

[REDACTED]

Lot 611237, Via Verbena, Velden Vlei, Richards Bay, 3900 3201
P.O.Box 1431, RichardsBay, 3900

[REDACTED]



Seda offerings:



From: Dennis Ndlovu -KZN- RB
Sent: Wednesday, 04 December 2019 11:09
To: Thabisile Mqadi -K/N-RB <tmqadi@seda.org.za>
Subject: FW: FMCG SMME Research in your Region within KZN

What is the latest on this Thabisile

Dennis Ndlovu
Branch Manager :uThungulu

Lot 611237, Via Verbena, Velden Vlei, Richards Bay, 3900 3201
P.O.Box 1431, RichardsBay, 3900

From:

Sent: Thursday, November 21, 2019 12:28:09 PM

To: Lindiwe Kunene <KuneneL3@ukzn.ac.za>

Cc:

Subject: RE: FMCG-SMME Research in your Region within KZN Dear Lindiwe

Let me understand your request clearly. Are you looking at us providing you with names of our clients that you can interview or do you want us to bring them under one roof for you to interview them.

There are issues of confidentiality that we will have to overcome. And we are at a critical stage of our operations (end of the calendar year) and we would preferred that this exercise be done sometime January. You will indicate as to how soon this needs to be done and whether January is okay with you.

I need to caution you though that we do not have many clients in the category that you have specified. I also need to mention that that there are other Seda branches closer to Durban, if you were not aware. You may have strong reasons why you want to work with this branch, in any case we will do our best to assist you.

Regards

Lot 611237, Via Verbena, Velden Vlei, Richards Bay, 3900
3201 P.O.Box 1431, RichardsBay, 3900

Sector	Location
Stationery	Empangeni
Cosmetics	Mtunzini
Jam producer	Richards Bay
Detergents	Richards Bay
Baking	Empangeni
Detergents	Eshowe
Baking	Esikhawini
Detergents	Mtunzini
Baking	Hluhluwe

APPENDIX X- Editors Confirmation

62 Ferguson Road
Glenwood DURBAN 4001



Email: deanne.collins30@gmail.com

8 November 2021

This serves to confirm that I have edited the thesis, “Brand naming for black owned FMCG- SMMEs in the KZN province: A grounded theory approach”, by Lindiwe Nqobile Kunene, student number 200227423.

DISCLAIMER: The editor cannot be held responsible for any errors introduced due to changes being made to the document after the editing is complete.

Yours sincerely,


(Ms) Deanne Collins (MA)

APPENDIX XI- Turn It In

Brand naming for black-owned fast moving consumer goods- small, medium and micro enterprises in KwaZulu Natal province establishing a theory

ORIGINALITY REPORT

3%

SIMILARITY INDEX

3%

INTERNET SOURCES

1%

PUBLICATIONS

0%

STUDENT PAPERS

PRIMARY SOURCES

1

pdfs.semanticscholar.org

Internet Source

2

www.smeal.psu.edu

Internet Source

3

docplayer.net

Internet Source

4

ojs.amhinternational.com

Internet Source

7

5

journals.sagepub.com

Internet Source

6

[sharifling.files.wordpress.c](https://sharifling.files.wordpress.com)

o
m
I
n
t
e
r
n
e
t
S
o
u
r
c
e

W
W
W

.
p

arliament.gov.za

Internet Source

1%

8

charlypolyclinic.com

Internet Source

<1
%

<1
%

<1
%

<1
%

<1
%

<1
%

<1
%

9

cdn.lgseta.co.za

Internet Source

10

link.springer.com

Internet Source

11

www.slideshare.net

Internet Source

12

hdl.handle.net

Internet Source

13

www.wto.org

Internet Source

14

wiredspace.wits.ac.za

Internet Source

15

cslu.cse.ogi.edu

Internet Source

16

municipalities.co.za

Internet Source

17

Fernando Olivares-Delgado, Alberto Pinillos-Laffón, María Teresa Benlloch-Osuna. "An approach to patronymic names as a resource for familiness and as a variable for family business identification", European Journal of

<
1
%

<
1
%

<
1
%

<
1
%

<
1
%

<

1%

<1%

<1%

<1%

<1%

27

journals.rcni.com

Internet Source

20

biblio.ugent.be

Internet Source

21

bura.brunel.ac.uk

Internet Source

22

Virpi Timonen, Geraldine Foley, Catherine Conlon. "Challenges When Using Grounded Theory", *International Journal of Qualitative Methods*, 2018

Publication

23

Lindiwe Nqobile Kunene. "chapter 14 Teaching and Learning Curricula Design for Entrepreneurship Development", IGI Global, 2021

Publication

24

mafiadoc.com

Internet Source

25

www.tandfonline.com

Internet Source

26

www.cebc.org.br

Internet Source

<1%

<

<1%

1

%

<1%

<

1

<1%

%

<

1

%

<1%

<

1

%

38

eric.ed.gov

Internet Source

29

alphaplus.ca

Internet Source

30

business.expertjournals.com

Internet Source

31

www.goldfields.com

Internet Source

39

32

www.german-african-entrepreneurship.org

Internet Source

33

www.whiplashstichting.nl

Internet Source

34

crhn.org

Internet Source

35

www.opportunityonline.co.za

Internet Source

36

repository.up.ac.za

Internet Source

37

phd-proposal.ir

Internet Source

ds
pa
ce.
lbo
ro.
ac.
uk
Inter
net
Sour
ce

"L
an
gu
ag
e
an
d
Re
ligi
on
",
W
alt
er
de
Gr
uyt
er

<1%

<

<1%

1

%

<1%

<1%

<1%

<1%

<1%

<1%

<1%

<1%

GmbH, 2019

Publication

<

1

40

artlesstanzim.files.wordpress.com

Internet Source

%

41

issuu.com

Internet Source

<

1

42

bizmag.co.za

Internet Source

%

43

www.academia.edu

Internet Source

<

1

44

www.researchgate.net

Internet Source

%

45

Bernd Schlenther. "The taxing business of money laundering: South Africa",
Journal of Money Laundering Control,
2013

Publication

<

1

%

<

46

getnews.co.za

Internet Source

1

%

<

1%

<1%

<
1
%
