

**MARKETING MANAGEMENT STRATEGIES
IN ROADSIDE CRAFT MARKETS
IN UMKHANYAKUDE MUNICIPAL AREA,
KWAZULU-NATAL**

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DECLARATION

I, the undersigned, hereby declare that this dissertation is my own original work and that it has never been presented in part or in its entirety at this or any other university in order to obtain a degree

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ABSTRACT

This study explored processes, marketing and management styles employed by stall holders at the roadside markets of Umkhanyakude municipal area. The first aim of the study was to find types of traditional artifacts that are commonly sold at the roadside markets. The second aim was to find out if the members of roadside markets were aware of their target market. The third aim was to uncover the marketing strategies employed and the understanding of their principles by the respondents in relation to the success with their sales. Nine roadside markets were visited out of which only seven were willing to be investigated. From each roadside market 50% of the members present at the time of research formed the sample for this study. Focus group discussions were held with the management committees. These discussions were looking at the management and policy issues followed by roadside markets when employing the marketing principles in their daily operations.

The research was conducted by using personal observations of the roadside markets by the researcher, focus group discussions which involved discussions between the researcher and the management structures of the various roadside markets, attending meetings to enable a critical understanding of the level at which the markets operate, and a questionnaire that was administered to the stallholders of the seven markets. The combination of qualitative and quantitative research provided a framework of how the roadside markets operate in promoting and selling their products to customers.

A questionnaire translated into Isizulu was used and the results were analyzed using the SSPS model. Findings suggested that the roadside markets have their marketing strategies of which some are basically the marketing mix and some originate from their way of life. The members of the roadside markets have a lesser understanding of the marketing strategy in relation to product development and packaging, costing and pricing, promotion and target market awareness. The management teams of the markets with an understanding of business management knowledge were instrumental in contributing to better performance of the markets. Management committees that had been exposed to capacity building and training showed better skill levels compared to those that had not had the exposure.

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TABLE OF CONTENTS

	PAGE
DECLARATION	i
ABSTRACT	ii
ACKNOWLEDGEMENTS	iii
CONTENTS	iv
 CHAPTER 1	
THE PROBLEM AND ITS SETTING	1
1.1 The statement of the problem	1
1.2 Research problem	2
1.3 Research objectives	2
1.4 The hypotheses	2
1.5 Limitations of the study	3
1.6 Assumptions of the study	3
1.7 Ethical considerations	3
1.9 Significance of the study	4
 CHATER 2	
LITERATURE REVIEW	5
2.1 Framework for literature review	5
2.2 Permanent Informal Markets	6
2.2.1 Contribution of informal markets to income generation of the people concerned	7
2.2.2 Contribution of informal markets to the economy	9
2.3 Management and administration within the informal markets	11
2.4 Financing in informal markets	12
2.5 Marketing	13
2.5.1 Marketing strategies in formal markets	14
2.5.2 Marketing strategies employed in informal markets	16
2.6 Products and packaging	16
2.7 Price	18

2.8	Place of distribution	20
2.9	Promotion	20
2.10	Processes of operations management	23
2.11	Target market	23
	Summary	24

CHAPTER 3

RESEARCH METHODS AND PROCEDURES		26
3.1	The study population and sampling procedures	26
3.2	Data collection technique	26
3.2.1	Personal observation and ranking	26
3.2.2	Focus group discussions	28
3.2.3	Meeting attendance	30
3.2.4	The questionnaire	30
	Summary	31

CHAPTER 4

RESULTS AND ANALYSIS OF RESULTS		32
4.1	Description of the markets	32
4.2	Characteristics of the roadside markets	36
4.3	Structural organization of roadside markets	38
4.4	Maintenance of the property and people	40
4.5	Marketing strategies at roadside markets	44
4.5.1	Products sold at roadside markets	44
4.5.2	Packaging	46
4.6	Pricing	47
4.6.1	Labeling	48
4.6.2	Bargaining	50
4.7	Promotion	50
4.7.1	Product displays	51
4.7.2	Signage	53
4.8	Target market awareness	53
4.9	Stall success vs. failure	55
4.9.1	Supply vs. demand for products	55

4.9.2	Income	57
4.9.3	Capacity building	59
4.10	Researcher's ranking of the roadside markets	62

CHAPTER 5

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS		64
5.1	Introduction	64
5.2	Discussion of results	64
5.2.1	Hypothesis 1: Tourists are a targeted market	64
5.2.2	Hypothesis 2: The roadside markets do not provide enough income to stallholder's satisfaction	65
5.2.3	Hypothesis 3: Roadside markets do make use of marketing principle in their management processes	67
5.2.4	Hypothesis 4: Factors contributing to success of the markets can be identified.	68
5.3	Conclusions	69
5.4	Recommendations	70
REFERENCES		74

APPENDICES:

APPENDIX 1.	Researcher's observation sheet	80
APPENDIX 2.	Focus group discussion guide	81
APPENDIX 3.	Minutes of meeting held 26/06/2004	83
APPENDIX 4.	Programme for the KZN Crafters Workshop	85
APPENDIX 5.	The questionnaire (English)	86
APPENDIX 6.	The questionnaire (Zulu)	89
APPENDIX 7.	Raw Data	92

TABLES

Table 3.1	Personal observation of markets	27
Table 3.2	Focus group participation	28
Table 3.3	Areas of discussion at Crafter's meetings	30
Table 4.1	Description of roadside markets in the UMkhanyakude Municipal area	33
Table 4.2	Characteristics of the roadside markets	36
Table 4.3	Description of the structural organization of the roadside markets ...	38
Table 4.4	The description of how markets are maintained	43
Table 4.5	Products sold at roadside markets (stallholder's information	45
Table 4.6	Products selling fast	45
Table 4.7	Products sold in packages	46
Table 4.8	Pricing strategies in the different markets	48
Table 4.9	Respondents allowing bargaining	50
Table 4.10	Promotion strategies of the different markets (focus group discussion)	51
Table 4.11	Target market awareness (focus group discussion)	54
Table 4.12	Customers that always purchase	54
Table 4.13	Adequate income	58
Table 4.14	Respondents attended workshops	59
Table 4.15	Description of successes and failures of the roadside markets	61
Table 4.16	Researcher's rankings of marketing activities	63

FIGURES

Figure 1	Map showing craft markets in the Umkhanyakude district	4
Figure 2	Frame work of Literature review	5
Figure 3	Conceptual framework for structural organization of roadside markets	38

PLATES

PLATE	1	Zamimpilo market	34
PLATE	2	Khula market on R618 to St. Lucia	35
PLATE	3	Front view – Siyabonga market	35
PLATE	4	Structural building of Zamokuhle market	35
PLATE	5	Khula market before renovations	41
PLATE	6	Fresh produce displayed at Zamimpilo market	44
PLATE	7	Items with label, price and name of producer	49
PLATE	8	Display from Khula market	49
PLATE	9	Display at Siyabonga market	52
PLATE	10	Display at Zamimpilo	52
PLATE	11	Signage at Zamokuhle	53

CHAPTER 1 THE PROBLEM AND ITS SETTING

1.1 The statement of the problem

Tourism as an industry has opened a number of doors for the impoverished communities and has also created opportunities for unlocking potential that the industry has for South Africa as a country. Art creation in Africa had often focused on creating objects for utility than for beauty as it had been with European art (Meyer 1995). But African art is known for its aesthetic sense in its ritual objects and sculptures. Meyer (1995) describes African art as having caught the attention and interest of European art lovers with their psychological dimension. Zulu cultural traditions have become a draw card for tourism in KwaZulu Natal with special reference to the Lebombo Spatial Development Initiative.

The communities living in the most remote areas depend on agriculture for their food and income. As the rate of unemployment is high, some rural women use their art and craft skills that they learnt from their parents to create beautiful artwork that they sell at very low prices for the sake of getting money for buying basic foodstuffs. Art and craft has for many years been a cultural activity for the African people that was meant to satisfy a need for aesthetic pleasure and to advertise the status of the owner and the owner's wealth (Meyer 1995; Malumo 1986). The artwork is either sold from their homes or in the roadsides stalls and markets. The roadside markets form the basis of economic and social development. When the Contemporary Decorative Art Exhibition held in Durban saw that the craft items made by one group of Zulu women was too traditional to catch the eye of international markets, a specialized fashion designer was organized to teach the crafters to blend traditional skills with contemporary designs. The objective of this exercise was to create stylish, eye-catching products that would appeal to the European market (Witepski 2001). These craft items were bought from a group of crafters at Hlabisa and they were exported to the European market.

South African art varies from region to region. The uMkhanyakude municipal region is the richest in natural resources for artwork in the whole of KwaZulu Natal. Reed, clay and wood are found in large quantities in the areas around Mtubatuba, Hlabisa, Hluhluwe and Ngwavuma. People in this area spend an enormous amount of their time weaving baskets and mats, carving wood and moulding ornamental bowls and adornments. The area along the Maputo Corridor where the

majority of the artwork from the uMkhanyakude community is sold has since 1994 attracted a number of domestic and international tourists. The aim of this study is to find out the marketing strategies for the traditional and other products that are sold by the community of uMkhanyakude.

1.2 Research problem

Are marketing strategies of permanent informal markets in Umkhanyakude Municipal area used successfully in relation to product, pricing, place, promotion, marketing management and targeting a specific market?

1.3 Research Objectives:

The aims of the study are as follows:

1. To find the products that sell the most among the traditional artifacts and other products sold at roadside stalls in terms of base materials, packaging and price.
2. To find out if the traders of traditional Zulu artifacts do have an adequate market for their products in relation to target market type, demand and position.
3. To discover the extent of use of marketing principles (especially promotion) among stall holders.
4. To determine whether income gained from selling products is perceived as satisfactory.
5. To determine how they achieve their business-related activities on day-to-day bases.

1.4 The Hypotheses:

In order to achieve the aims of this study, the following hypotheses have been formulated:

1. Tourists are a targeted market by the roadside markets more than local sales.
2. The roadside markets make use of the marketing principles in their management processes.
3. The roadside markets do not provide enough income to the stallholders' satisfaction.
4. Factors contributing to the success of roadside markets in relation to marketing can be identified.

1.5 Limitations of the study

- a) **Area delimitation:** The study was conducted in the Uthungulu area between White Umfolozi and Nhlwathi rivers. This is a municipal area that covers rural areas from Mtubatuba, Hlabisa, and Hluhluwe. It runs along the north coast and the Great St. Lucia wetlands and is part of the Lebombo Spatial Development Initiative (SDI). However, the results relate specifically to this area and cannot be extrapolated to wider tourism craft sales elsewhere in KwaZulu-Natal or South Africa.
- b) **Qualitative delimitation:** Permanent roadside stalls selling traditional Zulu artifacts were included in this study. All these stalls (7) were visited. No casual markets were included as these markets were not willing to participate.
- c) **Quantitative delimitation:** As per the sampling technique, about 15.5% of the stallholders participated in the study. However 50% of those present at the time contributed but were not necessarily representative of all stallholders.

1.6 Assumptions of the study

It is assumed that

- 1. The closeness of the roadside markets is not a cause for competition to the marketing strategies employed.
- 2. The range of products sold at the different markets has no bearing on marketing processes.

1.7 Ethical considerations

As the research was conducted in a municipal area that is under traditional leadership, permission to interview the community was negotiated with the Mayor, Councillors, Indunas and Inkosi of the uMkhanyakude municipal area. Participation was voluntary and participant's rights were considered with respect.

1.8 The significance of the study

Tourism is not just about selling a holiday, but how one deals with customers, solves problems and succeeds in growing the industry. This study therefore would open an opportunity for assistance in terms of knowledge and skills to be afforded by interested parties to craft markets selling cultural and indigenous products as these markets have become a sector that catches the eye of a tourist. The results of this study will provide information needed by craft marketers in order to improve their promotion strategies, pricing, packaging and placing of the products they wish to sell in their stalls.

The policy designers of tourism marketing strategies will also benefit from this study as the information gathered and conclusions inferred from the analysis of results will contribute significantly to the revision and formulation of new policies to accommodate all stakeholders involved in the tourism industry especially for rural economies.

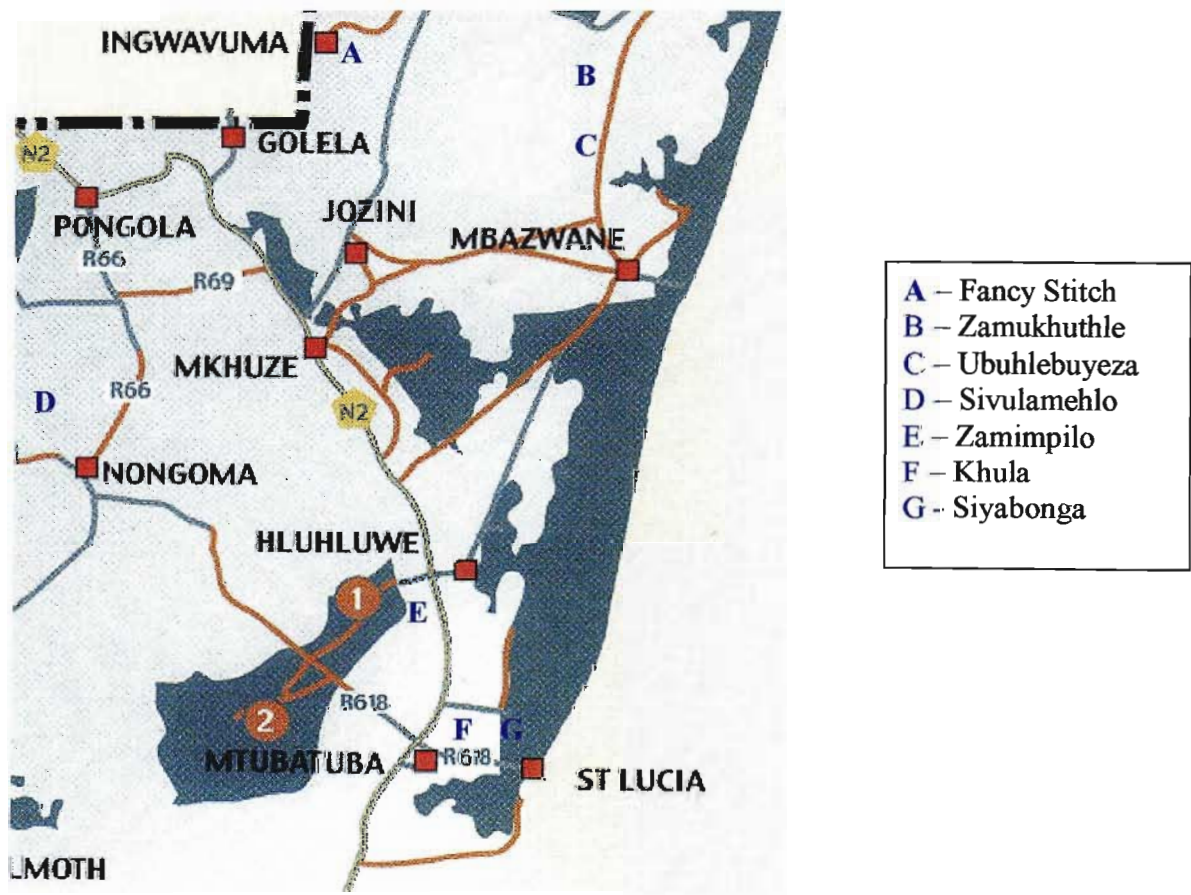


Figure 1: Map showing craft markets in the Umkhanyakude district

CHAPTER 2: LITERATURE REVIEW

The literature review aims to investigate the concepts to be researched in relation to the marketing strategies of permanent informal roadside stalls. The research was prompted by observations made from visits to certain roadside stalls. Some roadside stalls apparently operate in a systematic business manner whereas others seem to make their profit by chance. The review of literature will discuss the management or administration of such roadside stalls (and similar informal markets) and the marketing principles employed in the process of selling fresh produce, indigenous arts and crafts to tourists, local motorists and contractual partners.

2.1 FRAMEWORK FOR LITERATURE REVIEW

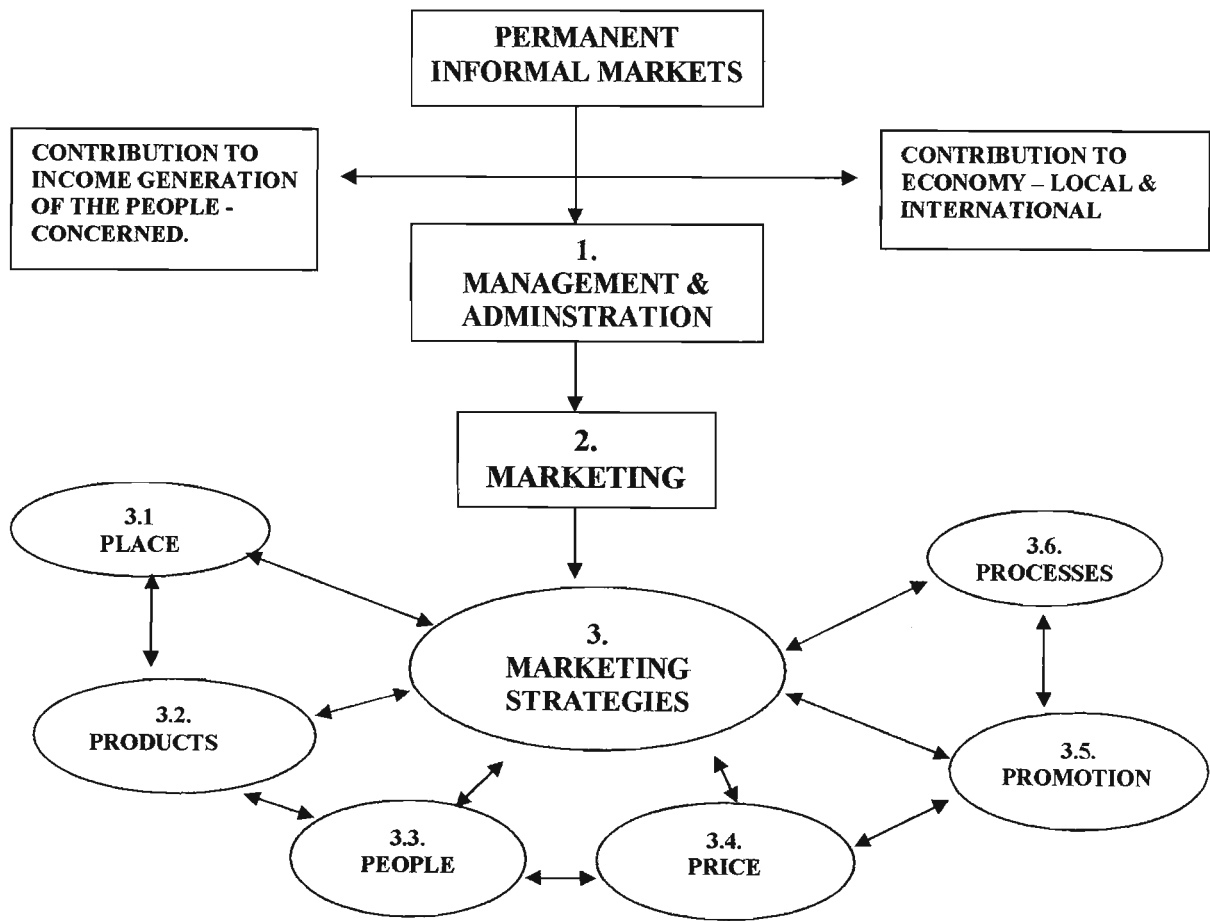


Figure 2: Frame work of Literature review

2.2 Permanent informal markets

Informal markets referred to in the study are the roadside markets (including direct sales and sales to other businesses) selling arts, crafts, sculptures and fresh produce that operate under a permanent structure. These markets are referred to as informal because they do not fit the smoothly operating institutions assumed by standard neoclassical economics (Jagannathan 1987). However, there is little literature available relating to specifically informal roadside markets and therefore the researcher has focused on informal markets in general since they operate on the same principle. These markets include households, street vendors, urban bazaars, farmer's markets, flea markets and road or street fairs. It is seldom possible to look at marketing in permanent informal markets the same way as formally constituted markets because their marketing strategies differ (Nattrass & Nattrass 1988).

In Luanda a number of the city dwellers turned to buying and selling on the informal market because of lack of skills and education (Integrated Regional Information Networks 'IRIN' 2004). There is a fine line existing between informal street traders and formal stall holders or small shopkeepers such as Spazas (colloquial name for a tuck shop commonly used in African townships) (Mosdell 1994; Katona 1993). Sometimes a small fruit and vegetable shop owner would be found buying goods from the same source as the informal stall owner and competing for the same market, charging similar prices as his informal vending counterpart. In Mosdell's (1994) study the only difference in the work carried by the two would be that the small shop owner has to pay for overheads, tax and licensing whereas the informal marketer does not. In Beijing markets a fruit stall owner pays 1000 yuan (US\$ 120) each month to the neighborhood street committee for permission to run his stall (Drabrowski undated).

Tantiwiranond (undated) defines the informal markets as a 'last resort', livelihood or subsistence sector where poor people deliver goods and services directly in exchange for capital from the rich and this is contrary to current information from other sources of literature. But Lund (1998) does not agree with this definition for South Africa because shop owners also have informal street markets and some street traders are employed by formal traders. The informal sector may also be looked at as a small or micro-scale and labour-intensive sector that requires low technology input and low investment. A micro-scale enterprise may be seen as a one-person operation as it often uses unpaid labour of family members. However, it has not been easy to assign a perfect

definition to those parts of the economy that have not been included in the formal activity, hence the 1972 International Labour Organization (ILO) report characterized the informal sector by 'ease of entry, small scale enterprise with family ownership, the use of labour-intensive technology and reliance on indigenous resources' (Lund 1998). Jagannathan (1987) and Katona (1993) describe informal markets as the unorganized sector that covers most rural markets which very often appear to be chaotic, but complex and occasionally intriguing. These are markets where the poor earn their livelihood and also where agricultural labourers could be securing income-earning opportunities (Jagannathan 1987; Tantiwiranond undated). In markets like these, tradition coupled with cultural and social groupings such as castes, tribes or clans play significant roles in the individuals' (responsible for the market) daily lives. Such individuals are caught between tradition and change and therefore have to provide products that go along with changing times without losing focus of their traditions (Jagannathan 1987). Miller *et al* (1999) describe a rural market place as an exchange that involves interaction of two self-interested groups, retailers and consumers. In a rural setting, a small community retailers and consumers frequently function as members of the same collective social group.

When viewing South Africa in relation with other African countries, manufacturing and services comprise a smaller proportion of marketing activities. A large number of South African traders deal with produce that has not been produced by them and a very small percentage sells goods or foods produced by themselves (Lund 1998).

2.2.1 Contribution of informal markets to income generation of the people concerned

The importance of the informal sector in the national economy cannot be over emphasized. In both urban and rural communities, the informal sector has the potential and opportunities for self-employment (Davies & Kayser in Amarteifio *et al* 1991). A much larger percentage of low income earners in the informal markets are self employed and earn as much as or more than the modal earnings of the formal sector (Mazumdar 1975). Katona (1993) and Nasar (undated) describe informal employment as working without contract or health insurance. The illiterates and housewives find informal employment to be an easy entrance to the labour market where they obtain an income for subsistence needs. Fadane (1998) in Larsson *et al* (1998) describes a number of women who left their homes to sell in the streets of Durban to earn a living. The women heard from their friends and relatives working in Durban that they could derive better income by selling

on the streets than in rural areas (Fadane 1998 in Larsson *et al* 1998). Informal markets do not present permanent employment for the poor as it is viewed as a short-term solution for poverty and for survival (Nassar undated). Less than 40% of women working in the informal sector have a working life less than three years and only the self employed can survive a working life longer than three years (Nassar undated).

Producers and manufacturers of consumer products from the rural communities use roadside stalls to help supplement their income, to pay school fees for their children and to provide employment for their family members and relatives. Some street traders are employed by formal traders and therefore earn income. Tourism KwaZulu Natal (TKZN) acknowledges the fact that not many of the craft work producers make a living solely from traditional craft production and marketing (TKZN 2004). This becomes the case because community-based craft producers often only have limited time available for production and therefore only contribute a small amount of income to their households, perhaps enough to pay for children's school fees. Manning (1996) cited by Lund (1998) says that even though women earn below the minimum living level at the time of 1995, they would not vacate their marketing activities which had demonstrated capacity to generate an income (no matter how limited) in favour of an activity which was as yet untested. One may also look at the informal sector in the Republic of South Africa as the survivalist sector for its monotony and uniformity of stalls especially when compared with other African countries (Lund 1998; Katona 1993).

Carr and Chen (2002) see a link between working in the informal economy (casual wage worker) and being poor. The link arises when comparing the average incomes in the informal economy which tend to be lower than in the formal economy. This implies that a higher percentage of people working in the informal economy are relatively poor than those working in the formal economy. Informal incomes worldwide have shown a decline as one move from employee to self-employed, or to informal employment. Informal economy encompasses owners of informal enterprises, heads of family businesses (self employed) and casual workers or employees of informal enterprises. The link between working in the informal economy and being poor is stronger for women than for men (Carr & Chen 2002). Although globalization may look bad it can also lead to new opportunities for some working in the informal economy. The informal economy is regarded as an easy entrance to the labour market for the poor. It seems easy to enter this sector

because people are able to work without contract or health insurance (Stiftung undated; Katona 1993).

2.2.2 Contribution of informal markets to the economy (local and international)

Informal markets are characterized by informal productivity activities whose contribution to the Gross Domestic Product (GDP) cannot easily be estimated by the government (Harding & Jenkins 1989). Vosloo (1994) in Beavon (1994) recognizes the informal sector to be a 'permanent' feature in the country's economy because it represents an accessible and inexpensive means for people to test their talents in the market place. Although the informal businesses are often small, one-person operations, they too can be regarded as a country's economic activity that requires minimum skills and very low cost on-the-job training (Beavon 1994). The informal sector activities such as all sorts of manufacturing activities, trade and commerce, making of pots and pans and art and crafts have made a significant contribution to the economic development of the country (Amarteifio, *et al* 1991). The activities mentioned tend to be neglected in normal economic statistical analysis but these activities provide services and consumer goods to the poor and low income groups. The same activities can provide essential consumer goods and services to high profile individuals in the corporate sector, government, labourers and tourists.

As much as the informal sector is not an officially recorded business in South Africa, it is acknowledged to contribute 5 to 10% to the GDP. South Africa is regarded as the largest and richest economy in Southern Africa and Africa as a whole (Lund 1998) with the total GDP of 133.5 billion dollars and a per capita income of over 3,500 dollars. Although South Africa is rich in natural and mineral resources a number of retrenchments have resulted due to globalization and the decline of mining and manufacturing industries. As a result of this decline in the primary sector an increase in the tertiary sector is observed. The informal sector therefore expanded and has made a profound increased contribution to the GDP which is a hope for job creation. Globalization also has a profound contribution to the growth of informal economy. This is shown by global trade and investment patterns that tend to privilege those companies that can move quickly and easily across borders and disadvantaging the lower-skilled workers that cannot migrate easily (Rodrik 1997 in Carr & Chen 2002). Globalization also tends to favour large companies who can capture new markets easily but puts pressure on low-skilled workers and petty producers by weakening their bargaining power due to increasing competition.

The informal markets in Angola have been regarded as an important source of income for a large number of unemployed Angolans (IRIN 2004). When these markets were closed by the new Angolan provincial administration at the end of the civil war in 2002, a development worker said to IRIN “For most poor families, their survival strategy is centred on working in the markets and the informal sector”. Informal markets often have an important function in stimulating local economy as they serve as major outlets for agricultural produce and other commodities that have not yet found place in the formal markets. As a number of countries all over the world experienced a decline in formal wage employment, informal employment showed a concomitant rise (Carr & Chen 2002). Official statistics indicate that contribution of the informal economy has risen to nearly 80% in Africa (Charmes 1998 cited by Carr & Chen 2002). As a result of the decline many frustrated formal job seekers find employment or create their own work in the informal sector. ‘High tech’ growth is a major cause of job losses in the formal sector as it has created more high-skill service sector jobs than less-skilled manufacturing jobs. The informal economy tends to expand due to a large number of retrenched workers that move to it as public enterprises close or the public sector is downsized (Carr & Chen 2002).

Art and craft markets have also played a role among factors that have contributed to the boost of tourism industry in South Africa. Like other small businesses, traditional art and craft manufacturers sell their products through trade channels and their customers in this case are most likely to be other small businesses who sell to a larger public locally and internationally. An arts and crafts market in Sierra Leone attracted a number of tourists from all over the world, and as such has led to the country earning foreign exchange (Amarteifio *et al* 1991). In China the linkages between farmers and small-scale industries played a major role in the successful development of South Korea [Harper 1994]. This resulted in more businesses in the rural communities and opening employment opportunities for the poor. Mosdell (1994) confirms this using Kenya’s report that the informal sector is capable of creating more jobs and is potentially efficient in profit generation.

Mosdell (1994) found that small traders and producers had a potential for supplying markets that larger enterprises found unprofitable to service and were in turn potentially lucrative markets for small businesses. The informal sector can on the other hand be seen to have the capacity to produce, provide and distribute consumer goods and services for people in the streets that bigger, formal operations would not find viable. This is seen to happen mostly at bus stops, taxi ranks

where street traders and hawkers sell small packages of consumables, curios and gifts at affordable prices.

2.3 Management and administration within the informal market

The management in roadside stalls is expected to give guidance and make decisions on the operation and marketing processes of stallholders (Lloyd *et al* 1995). However, management and administration of informal markets impact profoundly on their marketing performance. In any form of business management plays a major role in contributing to the success of the business. Berkowitz *et al* (1997) describe a business as comprising the effective rules of the game, the boundaries between competitive and unethical behaviour, [and] the codes of conduct in business dealings.

For sustainability, independent small businesses grouped together benefit from consolidated efforts. A lobby structure plays a significant role in monitoring and evaluating processes as individual enterprises operate collectively (Northern Cape government 2004). Most rural individual enterprises have been viewed as being unable to successfully access regional, national and international markets because of limited marketing know-how and networks. It is only when there is a streamlining of marketing function as it allows for setting up a dedicated marketing capacity to meet the needs of the individual enterprises. A management structure that is geared towards providing efficient and quality support to individual enterprises is ideal in individual stores operating as collectives e.g. Hub stores (Northern Cape government 2004).

Unlike formal businesses, the informal roadside markets are not governed by the laws of commercial trading, employment and labour relations. Despite the informality, roadside markets do have a code of conduct by which each participating sales person abides (Harding & Jenkins 1989). As Davis (1972) cited by Harding and Jenkins (1989) explains the management of informal economy is governed by family laws while Lloyd *et al* (1995) envisage the manager of a roadside stall to be able to plan, organize, direct, coordinate and control the entire operation and its employees. Although it might not be the case in certain roadside markets, a manager is expected to have some type of merchandising, book-keeping and customer care skills for the success of the business. Depending on the level of literacy and numeracy levels of the stall managers, some form of record keeping is essential. At the end of the day there is a need for analyzing sales

performance, sales volume, gross margins, cash flow, labour and other input costs (Lloyd *et al* 1995).

To operate in an informal market a person has to negotiate and execute voluntary contracts that are unstable over a period of time. These would define rights and obligations of individuals in specific business transactions (Jagannathan 1987). Among the rights nurtured in informal or unorganized markets behavioural relations often emerge as informal contracts designed to overcome institutional weaknesses during market exchange (Jagannathan 1987). These behavioural relations have been found enabling the poor to replace many of the fast disappearing traditional entitlements with contracted economic rights. Street traders should seek membership in associations because the benefits of such membership would be protection of the legal status of traders, defense of interests generally, access to credit facilities and protection of goods overnight (Lund 1998).

Both Manning (1993) and Rogerson (1992) cited by Lund (1998) use international experience to argue the issue of support structures for people in the informal sector by suggesting the existence of strategies or policies to be pursued for the survivalist segment where most poor street vendors operate. They say that 'welfare measures' and 'welfare assistance measures' or a 'safety net' are needed. When Manning (1992) in Lund (1998) emphasize policies, they address basic needs such as nutrition, health, access to both clean water and land for production, sanitation, education, transport and housing.

It is somehow difficult to assess the profit levels of informal business as people working in this sector are often reluctant to divulge their income levels as their income changes from day to day. Hunter and Skinner (2001) believe that this difficulty is due to the fact that informal businesses seldom keep records that reflect day to day, month to month or year to year changes. The informal street traders suffer a recognition problem as economic actors which deprive them infrastructure that is environmental friendly.

2.4 Financing in informal markets

The women and men who operate their small businesses often finance these businesses themselves (Wilde *et al* 1991). This may be seen as advantageous since the entrepreneur is able to keep all profits earned on the capital and does not have to pay interest to the owner of the capital.

Formal banks seem to be the least effective in providing credit to small rural enterprises as they would ask for secured collateral which rural entrepreneurs often do not have (Wilde *et al* 1991). Even the documentation (records and guarantees) required by banks can only be supplied by big businesses with large overheads. A number of banks treat small rural enterprises as miniature versions of large businesses. The constraint to obtain easy access to banks leads to small and micro enterprises having to obtain most of their credit from non-financial organizations such as their families, friends and local money lenders.

Hunter and Skinner (2001) found that foreign street traders in South Africa experience problems in accessing financial services which is also a common problem for local street and informal business owners. Starting from selling tomatoes, fritters and cigarettes on the corners of the streets of Lusaka women had been able to obtain a loan to expand their businesses (Bwalya 1997). Although the young Zambian entrepreneurs faced a challenge to improve on the quality their products, their business management and the standards of safety in their workplace, the Commonwealth Credit Initiative launched in Lusaka provided (them) access to loans taken by registered groups of five members. The loan system proved to be successful at improving the working power of the Lusaka young entrepreneurs (Bwalya 1997).

2.5 Marketing

Keegan and Green (2003) describe marketing as one of the functional areas of business that are distinct from finance and operations. Kotler and Armstrong (1994) in George (2001:4) define marketing as

‘a social and managerial process by which individuals and groups obtain their needs and wants through creating and exchanging products and values with others’.

This definition highlights marketing as a necessity for any business to fulfill the needs and wants of consumers. As consumers communicate their needs to business companies, trades of items of value often take place between companies and consumers. Lamb *et al* (2001) view marketing as a philosophy, an attitude, a perspective and a management orientation that stresses customer satisfaction. This philosophy is supported by the American Marketing Association’s definition:

Marketing is the process of planning and executing the conception, pricing, promotion and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational goals' (Kotler 2000).

Any business focusing at effectively satisfying the consumers' needs and wants is bound to follow certain principles of marketing. Such principles are **market segmentation, market positioning, target marketing, and the marketing mix** (George 2001). Market segmentation refers to dividing the market to homogeneous subsets of customers in order to achieve maximum customer satisfaction (Cant *et al* 1999; Lamb *et al* 2001; George 2001). In positioning a product a business company has to understand the attributes of the product that are important to customers and be aware of how the competing brands are perceived by consumers in terms of these attributes (Lamb *et al* 2001). For the purposes of this discussion the researcher will only focus on the marketing mix. As one of the most basic principles of marketing, marketing mix forms the core decision factors in a company's marketing plan. The components of the marketing mix are product, price, promotion, place, target group, processes and physical evidence (George 2001; Berkowitz *et al* 1997; Cant *et al* 1999). A number of businesses are still focused on the traditional marketing mix which has product, price, promotion and place as its components only. The other three components were added because a number of marketers especially in the tourism and hospitality industry felt that the traditional four were too limited whereas the addition would allow for greater flexibility (George 2001).

These activities comprise the firm's value chain which is about decisions taken at every stage in order to create value for customers. Any company is said to have a competitive advantage when it succeeds in creating more value for customers than its competitors (Keegan & Green 2003). Success in a company lies in its effort to control the marketing mix components in order to influence the buyer's perceptions and consumer levels of satisfaction.

2.5.1 Marketing strategies in formal markets

The marketing strategy referred to in the study is how informal markets translate their business objectives and business strategy into market activity in planning to meet the needs of potential customers in their target markets. The strategy is expected to take the form of a series of decisions based on relevant marketing information about:

- (i) Choosing target markets as a prerequisite for creating a retailing mix. A retailing mix consists of product, place, promotion, price, and personnel (customer service) and presentation (Lamb et al 2001). A retail store's image is projected by the combination of the six P's in influencing consumer's perceptions.
- (ii) Segmenting markets on the basis of customer needs,
- (iii) Defining products needed to meet customer's needs and
- (iv) Developing a competitive strategy for each product or market combination.

Fifield (1992) defines the marketing strategy as

‘a process of strategically analyzing environmental, competitive and business factors affecting business units and forecasting future trends in business areas of interest to the enterprise.’

The marketing strategies will provide a guide for planning a marketing budget, target market, product strategy, pricing, promotion and place of operation (Berkowitz et al 1997). For an unbiased, real market response a marketing control system with a process policy is essential in any business. A process policy is all about production and operational management. The operations management ideas are an essential input to the control of costs, systems improvements and levels of customer service (Fifield 1992). A business then requires having a process policy that clearly defines the marketing plan for the business. A marketing plan comes with programmes that result in marketplace activities that have a reliable and accurate feed-back system to allow amendments and changes to be made. Berkowitz et al, (1997) gives the following guidelines for an effective marketing plan:

- To increase market share a company or organization should set measurable and achievable goals,
- Good marketing research helps to avoid uncertainty and risk,
- Simple, clear and specific plans are easy to understand for a large number of people at all levels in the business,
- Plans need to be complete, controllable but flexible.

For any company's environmental performance to improve it must be measured. Measuring performance can be undertaken by (i) conducting an audit, (ii) setting targets, (iii) developing performance index and (iv) developing monitoring and reporting systems and procedures (Peattie 1992).

2.5.2 Marketing strategies employed in informal markets

The initiative to sell in informal markets has been taken by the African women with the objective of supplementing their husband's meagre income or as an alternative way of making a living outside the formal wage economy (Harding & Jenkins 1989; Malumo 1986). African women selling products in informal market stalls are often semi-literate, if not completely illiterate. This condition alone does not afford (them) any interest in engaging in sophisticated market analysis, especially when the commodities are sometimes produced at a minimal cost and then sold at a loss if sales are not good (Malumo 1986). Bank, Jekwa *et al* (1996) confirm that there was very minimal formal, structured marketing by survivalist enterprises such as those of Duncan Village in East London (South Africa) because small-scale entrepreneurs neglect or bypass a number of channels due to lack of knowledge or lack of resources.

Kotler (2000) describes vendors (street sellers and hawkers) as using the following marketing tools:

- Placing a tag on each product listing price, manufacturer, size and identification number.
- Putting glossy photos and broadcast scripts.
- Special prices
- Allowances for merchandise markdowns

2.6 Products and packaging

Malumo (1986) defines a product as 'anything that is created to satisfy a need and is considered to have value'. A product could be produced and sold by the same person or the producer sells it to someone else who later sells it to another person. Kotler (2000) believes that marketing mix planning begins with formulating a product that will meet target customer's needs and wants. A product is therefore the first and the most important element of the marketing mix.

There is very little covered in literature on products sold at informal roadside markets, however for the purpose of this study products will be discussed with reference to product design. The physical form or design of a product determines its sales value in the market (Bloch 1995), and customers look for an attractive design. In every market place the product is regarded as the determinant of sales success (Bloch 1995) and customers often buy a product for its aesthetic appeal (Berkowitz *et*

al 1997). Amid tangible and intangible attributes a product presents, packaging and price are the most acceptable by the consumer as they offer customer satisfaction of wants and needs (Holten et al 1994). Bloch (1995) adds that customers buy a product they consider to be more attractive, especially when faced with a situation of two or more products of similar price and function. Such a situation is common in markets of clustered stalls. As consumers are constantly seeking items that are easy to handle, open and resealable packaging can be used as a means of establishing and sustaining a competitive advantage. Customers are often attracted to sophisticated packaging as they find confidence to buy. Packaging includes pallets and packaging such as boxes, cushioning, closures, strapping and labels.

McCracken (1986) cited by Bloch (1995) had seen designers of products sold at markets as encoding their creations with a meaning derived from their culture. This meaning is intended for the consumer to extract. Products therefore are expected to communicate meanings that are desirable within a particular culture. Design preferences for any product in this market are influenced by cultural and social factors (Bloch 1995). Packaging also gives a powerful image to products and commodities that are in themselves characterless (Hine 1995).

Packaging is the final payoff of the marketing campaign that serves a practical function of holding contents together and protecting goods as they move through the marketing channels (Hine 1995; Lamb et al 2001). In addition to advertising, the package in which the product appears makes the final sales pitch as it leads consumers into temptation. A package differentiates a product from competing products and may sometimes associate a new product with a family of other products (Lamb et al 2001). Packages use designs, colours, shapes and materials to influence the consumer's irrational decisions to buy certain products. Larabee and Franken cited by Hine (1995: 17) see packaging as offering the best service to the consumer hence they write 'The display container is as much of a salesman as any flesh-and-blood clerk and often more, ...'. Packaging may be viewed as an important part of marketing strategy and an integral part of packaging is its label. Labeling can sometimes be persuasive by using a promotional theme or logo to influence purchases or it can be informational when using features such as durability, colour, care instructions and construction standards to promote the product (Lamb et al 2001).

Lund (1998) describes South African traders with reference to traders in the Durban Metropolitan area to have very limited range of goods and nearly half of the traders sell similar types of products

e.g. a large number of people trade in traditional medicines. Market stalls are also selling product lines like any other business or industry. A product line is described as a group of products that are closely related in satisfying a class of needs or that are used together and which may also fall in the same price range. In roadside stalls, there are many product variations in terms of products made from the same raw materials but not necessarily forming a product line (Lund 1998). The marketers of traditional artifacts have adopted a system of managing their product's life cycle, by modifying the face of the product (Berkowitz *et al* 1997; George 2001) in order to improve sales.

2.7 Price

Berkowitz *et al* (1997) and George (2001) define price as the amount of money consumers pay for the exchange of benefits of having a product or using a service. Berkowitz *et al* (1997) describe pricing as having two essential roles to play in marketing, one meant to affect consumer perceptions and the other being used in capacity management. The latter is also important when used as off-peak pricing which consists of charging different prices during different times of the day or days of the week to reflect variation in demand for the service. Price is also used in the market place to attract consumers of different levels of spending power. An example of having products priced at different levels is clearly seen with South African Airways and other airlines as they offer business-class seats at a higher price than economy-class seats (George 2001). Kotler (2000) describes most retailers as putting low prices on slower-moving merchandise to acquire sales.

Marketers set prices for products and services they offer having taken into account a calculation of how much it costs to produce, distribute and promote the product or service (George 2001). Among the many pricing techniques available to marketers, cost-plus, demand-based, competition-based and consumer-based pricing are the most effective (George 2001; Mills & Sweeting 1988; Saayman 2001). A cost-plus based price is determined after the cost of producing or providing a product has been calculated and a mark-up or 'margin' has been added. This tool of pricing offers the marketer flexibility for pricing. Berkowitz *et al* (1997) sees the supplier setting the price with greater emphasis on the production and marketing costs than the demand side of the product.

A demand-based pricing strategy allows the marketer to charge higher prices when demand is up and lower prices when the demand is down (George 2001). However a business could set an initial

price high for a new product on the market for customers that really desire the product, but as demand of these customers is satisfied then the price is lowered to attract another price sensitive segment until the product is affordable to all sectors of the community (Berkowitz *et al* (1997). A competition-base price is however set in relation to what the market is doing and according to competitor's prices (Berkowitz *et al* 1997; George 2001). The only price that is based on what consumers think a product is worth and not the product's real cost is a consumer-based price (George 2001). George (2001) feels that marketers need to discover what the consumers think of different competitive offers as (they) often know what their money is worth.

Kambil *et al* (2002) discuss two pricing strategies different from the ones mentioned above: time-based pricing and segmentation. Time-based pricing as explained by Kambil *et al* (2002) exploits the differences in customer's willingness to pay at different times. This can be clearly explained by two distinct periods in the sales of goods i.e. peak-load and clearance pricing. Peak-load pricing is most appropriate when supply inflexibilities allow suppliers to systematically increase prices with predictable increase in demand especially with utility usage (Kambil *et al* 2002). Clearance pricing on the other hand is most appropriate where demand is uncertain and products lose value over time in the eyes of the customer. This also means that when products simply go out of fashion or due to change of season clearance pricing is applied. Segmentation as another form of pricing exploits differences in the willingness of customers to pay through different channels (Kambil *et al* 2002). Implementation of the two pricing strategies requires specialized product or service bundles that are priced differently based on product configuration, channel, customer type and time.

In formal marketing, the costs mentioned above could also be influenced by the choice of marketing policy, management's objectives in marketing and the effectiveness of the people driving the marketing actions (Saayman 2001). Trade practices of the roadside markets are different from all other forms of markets in South Africa, in the way prices are determined as well as advertising practices and regulations (Khuzwayo 2000; Malumo 1986). As expected in any form of sales, a customer buying from an informal business is expected to pay a price to get the goods s/he wants.

2.8 Place of distribution

The place where the art and crafts products are sold has a profound impact on marketing of the products (Berkowitz 1997). The location of roadside stands greatly influences their profitability.

Selecting a proper site is a critical decision as it begins with the choice of a community and this choice depends largely on the community's economic growth potential and stability. This decision is also affected by traffic flows, land costs, zoning regulations, existing competition and public transportation (Lamb *et al* 2001). Roadside stands need to be located where there is a reasonable traffic flow and a substantial number of people walking or traveling past the stalls. This determines how many potential sales can be made on an average day (Lloyd *et al* 1995). For a stand to be successful it must be situated near the customers and must be easily visible from the road.

A number of problems street traders experience are due to lack of access to normal infrastructure particularly shelter against the sun, water, sanitation, access to storage facilities, electricity and well-constructed roads (Lund 1998; Nattrass and Nattrass 1988). As a result some places of sale are smelly and dirty. The kind of roads where the roadside stand or stall is located should enable the stand or stall to be seen from a distance and this will allow cars a chance to stop without causing accidents. Lloyd *et al* (1995) suggests that there should be adequate off-road parking as it is essential for the safety of customers and users of the road. The majority of traders in the Durban area were found not to have water, electricity or refuse removal and only seven out of ten (70%) had access to toilets (Lund 1998).

2.9 Promotion

Promotion may be defined as the way information about the products is communicated by the seller to the potential buyer in order to influence attitudes and behaviour (George 2001; Saayman 2001). Promotion includes marketing communication in the form of advertising, signage, customer care, attention getting and special offers. Marketing communication which is the personal and impersonal transfer of messages is aimed at carefully informing the potential buyer about the product, and convincing the buyer to buy the particular product in the market (George 2001; Knipe 2003; Peattie 1992; Saayman 2001). Lloyd *et al* (1995) describe promotion techniques for roadside stands as individually or community based planned activities. Producers of products sold at roadside stands are seen to use forms of goodwill by being friendly and provide a courteous service accompanied with volume price discounts. Planned community activities involve tours, bulletins and leaflets, giveaways, produce or monetary donations passed out to community organization activities and sponsorship to community events relating to the stalls.

Lloyd *et al* (1995) suggests that roadside stalls need to have very strong promotional strategies in order to draw the attention of the passers-by. George (2001) and Knipe (2003) outline six distinct ways of promotional techniques that could be used in the tourism industry. The promotional techniques are **advertising, direct marketing, sales promotion, publicity, public relations, personal selling and printed literature**. Advertising, direct marketing, personal selling, publicity and printed media are a means of communicating the company or organization in a non-personal, direct consultation and verbal presentation. Non-personal communication may involve selected media such as television, radio, newspaper and magazines whereas direct verbal presentation involves talking to the customer with the aim of persuading customers to purchase a product (Berkowitz *et al* 1997; George 2001 and Knipe 2003). The only difference among the three techniques is that there is no immediate feedback with advertising compared to direct and personal selling which allow a two way communication between a buyer and a seller. Advertising though expensive has the utmost ability of reaching a mass audience and have proved to be highly efficient for communicating with a large target market (Knipe 2003; Peattie 1992). At the same time advertising has suffered criticism for playing no role or a counterproductive role in advancing consumer interests. This criticism is based on the fact that a number of economists have seen advertisements to be creating barriers to entry in particular industries (Hood 1998). In simpler terms advertisements differentiate an existing product e.g. a breakfast cereal from a possible competing product that might taste better or cost less, or both. This lures consumers to try the new product even though they have already been made familiar with the existing one. Consumers are therefore, in this instance caught in a situation where they do not make the buying decisions that would best satisfy their wants (Hood 1998). This can be blamed on the limited time and attention span consumers are faced with in their everyday life.

Although direct marketing can be expensive and entails massive junk mail, rapid response can be achieved since targeting can be exact by customizing messages to suit individual consumers (George 2001). Printed literature in the form of brochures (free publication) is also one of the main tools of marketing communication (George 2001). The main aim of using these techniques would be to seek to influence the feelings, opinions, or beliefs held by customers, prospective customers, stock holders, suppliers, employees and other publics about a company and its products or services.

Sales promotion and public relations on the other side are marketing mix activities that involve special offers, discounts, extra value to customers, building good relationship with organization's stakeholders by creating favourable attitudes and building a good corporate image (George 2001; Berkowitz *et al* 1997; Knipe 2003). Berkowitz *et al* (1997) explains sales promotion as a short-term inducement of value that is offered to arouse interest in buying a good or service. Public relations can be used to promote specific products or to promote the whole company (Peattie 1992). Sales promotion increases sales volume quickly and awareness of a new product or price. However, sales promotion does not provide investment in long-term sales and (it) provides little information about the market (George 2001). Marketers can use sales promotion to stimulate demand. However, they sometimes misuse sales promotion as they employ it as a 'quick-fix' when experiencing problems in their businesses (George 2001).

Another powerful and exciting way of letting consumers know what products can be found is signage. Signage is a means of passing a message to a large number of people without having to be there in person as the message is written down and placed where people passing can read it (TKZN 2004). The message may be in words, a drawing or a symbol is used to pass a common idea to people with different backgrounds and languages. Signs can be found in different sizes and shapes of large billboards to small posters, flags and banners. These may be painted, printed and may have inside or outside lighting to make them more exciting. The signs may be placed on freeways, streets, buildings, windows, walls, roofs, towers, pylons, bridges or be free standing like road signs (TKZN 2004). Signs are the most powerful form of advertising used by roadside stall operators (Lloyd *et al* 1995). Lloyd *et al* (1995) suggest that signs be placed at the market site far enough from the stand for the drivers to have time to make the turn into the market. This is possible if the sign is at least half a kilometre from the stand in either direction and should be simple and easy to read with a few words printed in bright colours.

Promotion by informal or small-scale entrepreneurs is described by Bank *et al* (1996) to be done in a more informal level with the use of hand written posters and advert stickers on the outside walls of the shack or house where the business operates. Informal businesses especially in the rural areas relied on informal advertising networks that were vocal and visual. The entrepreneurs encouraged word-of-mouth advertising at the work place, in the neighbourhood and at social club meetings. The informal entrepreneurs would even go to the extent of offering credit facilities to their

customers who have a reliable source of income e.g. pensioners and the employed (Bank et al 1996).

2.10 Processes of operations management

A marketing process looks at the manner in which an organization has set the direction of (its) marketing activities. The aspects that are included in the marketing activities would be (i) a variety of long range marketing plans, (ii) annual marketing plans and (iii) marketing plans for new products. All of the marketing strategies mentioned will clearly define the marketing goals and strategies employed by the organization. Fifield (1992) explains the marketing process to be using marketing objectives and marketing strategies in translating the business strategy into a strategic marketing mix operationalised through a series of marketing tactics, activities and programmes. The marketing mix consists of variables (as described above) used by the management team of any business to make decisions. All of these marketing tools should reflect the value of the product to the consumer (Cant, Strydom & Jooste 1999). The marketing process therefore leads to the success or failure of the business depending on whether the business is able to generate profits through satisfying customer needs (Fifield 1992).

There are two aspects in the marketing mix that pose a degree of importance for operations management. These are (i) degree of customer contact and (ii) quality control standards. It is the manager's responsibility to see that efficient and effective running of the operations is achieved by setting predetermined criteria that everyone in the organization will work accordingly (Fifield 1992).

2.11 Target market

A retailer's most important decision concerns the target market. Kotler (2000) feels that the target market should be defined and profiled first before a retailer could make consistent decisions on product assortment, store décor, advertising messages, price and service levels. The essence of good marketing is to anticipate and identify what the customers want so that one could be in the right place at the right time to be able to offer it (Fifield 1992). It is of utmost importance that a business understands what their potential customer bases want as a supply. Understanding of the customer, the needs, wants and motivations is the most important ingredient of any marketing

strategy (Fifield 1992). Frazer-Robinson (1999) describes a successful business as the one that concentrates on what they do for customers than what they do to customers. A successful business will obviously put a customer ahead of everything. A business that aims to maintain a competitive stance as a customer-focused, customer-caring and customer-responsive, need to cultivate a customer mentality and attitude in each and every employee. This means that every staff member has to make customer-first decisions all the time because customers through their behaviour are able to determine the success or failure of the business to meet their needs and wants (Frazer-Robinson 1999). Customers are the judge and jury of a number of businesses. Customers with their money would like to buy quality and Frazer-Robinson (1999) believes that given a choice no one customer would deal with a salesperson that is driven by quantity objectives. A number of businesses fail because they fail to respond to consumer's demands.

Stalls like all other small businesses which manufacture consumer products sell their products direct to the final users, without going through intermediaries. This enables the roadside stalls to dispose their products to a relatively small number of people who pass by their work stations less expensively. The products sold in informal markets often depend on (the product's) low price for demand and this encourages the manufacturers (e.g. weavers, carvers etc.) to manufacture or produce more. In small businesses other than the roadside stall, the producers or manufacturers may depend on the cash from one sale to finance their working capital requirements of the next production and therefore sales tend to set production outputs (Harper 1984).

Summary

The majority of literature used in this study focused on urban street traders and the informal sector. This is due to the similarities or equivalence found to exist between informal traders and informal sector. It has not been easy to discuss informal sector without considering the formal sector as there is fine line between the two. It is very clear to see the important role played by production or operations management in informal markets because in the study they usually sell physical products rather than operate in the service sector or big industries. The process or philosophy that works for producers to achieve their goals is a good marketing strategy. This would involve a management process that is responsible for identifying, anticipating and satisfying customer requirements profitably (Peattie 1992). Marketing strategies including products and packaging,

pricing, position, promotion and target market are the variables investigated and described in more detail in the study.

CHAPTER 3 RESEARCH METHODS AND PROCEDURES

For the purpose of discovering the marketing strategies used at the roadside markets a sample was identified from the markets along the Maputo Corridor. This chapter discusses the methods used to collect data. The methods are researcher's personal observation, focus group discussions, attending meetings organized for crafters and questionnaires.

3.1 The study population and sampling procedures

The study population consisted of marketers of traditional products and fresh produce from the locations of Umkhanyakude municipal district, which stretches from White Umfolozi river, Mtubatuba to South of the Pongola river. The targeted markets were the stalls situated alongside the Lebombo Spatial Development Initiative. The roadside market management teams providing service along the Maputo corridor were all invited to participate in focus group discussions. In addition, stall holders (an average sample of 15.5% of stallholders) from the roadside markets were interviewed to determine their daily practices and how they understood and conducted their market related activities (sales). Seven craft markets were located in this area and at each market there was a minimum of ten stalls to a maximum of 200 stalls owned or rented by different people.

3.2 Data collection technique

The information was gathered using (i) researcher's observation of the roadside markets (ii) focus groups formed by the leadership and management structures of the different permanent informal markets situated along the Lebombo Spatial Development Initiative, (iii) attending meetings with leadership and members of the stallholders in general and (iv) structured questionnaire for stallholders. The procedures for collecting data were as follows:

3.2.1 Personal observation and rating

Personal observation was used in this study as a means of gathering data by observing processes that take place at the roadside markets. Observing participants in their natural environment is believed by de Vos (1998) to enable an unobtrusive observation. A researcher following this approach would be able to observe 'the ordinary, usual, typical, routine, or natural environment Jorgensen, 1989: 15 cited by de Vos (1998). Although personal observation of participants has some limitations it has a few important advantages. Personal observation is a flexible data

collecting strategy that helps the researcher to gain a deeper and richer understanding of the subject's behaviour over time. On the other hand personal observation in research is very laborious and time consuming because it often involves the researcher fulltime for the period it is conducted. The researcher should also be aware of personal values and biases which should be made explicit (de Vos, 1998).

The researcher visited the roadside markets and made some observations on different aspects reflected in table 3.1 below. Items were assessed on a 5-point scale from very satisfactory to very unsatisfactory see Appendix 1.

TABLE 3.1: PERSONAL OBSERVATION OF THE ROADSIDE MARKETS

Observations	Rating
1. Positioning from the road: <i>easy to note while driving, distance away from the road allows for safe stoppage</i>	5 = about 150 foot steps away from the road 4 = satisfactory- between 80 and 100 foot steps away 3 = adequate – about 60 - 70 foot steps away 2 = unsatisfactory – about 50 foot steps away 1 = very unsatisfactory- less than 50 foot steps - poor position allowing no space for car stoppage
2. Signage and advertisement: <i>Any provided readable at 100m distance</i>	5 = provided and readable by motorists from 100m away 4 = provided but no clear description of market 3 = provided but too close to the market 2 = too small to be noticed 1 = none provided
3. Traffic stoppage: <i>no. of passing vehicles per hour, no. of stopping vehicles ,</i>	5 = more than 100 cars passing per hour and at least 40% stopping 4 = between 50 and 99 cars passing, at least 30% stopping 3 = between 20 to 49 cars passing, 2% stopping 2 = 1 to 19 cars passing, 1% stopping 1 = no cars passing
4. Display of products: <i>arrangement, attractiveness, labeling</i>	5 = orderly arranged, attractive with price on labels 4 = neatly arranged with labeling but no price 3 = orderly arranged, no labeling and no price 2 = less orderly displays that are closely packed with no labeling 1 = unattractive dusty displays
5. Environmental factors: <i>littering, ablution, lighting, water</i>	5 = all facilities for environmental care provided 4 = one of the facilities not provided 3 = two or more facilities not available 2 = conditions not clean 1 = none of the facilities available
6. Public relations: <i>welcoming customers, giving assistance when necessary</i>	5 = good communication skills, greeting customers, available for assistance 4 = greet customer but no welcoming smile or gesture 3 = acknowledges customer but does nothing 2 = only waits for the customer to pay once purchase has been made 1 = not attending customers

The researcher spent an hour a day for two days (week day and a Sunday) observing the traffic flow and traffic stoppage at each market. The next hour was spent observing the surroundings of each market, displays and customer care at each of the roadside markets visited. A longer time would have produced more valid observations but it was not feasible. The distance of the market away from the road was paced from the road to the market. Paces of more than a hundred were considered very satisfactory and safe for vehicles to stop and paces less than fifty were ranked less than two in a 5-point scale which indicated very unsatisfactory. One hundred or more vehicles passing a market in an hour were considered a very satisfactory exposure and between 50 and 99 were considered satisfactory.

3.2.2 Focus group discussions

Focus groups were formed by the committee members of the permanent roadside markets visited along the Lebombo Spatial Development Initiative. Discussions were conducted with the committee members and in cases where committee members were not available members of the roadside markets that were willing formed part of the discussion groups. In exploring attitudes in the rural marketplace Miller *et al* (1999) and Prus (1991) used focus group discussions as one of the methods in collecting data. Individuals had been found to feel freer to discuss topics of similar interests. Participation in the focus group discussions was as follows:

TABLE 3.2: FOCUS GROUP PARTICIPATION

Name of Market	No of participants
1 Fancy Stitch	5
2. Zamimpilo	6
3. Khula	5
4. Siyabonga	4
5. Sivulamehlo	4
6. Ubuhlebuyeza	3
7. Zamokuhle	3

Meetings with the focus groups were arranged with the chairpersons of the roadside market in a meeting held with the Zululand Crafter’s Association Coordinator in Richards Bay. Chairpersons

of the various market groups were invited in that meeting as well as the researcher. The chairpersons of the roadside markets decided on the members that participated in the discussions.

In the focus group discussions the researcher prompted discussions with leading questions that probed responses to address issues of concern in the study and those of participants. Open ended questions were asked to allow participants to select the manner of their response (Krueger 1994). The discussions focused on the various activities managed and controlled by the management structure at each of the informal roadside stalls. The topics of discussion covered the following areas (see Appendix 2):

- Structural organization of the roadside market (stall)
- Criteria for participation at the different stalls
- General policy, management and administration in relation to
 1. policy formation
 2. operations
 3. marketing
 4. promotion and signage
 5. public relations
 6. capacity building
- General maintenance of the stalls including
 1. cleanliness & ablution system
 2. renovations of the structures when there is a need
 3. rental

Focus groups have been used in a number of studies as a means of gathering information and have shown to give valid results (Miller, Kean and Littrell 1999). Focus groups in this study were used to obtain a response to the hypothesis 3: **‘The roadside markets are governed by marketing policies designed by stall owners’**. In order to capture responses a tape recorder was used in agreement with the participants.

3.2.3 Meeting attendance

The researcher was invited to attend some of the meetings scheduled by Zululand Crafter's Association for the management structures of the different stall holders. The agenda and main topics of discussion were as given in Table 3.3:

TABLE 3.3: AREAS OF DISCUSSION AT CRAFTER'S MEETINGS

Date	Attendees of the meeting	Agenda
08 June 2004	Committee Chairpersons from Crafter's groups	Planning for conference: number of invites, programme drawn, expenditure estimated See Appendix 3
	Crafters from Zululand	Training on labeling: materials to use, writing and putting a label on product
14– 16 July 2004	All crafters from Zululand together with keynote speakers from NGO's and Private Sector	See Appendix 4 for the Agenda
04 August 2004	Zululand Crafter's Coordinator	1. Discuss outcomes of previous meetings and collect copies of minutes from previous meetings for use in the study. 2. Informal discussion on ways of marketing crafter's products in the Association's shop e.g. management of products from various groups of stall, exporting
18 August 2004	Crafters from Zululand	Training on packaging: material used, appropriate packaging for different products in relation to size and number

3.2.4 The questionnaire

A semi-structured questionnaire with closed and a few open-ended questions was administered to selected members of the roadside stalls (see Appendices 5 & 6). Questions sought information on marketing activities employed by the stall holders. Open-ended questions were used to prompt participants to discuss topics around accumulation of stock, places of sale, pricing, target market

and to probe responses related to attitudes. The researcher was available to answer any queries and to ensure that all the questions were understood by the respondents. The open-ended questions were only occasionally used in the questionnaire as they are more difficult to analyze and can often be troublesome to answer (Gillham 2000). The population of stallholders was obtained by counting the number of stalls. The sample was selected systematically from the stallholders who were present at the time (Fancy Stitch 30%; Zamimpilo 7.0%; Khula 13%; Siyabonga 13%; Sivulamehlo 40%; Ubuhlebuyeza 30% and Zamokuhle 3 out of undefined membership; see table 4.1). The sampling average was 15.5 percent for six markets (based on actual numbers). However 50 percent of stallholders present on the day were interviewed.

Summary

The instruments used provided the required data to answer the hypotheses tested by the study. Four markets participated satisfactorily especially with the focus group discussions. The others were sometimes poorly attended. Chapter four presents the results of the data collection activities.

CHAPTER 4 RESULTS AND ANALYSIS OF RESULTS

In order to determine the processes, marketing and management style employed in the roadside markets in the Umkhanyakude municipal area, visits for observation, focus group discussions with market management, attendance at meetings and structured questionnaires were used. This chapter details fieldwork procedures followed by the researcher. These are detailed in the description of the markets, structural organization, participation, maintenance of property and people, comparative marketing, stall success and theoretical framework.

From the 40 questionnaires that were given to participants 37 (93%) were answered successfully and three of them were spoilt because they were incompletely answered and were therefore not considered in the analysis. The participants were from seven of the ten markets in Umkhanyakude municipal area. The number of participants from each market was limited to not more than 10% of its membership because the members were selling similar items in their stalls.

4.1 Description of the markets

Roadside markets that were visited during the time of research are Fancy Stitch market, Zamimpilo market, Khula craft market, Siyabonga craft market, Sivulamehlo Craft market, Ubuhlebuyeza market, and Zamokuhle market. Except for Fancy Stitch market, Ubuhlebuyeza and Zamokuhle, the markets at Umkhanyakude Municipal area affiliate with Zululand Crafters' Association. The offices of Zululand Crafters' Association are situated in Richards Bay. All the markets explained that the markets were started by a few members who sold fruits and vegetables from their fields and community gardens to passers by along the road. Although there was not much income earned from these produce sales the women continued to sell as they had no other means of generating income.

This is confirmed by the statements made by members of the groups, e.g.

'I started selling pawpaw, bananas and vegetables until a women joined me one by one we all sold to passers by along the road'. (Zamimpilo member)

TABLE 4.1: DESCRIPTION OF ROADSIDE MARKETS IN THE UMKHANYAKUDE MUNICIPAL AREA

Name of the market	Year started	Position	No of stalls	Material for construction	Products sold	Attractiveness
Fancy Stitch	1999	In Ngwavuma	309 women working as one manufacturer	Municipality built building, formal structure	Embroidery, postcards with beaded pictures, wire art, beaded craft	Building structure looks good Does not show on the outside but one has to go inside to see the market.
Zamimpilo	1979	Between Mtubatuba and Hluhluwe on the side of the road with traffic flow towards Sodwana Bay and Khosi Bay.	200 members – women only	Thatched roof, brick walls, tiled floors	Grass craft, reed craft, iron craft, steel craft, beaded craft, shells, fresh produce, clay moulds, cool drinks and groceries	A very attractive complex. Looks like a shopping mall
Khula	1999	5km from St Lucia (World Heritage Site). On the side of traffic flow towards St. Lucia	29 (35 when started)	Rebuilt structure Wood-panel walls, Sand floor	Wood craft Reed craft, grass craft,	Not easy to detect from the outside what is sold because it is a bit dark inside.
Siyabonga	1995	1 km from St Lucia, on the banks of Echwebeni river used by tourists for boat cruises.	38 (44 when started)	Brick wall & roof tiles Cement floor durable	Wood carvings, bead work, grass & reed crafts, wire craft	Glass wall in front show very attractive displays inside
Sivulamehlo	1994	10km from Hlabisa towards Inhlwathi river (Mpembeni)	10 stalls	Thatched roof, brick walls	Ilala baskets, grass craft, clay products, iron, bead, reed craft	Noticeable from buildings from a distance. Attractive displays inside.
Ubuhlebuyeza	2000	20km before Mbazwana	10 women in 6 stalls	Thatched roof, brick-walled structure	Fruits & vegetables, fast foods, cakes, scones and sweets, cold drinks	The building is attractive but displays are not really catching ones' eye.
Zamokuhle	2000	21,5km before Mbazwana	Undefined membership -6 stalls in the building	Brick walls and thatching	Hair products, fruits and vegetables, craft sold on certain days of the week.	The building looks good but no displays on the outside and sometimes the stalls are closed and only open after 10h00.

‘We used to sell fruits and vegetables but due to decrease in sales we stopped and started selling craft work’. (Khula member)

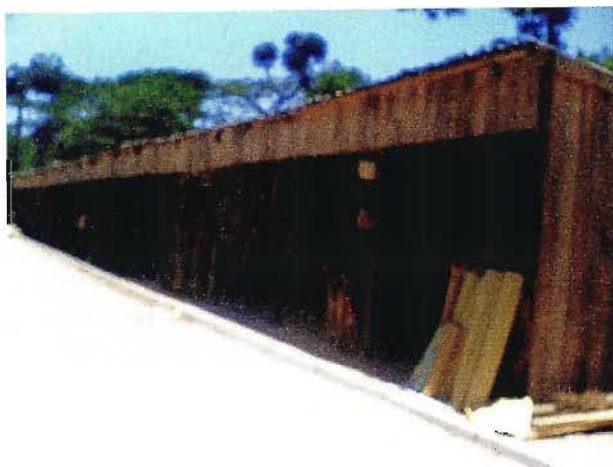
Not all the markets sustained selling fruits and vegetables but Zamimpilo still maintains fresh produce as part of the products sold in the market. Stall holders in the different markets resorted to selling crafts and wood carvings as the stallholders are still able to get raw materials at affordable prices from the area, whereas fresh produce requires the members to spend time in the fields ploughing and planting or buying them from farmers.

In the following pictures Fancy Stitch has not been captured as (she) occupies space in a municipality building that was not built with a market in mind. This fact makes Fancy Stitch more of a wholesale than a roadside market. The next plate shows the front view of the original Zamimpilo market before a number of extensions were made. The majority of stalls in this market had floor displays. Plates 1, 2, 3 and 4 give a picture of the structural designs of the roadside markets found on the Maputo Corridor.



Plate 1: Zamimpilo market on N2 to Pongola

Common structures that are seen are those made of wood panels (plate 2) and thatched structures such as plates 1 and 2.



◀ Plate 2: Khula market on R618 towards St. Lucia



Plate 3: Front view Siyabonga market – on Echwebeni river (St. Lucia)

Ubuhlebuyeza and Zamokuhle markets have the same structural design constructed by the Department of Public Works as a project to alleviate poverty in the community. The markets are situated 100m apart on the road to Khosi Bay about 20km from Mbazwana towards Hluhluwe. The design is shown in plate 4 below:



▲ Plate 4: Structural building of Zamokuhle market with two stalls open

4.2 Characteristics of the roadside markets

All the markets are situated along the road and this allows for a number of vehicles passing by. Signage has been used to inform the motorists of the markets along the roads. Adequate space for stoppage is allowed in all the markets except for Fancy Stitch as vehicles have to branch off the road to get to the market and there is no parking space for customers. The characteristics of the roadside markets as observed by the researcher are explained in table 4.2 below:

The position of the market from the road measured by footage (taking strides; 100 strides \approx 50m), adequacy of advertisement using signage, the number of cars passing and stopping at the market place, displays (attractive) and environmental factors are described by the following statements:

5 = very satisfactory (when the characteristic is presented at its best, see table 3.1)

4 = satisfactory; 3 = adequate; 2 = unsatisfactory; 1 = very unsatisfactory (conditions poor)

Table 4.2 gives a summary of the characteristics of the roadside markets observed in the uMkhanyakude municipal area.

TABLE 4.2: CHARACTERISTICS OF THE ROADSIDE MARKETS

Market	Position	Signage	Traffic	Display	Environmental factors	Public relations	Total
Fancy Stitch	2	1	1	3	5	5	17
Zamimpilo	5	4	5	5	5	4	28
Khula	4	3	3	4	1	3	18
Siyabonga	5	4	4	4	5	4	26
Sivulamehlo	4	3	3	4	4	4	22
Ubuhlebuyeza	5	3	1	1	1	3	14
Zamokuhle	5	3	1	1	1	1	12

Rating scale 1 – 5.

Roadside markets with higher values of the total characteristics are rated better compared to others. The more highly ranked markets will be discussed in detailed because there is much information gathered and the lowest ranked markets are discussed briefly because there was not enough information gathered.

Fancy Stitch (17) has the largest membership but rates fifth overall. From the road there is no signage that informs customers where the market is situated. The environment around the market did not allow any parking space for vehicles. As the building where the market is located has office space for other activities the ablution system is good. Displays at Fancy Stitch are not very attractive as most of the manufacturing is done inside. Lighting is at its best inside the market. One disadvantage is that one has to go up very steep staircases to where the products are and this could be very threatening to frail persons. For Fancy Stitch this is no

problem because they believe in taking the products to their customers e.g. street selling in townships and mail order are some of their main selling strategies.

Zamimpilo (28) was ranked the best market. Zamimpilo can be easily seen by traffic approaching from the right in about 100m before stoppage but traffic approaching from the left is only able to see the market almost when it is about to pass. The signage used to advertise Zamimpilo market does not give clear information about the market such that motorists could think that it is leading to a nearby village. A billboard that informs motorists is on one side only just in front of the market. Zamimpilo has a netting providing shade for fresh produce and this improves on the attractiveness of the market and showed to be environmental friendly. Zamimpilo operates 24 hours a day and therefore lighting is an essential need for this market. Lighting used in the market is good for both day and night.

Khula is the fourth biggest market but falls with the lowest four markets (including Ubuhlebuyeza – 14 and Zamokuhle – 12) offering the least characteristics. The signboard is just about 50m before Khula. Although the billboard indicates a craft market the information on it is not about Khula but for Siyabonga. This disadvantages Khula in that motorists may not think of it as the next market on the roadside. Due to the fact that the management of Khula was not very active at the time of research no one from her members had thought of consulting relevant people for proper signage. Khula had no provision for lighting and the market did not have sufficient light inside which was worse on days of bad weather. Displays on the outside of the market were very minimal (only reed made products) and were not really attractive to catch the eye of the passing motorists.

Siyabonga (26) was the second best roadside market in terms of positioning from the road, environmental factors and ablution system. Although Siyabonga was the fourth when compared in size with 38 members (see table 4.1) the market offers the top quality characteristics almost similar to Zamimpilo. Siyabonga is the best advertised market by signage because the signboard informing motorists can be seen from 4km before the market. This signage has only catered for cars driving to St Lucia because there is no clear indication of the market on the other side of the bridge from St Lucia. Both Siyabonga and Zamimpilo offer adequate space for small cars and busses to stop.

Fancy Stitch, Zamimpilo, Siyabonga and Sivulamehlo had well managed public ablution system and Khula, Ubuhlebuyeza and Zamimpilo did not have such facilities. These markets

with no ablution facilities showed less traffic stoppage. Zamimpilo and Sivulamehlo are the only roadside markets that have a tuck shop selling cool drinks and groceries.

4.3 Structural organization of the roadside markets

Discussions took place between the researcher and the committee members of the roadside markets in Umkhanyakude Municipal area. The key issues discussed are shown in the conceptual framework that follows.



Figure 3: Conceptual framework for structural organization of roadside markets

The management structure of the different roadside markets is described in Table 4.3

TABLE 4.3: DESCRIPTION OF THE STRUCTURAL ORGANIZATION OF THE ROADSIDE MARKETS

Name of the market	Management structure	Partners	Record keeping
Fancy Stitch	Formally constituted committee of members	NGOs, corporate business	Computerized data base and financials
Zamimpilo	Formally constituted committee – 11 members Meetings held in an office with office furniture	NGOs, GOVT, Municipality, Zululand Crafters' Association	Records of all marketing activities well kept; Minutes of every meeting recorded
Khula	Informal committee structure	Local municipality	No records available
Siyabonga	Formal constituted committee	KZN Wild life, NGOs, Zululand Crafters' Association	Records for all sales made per day kept in an exercise book
Sivulamehlo	Formal constituted committee	NGO, GOVT, Ilala Weavers, Zululand Crafters' Association	Records kept in an exercise book
Ubuhlebuyeza	Formal constituted committee	Dept. of Works assisted with building	No records at the time of research
Zamokuhle	Committee members failing to meet	Dept. of Works donated the building	No records at the time of research

(a) Good management in the roadside markets

Fancy Stitch is a market that displayed good management skills. A constituted committee of seven was formed from members of the group and had since October 2003 opened a group's bank account. Fancy Stitch keeps records of all sales, purchases and fund-related activities. The other members (totaling to 300) affiliated to Fancy Stitch bring their finished embroidered pieces of fabric on certain days of the week and every member is paid a commission of R3.00 per finished product. These embroidered pieces of fabric are then sewn onto post cards and greetings cards by other members (five of them). Money made from sales is put into the bank account of the group. From the committee one member acts as a financial officer because of her basic computer skills. She gets paid a salary for the extra work she does for Fancy Stitch.

Discussions held with six members from Zamimpilo's management at their place of work showed that the members of the market were following a constituted order of performance within the market. The constitution was designed by the committee members of Zamimpilo market. Every member participating in the market operates in a small scale by either owning a stall or selling in a family stall. The committee met regularly and when necessary to discuss developments in the market.

'Our membership is 200, a large number which sometimes becomes a problem convincing people about changes' the chairman commented.

The committee reports to the larger group after an issue regarding changes have been discussed to get views of other members. A recording secretary keeps records of sales each day so that members of the stalls from which sales were made could be compensated. The compensation takes place after a management fee of 10% has been deducted. Members of the market pay R100 each towards the maintenance of the market.

Siyabonga market has a similar plan to that of Zamimpilo with a membership of 29. Members do not pay rental as the market is situated within a building owned by KwaZulu Natal (KZN) Wildlife. KZN Wildlife has offered the room where the market is as a community outreach project to empower the community of the St Lucia Wetlands. Out of a committee of nine members four members participated in the focus group discussion. The committee constitutes of three females and six males (from which the chairman comes). The members that participated in the group discussion highlighted that their constitution had been designed by the chairman of the market. Each member of Siyabonga market pays R5 a month for indemnity. Members of Siyabonga operate their market in shifts of four members a week. The members on duty are in charge of all the sales made and keep records of sales. At the end of each day

money collected from sales is paid out to owners of goods sold. Sivulamehlo, a craft market situated in Mpembeni and involved in basket making (ilala baskets), has a management committee that works similarly well.

(b) Poor management

The markets were generally well managed except for Khula, UBuhlebuyeza and Zamokuhle. The reason that these markets do not seem well managed is based on their lack of constituted management structures. Khula seemed to be better compared to UBuhlebuyeza and Zamokuhle because there was selling taking place and one or two motor cars occasionally stopped and purchased some products especially made from wood. It was not easy to tell whether the members of the committee for Khula were still functioning due to the lack of commitment shown by the members. Statements like the following were uttered:

‘many people lost interest in selling since sales dropped. It is not like before when a number of vehicles would stop and customers buy many of our products’ (Khula woman).

Although UBuhlebuyeza had a committee they lacked capacity to meet and motivate members in bringing products that could attract tourists, local and international motorists to stop and buy from their markets, according to stallholders. Markets that employed some marketing strategies in their daily operations are discussed in 4.4

4.4 Maintenance of the property and people

Membership of the different roadside markets ranges from 300 (Fancy Stitch), 200 (Zamimpilo) down to ten (UBuhlebuyeza). The roadside markets with large numbers (e.g. Zamimpilo and Fancy Stitch) seemed more organized than the roadside markets with fewer members (e.g. Zamokuhle and UBuhlebuyeza) in terms of management, maintenance of the property and that of their members.

Although Fancy Stitch had more than 300 members from all the areas around Ingwavuma, the management is able to handle the groups because they work from home and only come to the market when submitting finished embroidered pieces of fabric. Days of submission are common for every one and this system helps control the supply of products as everyone gets paid upfront for each item produced before the finished product is sold. The good management style of Fancy Stitch may be attributed to the fact that they had a very solid support base from commercial businesses and have a good network system. In their leadership they have the

advantage of a very competent person (of colour) who also offers advisory help and are able to speak for them where communication becomes a problem. Fancy Stitch did not disclose how each of the 300 members benefits from the total sales of their products.

Zamimpilo showed the best maintenance system because Zamimpilo’s management agreed on employing two women from the community to clean the market and its surroundings. The two cleaners are paid monthly wages by the management office from money collected by deducting 10% per sales per person per day and R100 paid monthly by each member. There are both male and female toilets which are open to customers and public. There is an entrance fee (50c) that customers pay for entering these toilets. The management of Zamimpilo complained of experiencing problems in dealing with different personalities in such a large group because other members would sometimes resist complying with financial demands of the market. But nevertheless their performance is rated high compared to other markets as they decide to tolerate one another.

The members of Khula market present at the time of research did not have a solution to the sand covering the floors of the market as the market stands at the beginning of the Great St. Lucia Wetland.

‘Khula has a problem of keeping the market really clean because of the sandy floor’, commented a young Khula woman. The shelter in which Khula operates has been rebuilt after being destroyed by heavy storms.



Khula market was a structure like the one shown on the left when the membership was still 44 and the management structure in place. After renovations to the new structure (Plate 2) problems began with the management and that led to the present situation of no operational structure. Siyabonga market is neatly kept with floors shining. A member of Siyabonga had this to

▲Plate 5: Khula market before renovations

say:
‘Working in groups of 4 every week, duties are assigned to each group for the maintenance of the market’ (Siyabonga member) (see table 4.4).

Table 4.4 gives a description of how the markets were maintained and the manner in which support was given to the people working in the markets and their families.

TABLE 4.4: THE DESCRIPTION OF HOW MARKETS WERE MAINTAINED

Name of the market	Maintenance of Property	Support for members
Fancy Stitch	In a new property donated by Department of Local Economic Development. Maintenance is a problem since the building is also used for municipal purposes but the members make sure that their place of work is kept clean.	Each member given a Zulu Bible and a church hymn book (Icilingo); build memory boxes for members & school uniforms for children of members passed away from AIDS; also has a very large membership. Build memory boxes for HIV/AIDS victims within the membership.
Zamimpilo	2 casuals employed by the market see to cleanliness of the market as a whole.	Very large membership which sometimes is difficult to manage due to human factor but everyone commits by paying a certain fee. Satisfactory customer care, attentive to customers.
Khula	Rebuilt new stall after the first one was damaged by storm, No proper cleaning except for picking up waste paper material on the sandy floor	Difficult to motivate people to sell as they lack capital and also get discouraged if their products stay for a long time without any sales. Customers allowed browsing through the market with no assistance – little customer care (but justified by stallholders).
Siyabonga	Kept very clean since it is at the entrance of a tourist centre and offices for boat cruise. R5 per month is paid by members for indemnity. Duties are assigned to groups working each week.	Good working relationship among members. Takes care of people in times of sorrow by offering a donation or contribution to burial expenses.
Sivulamehlo	All members take responsibility	Working towards securing a standing sales agreement with Ilala weavers to help members sell their products at reasonable prices than give away prices for the sake of having money to put food on a plate – often not sustainable.
Ubuhlebuyeza	Members selling see to it that it is clean around their stalls – no specific person is responsible for market maintenance.	Members are pulling out and no one takes responsibility of motivating them to work harder
Zamokuhle	At the time of research the market was inactive. Two girls that were operating a salon. Difficult to maintain as roof is open between ceiling and thatching – easy entrance for thieves. No water and electricity.	Members having difficulty to meet and sort out their differences. Three young ladies decided to take over and spoke to a council member looking after the market for permission to sell.

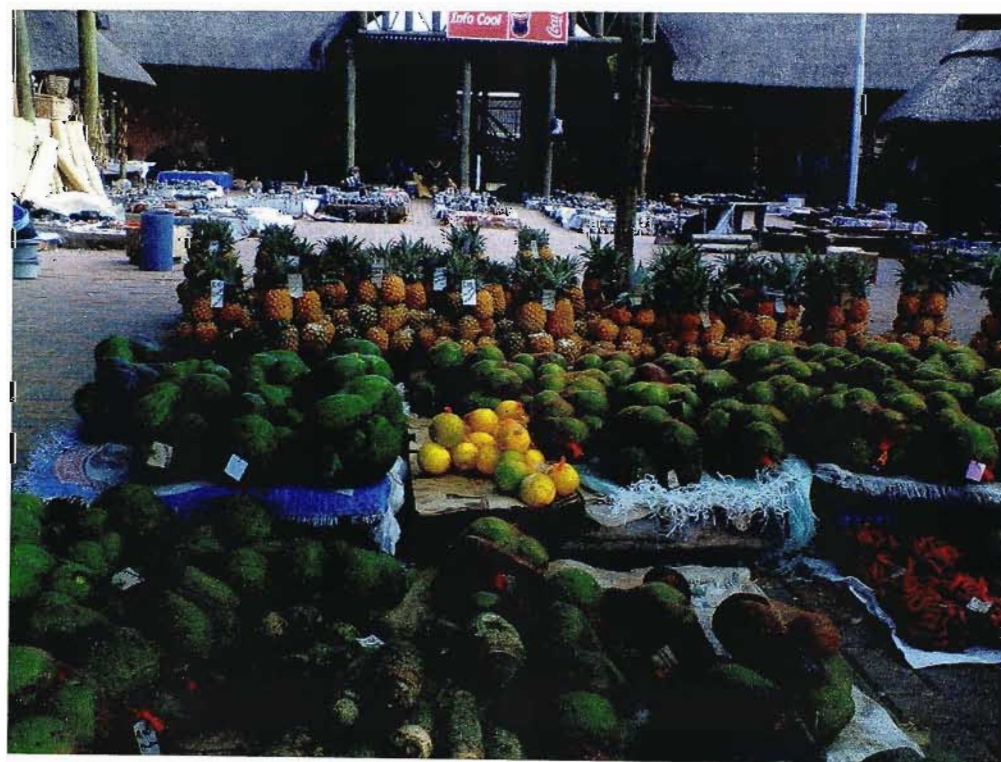
4.5 Marketing Strategies at the roadside markets

The discussion that follows analyses the products sold by the stallholders from each market, pricing strategies used by the stallholders and packaging.

4.5.1 Products sold at roadside markets

A variety of products made from grass to iron and steel were sold at the five of the seven markets visited in the Umkhanyakude Municipal area. These products were found at the stalls of the respondents to the questionnaire. It was noticed that a greater number of markets sold similar craft products made from grass, wood, clay, reed, wire and steel. Except for bead made products and certain wooden products, all the other products sold at the roadside markets were made from local raw materials e.g. grass is found mostly in the whole of Umkhanyakude, clay and reed (ilala) from Hlabisa.

Fancy Stitch made and sold children's clothes, wire angels, embroidered postcards and embroidered wall hangings. Fancy Stitch members regarded themselves as manufacturers and wholesalers because they made the products themselves and sold them to businesses, local shops at a discounted price for larger purchases and to ordinary customers at retail price.



▲Plate 6: Fresh produce displayed at Zamimpilo market

TABLE 4.5: PRODUCTS SOLD AT ROADSIDE MARKETS (stallholder information)

Base Materials	% of Yes Cases N=37	Count	% of total responses
Bead	83.8	31	18.6
Grass	75.7	28	16.8
Wood	62.2	23	13.8
Clay	56.8	21	12.6
Reed	48.6	18	10.8
Fresh produce	40.5	15	9.0
Wire	32.4	12	7.2
Other	29.7	11	6.6
Iron	21.6	8	4.8
Total responses		167	100.0

Beaded products were found in 31 stalls (83.8 %) followed by grass, wood and clay products sold by 75.5 %, 62.2 % and 56.8 % respondents respectively (table 4.5). These four products were commonly sold in a number of stalls in four markets (Zamimpilo, Khula, Siyabonga and Sivulamehlo). Iron made products were the least sold (by eight stalls only in 37 stallholders interviewed) from the seven roadside markets. Total responses came to 167 because the respondents were giving multiple responses, in fact on an average of four showing that each stallholder was selling more than one product.

TABLE 4.6 PRODUCTS SELLING FAST (stallholder information)

Base Materials	% of Yes Cases N=37	Count	% of total responses
Bead	64.9	24	31.6
Wood	43.2	16	21.6
Grass	29.7	11	14.5
Clay	24.3	9	11.8
Fresh produce	16.2	6	7.9
Wire	10.8	4	5.3
Other	8.1	3	3.9
Reed	5.4	2	2.6
Iron	2.7	1	1.3
Total responses		76	100.0

On average two items were earmarked as selling fast by all respondents. Twenty four respondents (64.9%) confirmed that beaded products were selling faster than other products sold at the roadside markets. There are 44.9 % responses shown in table 4.6 that admitted that beaded products sold faster because the respondents gave multiple responses. On the other hand, 43.2% considered wooden products to be selling faster than other products. Grass products were felt to

sell fastest by 29.7% and clay products by 24.3%. From the researcher’s observation it was noticed that bead and wooden products were purchased the most by tourists. Tourists were buying models of the Big Five and bead decorated items such as neck bands and pendants.

4.5.2 Packaging

Packaging is closely linked to product design in terms of importance as an aspect of the marketing mix in trying to ensure that the product characteristics match the benefits sought by the target customers. With roadside markets this is not the case as packaging is by no means closely related to the design of the products sold. Only about 35% of the respondents showed much concern about putting products into packages when sold. The majority of the stallholders from Zamimpilo and Siyabonga markets used packages to some of the products they sold. Table 4.7 portrays the frequency of items that were put in packages when sold.

TABLE 4.7 PRODUCTS SOLD WITH PACKAGING

Base Materials	Count	% Yes Cases N = 37	% Total responses
Bead	13	35.1	24.5
Wood	7	18.9	13.2
Grass	6	16.2	11.3
Clay	5	13.5	9.4
Fresh produce	8	21.6	15.1
Wire	4	10.8	7.5
Other	6	16.2	11.3
Reed	1	2.7	1.9
Iron	3	8.1	5.7
Total responses	53	135	100

Multiple responses were obtained because markets like Zamimpilo had a wider variety of products selling including fresh produce that definitely required packaging. Packages used by Zamimpilo were netted bags and plastic bags for fresh produce, newspaper for wrapping products made from wood. The majority of the markets used some kind of packaging. Common packaging used in the markets was old newspapers and used plastic shopping bags. A member from Khula commented:

‘our customers don’t usually ask for packages but if they do we wrap the items with newspaper’

4.6 Pricing

When the management and stall holders from the roadside markets were asked questions to find out if they make use of the marketing mix when promoting and selling their products, the following answers were provided:

How do you decide on the price of the products you sell? The following answers were given by the management of the roadside markets.

- a) Work out material cost, art cost (the cost to buy from members), transport and advertising, then add 50 to 75 % mark up.
- b) Cost of raw materials, transport, time taken to make an item, then decide on the selling price.
- c) Add all costs of raw materials, transport and the difference by which I reduce the price when a customer asks for a discount.

The stallholders gave similar answers to those of the management committees except for 14 % of the respondents that came from the three roadside markets with the lowest membership that gave answers indicating less clarity on the pricing strategies. For example one stallholder remarked that:

'Ngibheka imali engiyisebenzile ngosuku ngandule ukubona ukuthi ukhona yini umehluko' (translated) 'I compare day to day sales and decide whether to mark my products up or down in price' Ubuhlebuyeza woman.

Eighty percent of the management of markets showed an understanding of the pricing strategies. Generally, the prices used in all the market stalls visited were similar. For example, beaded neck bands cost from R50 to R200 (depending on size, length and decorative style) and reed waste paper baskets cost between R20 and R25. If there was a difference in price for the same item within one roadside market, it was not more than R5. The researcher observed that if a customer asked for a price of a certain product from one stallholder and did not buy it but passed on to the next one the price would decrease by at least R5 with the next stallholder. This clearly indicates that products were sold at whatever price the customer was willing to pay and thereafter one would need to check if any profit had been made.

Table 4.8 shows the pricing strategies employed in the different markets that emanated from the focus groups discussions with the management teams.

TABLE 4.8 PRICING STRATEGIES IN THE DIFFERENT MARKETS (information given by management in focus group discussions)

Name of the market	Price
Fancy Stitch	Structured pricing: agent price, wholesale price, retail price
Zamimpilo	Fresh produce: same pricing throughout the market decided by number as there are no scales. Craft: consider cost price of purchased items and add a mark up of not less than 50%
Khula	Consider cost price, transport costs and time spent and decide on the mark up (no % given)
Siyabonga	Determined from cost price and time taken to make articles
Sivulamehlo	Pricing determined by considering cost price if items or raw materials were purchased, time taken to produce a product, weight before making and length and weight after
Ubuhlebuyeza	Based on what local shops charge and then put a mark up (no range)
Zamokuhle	From what local shops and spazas charge

4.6.1 Labeling

When both the management and the stallholders were asked about how they differentiate sales made from the different stalls as not all stallholders would be present at the market on the same day the response was:

‘The labels put on items on the shelf bear the name of the owner or seller and the price. There is no description of the item on the label with regards to its use and raw materials. When a purchase is made, the money and the label are put together for reconciliation at the end of the day’.



▲ Plate 7: Items with label, price and name of owner (Zamimpilo)

Recording becomes easy because the names of the stallholders and the price of each item sold are written on the labels. Although the larger markets used a system of labeling all the items on display at Khula market a number of products on display did not have labels or price tags. When the members were asked why that was so their response was:

'only for those members that seldom stay at the market during the day do we have tags, otherwise we go and look for the price from others when a customer wants to buy an item with no label'.



▲ Plate 8 Display from Khula market- no labels on products

4.6.2 Bargaining

Stallholders were asked whether they reduced their prices to customers at any particular time of purchase. From the responses it was found that bargaining was common with all the respondents. Table 4.9 shows that 83.8% of respondents allowed bargaining:

TABLE 4.9 RESPONDENTS ALLOWING BARGAINING

Bargaining	Frequency	Percent
No	6	16.2
Yes	31	83.8
Total	37	100.0

About 83.3 % of the stallholders commented that at times they would give discounts to customers as a way of calling for repeat purchases (Kotler 2000, sec.2.5.2 p16). As the researcher observed the functioning of the markets no pattern of giving out discounts could be noticed. As a sales promotion strategy, bargaining was used by stallholders to arouse customer’s interest in buying products (see section 2.9; George, 2001; Berkowitz et al 1997; Knipe 2003). The management of different stall had this to say about bargaining:

‘When customers buy for R100 or more we give a discount of about R10’

Siyabonga woman.

‘ Whenever we give a discount it is never more than R10’ Zamimpilo woman commented.

4.7 Promotion

It was found that roadside markets depended much on the management committee for the promotion of the market at large but promotion of individual stalls within the market proved to be done very rarely. Common promotional strategies observed from roadside markets were that stallholders would give bargains to customers as a means of inviting more purchases. This is a strategy commonly used by small businesses offering credit facility to attract customers (Bank 1996 section 2.9). Different answers were obtained with regards to promotion of the stalls by stallholders.

On the question ‘How do you promote your stall to attract customers?’ the following responses were given:

- a) Put contact details on packaging (Fancy Stitch)
- b) By allowing discounts at certain times and give extras for free (Siyabonga, Sivulamehlo)
- c) Keeping the stall clean, items on display clean and shiny by wiping off dust all the time (Zamimpilo)
- d) Make good relationship with my customers, be there for them when purchasing and give them good prices (mark down certain items they buy) (Zamimpilo, Fancy Stitch).
- e) Giving out business cards (Zamimpilo, Siyabonga and Sivulamehlo)

Table 4.10 below gives a summary of the promotion strategies used at each of the roadside markets in Umkhanyakude Municipal area:

TABLE 4.10 PROMOTION STRATEGIES OF THE DIFFERENT MARKETS (focus group Discussions)

Name of the market	Promotion
Fancy Stitch	Word of mouth – Fair trade, network with shops, sell at wholesale prices to shops, names printed at the back of postcards
Zamimpilo	Signage Brochures Participation in exhibitions Crafter's Association
Khula	Word of mouth, depends on cars passing by, no formal advertising is done
Siyabonga	Public exhibitions, give 10% discounts to purchases more than R100
Sivulamehlo	Signage, Brochures, Participation in fairs and exhibitions, distribution through Zululand Crafters Association
Ubuhlebuyeza	Word of mouth, no other means except for signage next to the market
Zamokuhle	Word of mouth through friends.

4. 7.1 Product displays

Displays in certain markets did not warrant purchases by customers because it seemed difficult to see beauty in certain items as they were packed very close to one another. For example, products at Siyabonga were very closely packed. Products sold at the different stalls are shown in the pictures below. (Plates 9 & 10)



Plate 9: Display at Siyabonga market



Plate 10: Display at Zamimpilo

The results obtained from stallholder interviews showed little understanding of customer care by the respondents. Stallholders from Zamimpilo, Siyabonga and Sivulamehlo responded with:

'to attract customers I make friends with my customers and be there for them when purchasing and give them good prices'

This response did not reveal any knowledge they might have gained from the capacity building lessons they have been exposed to.

4.7.2 Signage

Signage has been observed as minimally used as a promotion strategy for the markets. Zamimpilo, Ubuhlebuyeza and Zamokuhle have sign boards indicating the existence of the market but are all in front of the market building. The position of the sign boards did not give enough time for approaching motorists to see and make preparations for stoppage (sec. 4.2, table 4.2 p35).



▲ Plate 11: Signage at Zamokuhle market

4.8 Target market awareness

Discussions held with focus groups revealed that the markets were aware of the customers buying regularly from their stalls but did not have a clearly defined target market. The stallholders had not positioned their products for a specific target market. But Fancy Stitch was more of a wholesale than a retailer because they targeted businesses, shops and hawkers.

Table 4.11 below gives a summary of the customers who would occasionally buy from the markets and were regarded as their target markets.

TABLE 4.11 TARGET MARKET AWARENESS (focus group discussions)

Name of the market	Target market
Fancy Stitch	Curio shops, local and international markets, community
Zamimpilo	Local community. Local businesses, tourists, government departments
Khula	Open to public but rely more on passing vehicles
Siyabonga	Tourists, local community, government departments, boat cruisers
Sivulamehlo	Local community, tourists (local and international), overseas customers and curio shops such Ilala Weavers in Hluhluwe
Ubuhlebuyeza	School children, local community and pensioners when collecting their government grant
Zamokuhle	School children and local community

A summary of customers that always purchase from the markets in Umkhanyakude municipal area is given in table 4.12.

TABLE 4.12 CUSTOMERS THAT ALWAYS PURCHASE (n = 37 stallholders)

Customers	% Yes Cases	Count	Total % of responses
Customers from white community	37.8	14	18.5
Customers traveling by bus	37.8	14	18.5
Customers from motorists	35.1	13	16.9
Customers from local community	24.3	9	11.7
Customers from international tourists	24.3	9	11.7
Customers from other sources	13.5	5	6.5
Customers from overseas	13.5	5	6.5
Customers from government institutions	8.1	3	3.9
Customers from contractors	5.4	2	2.6
Customers from school community	5.4	2	2.6
Customers from S A curio shops	2.7	1	1.3
		77	100

The respondents from the stallholders gave multiple responses from a prescribed list of options. Thirty eight percent of the stallholder respondents considered both the white community and bussed tourists as customers that always buy from the roadside markets. The management of the roadside markets indicated that customers who often buy from them travel by motor car and buses and this is reflected in the results because the motorists closely follow as best customers by only two percent less. The local community and tourists were considered constant buyers by an equal number of respondents (9 each). The local community was considered as best customers by nine respondents from Zamokule (3), Ubuhlebuyeza (3), Zamimpilo (2) and Sivulamehlo (1) markets. Fancy Stitch was the only market that clearly disclosed networking with curio shops as their strategy for promoting their products and international tourists and businesses as her targeted customers. Respondents from other roadside markets targeted motorists and tourists more.

4.9 Stall Success vs. Failure

The success of the stall depends on the income earned at the end of business and total income made per month. The amount made by each stallholder is added up from the records. Daily records show the performance of individual stalls at the roadside market. A stall that has most purchases can easily be detected from the records. The success of the roadside markets was observed from the records of performance for each stallholder interviewed during the time of research. However, the actual market records were not made available to the researcher.

4.9.1 Supply vs. Demand for products

Generally all the markets had a problem of over stocking their products. For example, one respondent from Zamimpilo remarked that

‘ ... it is not easy to see our profit because whenever one gets money from our sales we buy more products to sell because we do not want to have less items than our counterparts. ’

This feeling was confirmed by a Fancy Stitch member

‘because there were so many people making the same products we came to a point where people could not buy everything we sold. We started sending postcards made on cloth to Switzerland.’

Fancy Stitch seemed to be more successful among the markets that were visited in terms of customer demand. With the help of partners the market has been able to trade with Switzerland, Woolworths and other local retail stores. A partner with Fancy Stitch commented at the South African Women In Dialogue conference in July 2004 that sales at Fancy Stitch increased from the 1st year they started trading with corporate businesses by 120% in the 2nd year and more than 106% in the 3rd year. The reason was that Fancy Stitch had been confidently connected with the corporate businesses. Connecting with other companies is referred to as benchmarking by Kotler (2000). Benchmarking is an art of learning from other companies that perform better. Fancy Stitch has taken advantage of this by taking advice from other businesses.

Zamimpilo was observed by the researcher as the second most successful market in terms of sales made per day and the number of vehicles stopping in an hour to make considerable purchase of the different products sold. It was observed that compared to all the other roadside markets, Zamimpilo had a better number of vehicles stopping per hour compared to Khula and Siyabonga that are also on the same road (nine out of 109 towards the north and six out of eighty nine towards the South per hour including busses transporting tourists). The observation showed an average of fifteen cars stopping an hour at Zamimpilo whereas it was about five out of ninety eight and one out of thirty at Siyabonga and Khula respectively. Zamimpilo had floor displays that easily catch dust but the stallholders maintain their shine by always wiping off dust and even polishing them.

Although Khula came third in terms of size (29 members, see table 4.1) it did not show much success. Instead, members of Khula market were demotivated by the decrease in the number of cars stopping and buying from the market. Members of the market could not meet to discuss the ways of making their market attractive to customers and they did not know the cause of the decrease. Members were not exposed to any information regarding capacity building that would afford them information to run their business better.

Siyabonga showed better chances of making adequate incomes because their markets attracted a number of tourists coming for boat cruises. The front view of the market made it more noticeable to passersby. Besides the products being closely packed on displays the neatness inside allowed enough space for customers to move around viewing displays. Both Siyabonga and Khula have “top on table” displays which were within easy reach for customers. It is only the larger products that were on the floor, for example animal artifacts.

Sivulamehlo showed an average performance in generating income as the market depended more on the purchases made by Ilala weavers who sell direct to customers. Stallholders at Sivulamehlo did not have an assured income generation on daily bases except for the large purchases of Ilala weavers that came on specific days in the month. As mentioned in table 4.10, members of the community would prefer to stand by the road-side on the day the Ilala weavers' truck came to collect products from the market and sell directly to the truck rather than waiting for days for Sivulamehlo to sell on their behalf. They did not mind the price at which their products were sold in this way as long as they got rid of the products and had money in their hands. It was for this reason that the Chairperson of Sivulamehlo remarked and said:

'We are negotiating with the Government to assist us with the capital to buy these products from the members and pay them cash instantly to keep our relationship with the traders that buy from us'.

Ubuhlebuyeza and Zamokuhle were the worst performers. Contributing factors to their failure were lack of attractive displays, no formalized leadership and zero attendance at capacity building workshops.

4.9.2 Income

Except for Fancy Stitch the roadside markets visited by the researcher were not happy about showing their financial reports on the incomes made by different stalls. Hunter and Skinner (2001) believed that informal businesses had difficulty in keeping records on day to day activities and therefore would be reluctant to divulge their income levels. Fancy Stitch operated as a unit and therefore their records were not disclosing any weaknesses on the individual members but the group as a whole. The researcher therefore could not get an average income for each stall from the records of the other markets. The stallholders were asked whether they were satisfied with the money they make from sales of their products on monthly bases. Table 4.13 gives a summary of responses obtained:

TABLE 4.13 ADEQUATE INCOME (Stallholders)

MARKETS	No of Yes Cases	Total no Interviewed
Fancy Stitch	3	3
Zamimpilo	14	14
Khula	2	5
Siyabonga	5	5
Sivulamehlo	4	4
Ubuhlebuyeza	0	3
Zamokuhle	0	3
TOTAL	28 (75.7 %)	37

About 75.7% of the 37 stallholders interviewed felt that they were making adequate income out of the sales of their products per month. This was justified by the management committee who agreed that out of the money they made from selling on the roadside markets they were able to send their children to school. Stallholders from Fancy Stitch, Zamimpilo, Siyabonga and Sivulamehlo felt that they receive adequate income from the sales they make. Nasar (undated) confirms that informal traders feel they get enough money for as long as they only obtain an income enough for subsistence needs (see 2.2.1 p7). This may be viewed as a short term solution to poverty and survival (Nasar undated). Very few stallholders acknowledged other sources of income besides that from the markets.

Comments like this one were received from the stallholders:

'... my daughter is now doing her 2nd year in a degree in Law and I have been struggling for to get her education through this market' a Siyabonga woman remarked.

Other sources of income this woman had were not revealed and therefore it is not clear if she was solely dependent on the income made by her stall to pay for her daughters' education and therefore this statement may not be used to validate adequate income. The stallholders were satisfied if their products were purchased at a lesser amount than were supposed to sell. As a matter of desperation to sell their products stallholders who admitted giving discounts to customers.

4.9.3 Capacity building

The management committees of the markets remarked that they had learnt the strategies they use for selling their products from the capacity building workshops organized for them monthly by the Zululand Crafters’ Association. Table 4.14 shows the number of stallholders from the 37 interviewed by the researcher that had attended some capacity building workshops.

TABLE 4.14 RESPONDENTS ATTENDED WORKSHOPS

Workshop attendance		Frequency	Percent
	No	11	29.7
	Yes	26	70.3
	Total	37	100.0

As this table indicates that not all the stallholders attended capacity building workshops, attendance was discussed with the management and it was according to availability (physical and financially). About 70.3 % of the respondents from stallholders attended capacity building workshops. Ninety six percent of the respondents that attended workshops came from Zamimpilo, Siyabonga and Sivulamehlo and only one member of Khula had such an exposure. The exposure to capacity building has an influence on the performance of the markets. The stallholders were exposed to skills such as measuring, costing and pricing, labeling and packaging.

Fancy Stitch did not attend any capacity building workshops but had an exposure on business skills through the linkages with corporate businesses. Ubuhlebuyeza and Zamokuhledid not have any of the exposure to capacity building. The chairperson of Ubuhlebuyeza expressed willingness for development.

‘... we would like to improve if someone could help us’ Ubuhlebuyeza woman remarked.

Fancy Stitch relied more on exporting their product and selling it to boutiques and curio shops. This made it difficult for the community around Ngwavuma to buy in bulk and therefore sales were not day-to-day but at certain times of the year. Zamimpilo roadside market showed success in sales because their positioning along the road has an advantage of a large number of cars stopping (136 cars stopping per hour). Khula was not a very successful market a small number of cars were able to spot the market from the road and stop (1 in 30 cars). The signage of another

craft market (Siyabonga) just before the entrance to Khula confused certain motorists as they would only notice Khula as their drive past and since Khula is at a blind spot on the road a u-turn would not be a recommendation.

Siyabonga was not doing very well but hope for success lies on the number of vehicles stopping for boat cruises at the Great St. Lucia River. Sivulamehlo's hope for success is Ilala weavers who come and buy in bulk for selling at Ilala weavers' curio shop in Hluhluwe. Sivulamehlo's performance is affected mostly by the members of the community who are their source of production. Since Ilala weavers buy from anybody who brings craft beside Sivulamehlo market, the community sees it as fast means of getting cash than waiting for their local market to sell their products.

A brief description of the successes and failures experienced by the members of the roadside markets in Umkhanyakude municipal district are given in table 4.15. This information was obtained from the management teams of the different markets during focus group discussions.

TABLE 4.15 DESCRIPTION OF SUCCESSES AND FAILURES OF THE ROADSIDE MARKETS (from focus group discussions)

Name of the market	Successes	Failures	Capacity building
Fancy Stitch	Exporting, Up-market boutiques & shops, have a unique product range, been to WSSD for exhibitions	Paper and fabric made products e.g. Xmas cards, wall hangings and photo frames, wire angels for Xmas trees	Mentoring on market-related issues and product development by partners and interested parties.
Zamimpilo	Sales are good. A number of tourists have realized the existence of the market (average of 136 cars per hour drive past the market and about 6% stop).	Constraints as a result of members not understanding financial responsibilities – would prefer to receive Christmas bonuses than paying for an Auditor.	Members attend capacity building workshops on marketing, labeling, pricing, packaging and costing with ZCBF in Richards Bay
Khula	Not much to tell	Motorists are not stopping as frequently as they used to in the past (1 out of 30 cars passing)	Very little – only one member admitted to have attended a workshop on business skills.
Siyabonga	Market situated at the mouth of the river with boat cruise, this brings a number of customers who provide for a considerable number of sales per day	Grass mats are slow to sell and some begin to grow mould and collect dust.	5 members have attended training sessions organized by ZCBF and the local municipality.
Sivulamehlo	Selling to Ilala weavers (art gallery in Hluhluwe), has displays at ZCA store	Instead of local producers bringing stuff to the market to sell, they sell direct to Ilala weavers when they have come to collect supplies and this lowers the markets and the sellers' income. Producers do not understand levies paid to the market for selling their products.	Management attends capacity building lessons with Zululand Chamber of Business Foundation (ZCBF) and share information with the rest of the members.
Ubuhlebuyeza	Selling to school children and when schools are closed sales drop dramatically	Members are lazy to make hand crafts and their interest is on farming which does not help them much as tourists are interested in craft	None but willing if they could get help
Zamokuhle	None	Had difficulty operating from the onset. Members discouraged by fewer (or none at all) motorists stopping to buy	None

4.10 Researcher's rating of the roadside markets

The markets as observed by the researcher were ranked according to the way in which the understanding of the marketing mix was displayed on the shelves. The scores are based on the extent to which each market understood the marketing strategies. Even though other markets were big in membership they did not display full understanding of the marketing mix. For example a member of Khula market complained about products made from grass that stay for a long time until the grass starts to disintegrate. The disintegration as a result of slow sales of the product did not make the stallholders in this market lower the supply of these products. Instead they produced more products made from grass.

The roadside markets were ranked according to marketing activities that were displayed during observation. Products were ranked on how they were displayed, arrangement and attractiveness. A label on the product was also a determinant of an understanding of labeling as a means of promoting the product. In some markets not all products had labels e.g. Khula did not have all their items labeled and priced. Ubuhlebuyeza and Zamokuhle had no single item that was labeled. Discussions with management showed that it was not taken as very important to put labels by Khula members. They believed that for as long as there was someone to explain to customers what the prices were it did not matter much.

Place was judged by the distance from the road which was literally measured by counting foot strides from the road. Except for Fancy Stitch all the markets observed were placed strategically along the road. Fancy Stitch was about 500m far from the road.

Ranking was as follows: 7 = the best; 6 = excellent; 5 = good; 4 = satisfactory; 3 = poor. A rank of 1 or 2 denotes the virtual absence of any such activities and 0 is total absence of any such activities.

TABLE 4.16 RESEARCHERS’ RATINGS OF MARKETING ACTIVITIES

Name of market	Product	Price	Place	Promotion	Management processes	Target group	Total	Order
Fancy Stitch	7	7	1	4	5	7	31	3
Zamimpilo	7	6	7	6	7	6	39	1
Khula	3	3	7	3	3	3	22	5
Siyabonga	7	6	7	5	7	5	37	2
Sivulamehlo	7	6	2	5	4	5	29	4
Ubuhlebuyeza	1	1	7	0	0	0	9	6
Zamokuhle	0	0	7	0	0	0	7	7

Table 4.16 reflects the bases on which decisions taken by researcher where roadside markets were using their marketing strategies. Fancy Stitch, Zamimpilo, Siyabonga and Sivulamehlo showed knowledge of the various groups of buyers and the products their require most. Ubuhlebuyeza and Zamokuhle have school children as their target market. For these markets it meant that when schools are closed their sales go down tremendously.

CHAPTER 5 DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The aim of the study was to find out the strategies used by the roadside markets in relation to the marketing mix (product, price, place of distribution, promotion, and marketing management) and target market. The data collected by observations of the markets and focus group discussions with the management structures of the various markets made it easy to compare the different markets in terms of marketing processes carried out. As the key to studying human behaviour is to become familiar with the life situations of those studied, this was very helpful in studying roadside markets (Prus 1991).

The researcher attended meetings that were organized for the members of the craft markets in the Umkhanyakude municipal area with the aim of getting closer to understanding how members of the markets understood business activities. The meetings were instrumental in building trust between the researcher and the members of the craft markets as the researcher became involved in some discussions with the members. This method also worked for Prus (1991) while studying the marketplace as it gave light to some of the factors that could be asked in questionnaires. Being part of these meetings led to the researcher being invited to training workshops organized for the markets affiliated to ZCA. Training on packaging, labeling, pricing and costing explained why markets like Ubuhlebuyeza and Zamokuhle ranked low in daily business activities. The two markets never attended the capacity building workshops.

5.2 Discussion of results

In view of the results of this study a brief discussion will be given on the aspects of marketing observed and identified in the different markets. The discussion will cover the target markets, income generated, management of marketing plans in relation to products sold at the markets, pricing methods used, place of distribution and promotion of the different markets.

5.2.1 Hypothesis 1: Tourists are a targeted market by the roadside markets more than local sales.

One of the aims of this study was to determine whether there was an awareness of a target group of customers for their art and craft products. The study has shown that customers from

the white community traveling by bus or motor car were their best customers. Motorists and busses that stopped at the roadside markets were observed by the researcher to be visitors from other cities and local or international tourists. This was confirmed by the stallholder responses from Zamimpilo, Khula, Siyabonga and Sivulamehlo (see Table 4.11). These four markets had a larger supply of traditional Zulu artifacts per stall. The management of these markets also confirmed that the white community which they referred to as tourists bought much of the traditionally-made products. This awareness of what foreign cultures demand from cultural products, however, needs to be encouraged.

The research does not support the hypothesis that tourists are targeted more than local community because from focus group discussions it was revealed that tourists carry dollars and pounds which the stallholders understood as worth more than the rand. But the supply of products does not confirm this because very few of the unique products were fast sellers e.g. only small items such as beaded products sold fast and the larger pieces of wood were often bought by customers traveling in their own vehicles. In the positioning of the products all the stalls were selling similar products as they purchased them from the manufacturers and suppliers. The stalls are not stocked according to any demand by customers. The study failed to reveal a depth of understanding by the stallholders of a target market. But the managers had a slightly better idea of what tourists wanted.

Fresh produce was sold in three of the seven markets. This was not the main stock selling. For markets like Zamimpilo the motorists would see the fresh produce from the road even if they did not notice the signage indicating the market.

5.2.2 Hypothesis 2: The roadside markets do not provide enough income to stallholders' satisfaction.

The study could not support the hypothesis that roadside markets do not provide enough income for stallholders as seemed impossible to look into the books of the markets. Except for Fancy Stitch other markets were not willing to show records of their income statements. TKZN (2004) acknowledges that not many of the craft work producers make a living from the products they sell (see section 2.2.1). The reason that stallholders interviewed felt they made adequate income from sales of their products has been clearly explained by Lund (1998) in stating that 'women would not vacate their marketing activities even though they earned below the minimum living level' because this is often the sole source of cash income.

Khula was observed to be among the three markets that lacked knowledge of the marketing principles and was not making adequate income for all its members. Khula's failures were due to the members not having been exposed to capacity building on marketing and business skills. Khula member had no connection with NGOs for assistance in managing their business.

The larger markets had a wide range of products sold, ranging from grass craft, reed craft, wood craft, beaded craft, baskets, clay, iron and steel products and fresh produce. Iron and wire were not in large supply compared to grass, wood, and reed craft and were also not seen as major sources of sales (see Table 4.5 & 4.6). The products that were regarded to be selling fast by some markets were highly stocked e.g. beaded products were highly stocked by stallholders from Zamimpilo, Khula, Siyabonga and Sivulamehlo. Products at these markets communicated the Zulu culture in their designs (Bloch 1995, section 2.6.2). Ubuhlebuyeza and Zamokuhle did not have beaded products in their stock reflecting a weakness in their understanding of potential customer demand. Results show that 31 of 37 respondents regarded beaded products form major sales.

The products sold at the roadside markets were not promoted to any greater extent. On the roads leading to the markets there were no information centres observed that had brochures or flyers informing road users about the markets. The study did not find advertising or sales promotion or printed literature at the markets (see section 2.9). Lloyd *et al* (1995) believes that roadside stalls should use advertising, direct marketing, sales promotion and publicity in order to draw the attention of the passers-by. Lack of these promotional strategies was a general weakness of all the seven markets. Signage was not effectively used in promoting the markets. It was not put at a distance that would caution motorists in advance of the market they would be approaching but in front of the market (see Plate 11, section 4.7.2).

In the markets that were not doing very well bargaining was observed to be need-driven than profit driven because it was given to induce sales. George (2001) and Kotler (2000) agree that retailers would put low prices on slower-moving merchandise or when the demand is down (see section 2.6). There was no pattern in bargaining the products by the stallholders, except for sales from and above R100 that would carry a R10 discount. (see section 4.6.2). Stallholder's responses showed that little was understood about costing, because the markets had the same prices for the same products regardless of where they were located. Yet,

stallholders seemed to have considered cost of raw materials, transport and advertising in pricing their products (see section 4.6).

Stallholders did not view packaging as an important marketing strategy because there were no different packages for the different products sold according to size and form. Except for fresh produce sold at Zamimpilo and Sivulamehlo packages for other products were given on request. A popular package system used was wrapping the artwork in used newspapers and small items were put in plastic bags (see 4.5.2). The study reveals little understanding of the value of packaging in promoting the product. Packaging when used influences the customer's irrational decisions to buy a product because it differentiates a product from competing products and offers themes and labels (Lamb *et al* 2001, section 2.6).

5.2.3 Hypothesis 3: Roadside markets do make use of the marketing principles in their management processes.

The aim of the study was to determine whether roadside markets understand and use marketing principles. Although observations showed that some marketing principles were used by the stallholders the understanding of these principles seemed to be minimal. Labeling of products on shelves mattered most to the stallholders than as information for the customers. This helped in recognizing whose products were bought and for how much (section 4.6.1). The information on the label was the name of the owner and the price (see Plate 7).

The larger markets, Fancy Stitch, Zamimpilo, and Siyabonga displayed good management skills. These markets had a plan for running the day to day activities, such as, members of the markets working in groups that come to the market fortnightly. In the rating given by the researcher the largest markets, Fancy Stitch and Zamimpilo were rated high 34 and 39 respectively followed by Siyabonga 37 and Sivulamehlo 29. Zamimpilo was seen to be better organized market in terms of their management structures and application of marketing principles. Fancy Stitch, Zamimpilo, Siyabonga and Sivulamehlo markets have shown throughout the study to be the top four markets from management, maintenance and marketing processes. Generally all the markets have managed to achieve the best aesthetic appeal on the products they sold but the size and form was not considered for packaging purposes. Hence the majority of the products sold were sold as is. But the products sold communicated some meaning of the stallholder's culture because the products sold were similar in shape and design

throughout the markets. There was no competitiveness defined by the products sold in the different stalls.

The study shows less understanding of the significance of packaging by the stallholders. The pricing system used by the stallholders was generally the same for all the markets except for Fancy Stitch as they were selling different products. There was very little understanding of pricing as a marketing strategy displayed by the stallholders. The markets were strategically placed next to the road and therefore are expected to attract as many tourists and road users as possible. This was not the case as the stallholders displayed a lack of promotional strategies to attract potential customers.

5.2.4 Hypothesis 4: Factors contributing to the success of the roadside markets can be identified

The results of the study revealed that four of the markets were performing better.

Zamimpilo was the second largest market with 200 members and has been ranked the best market in terms of the marketing principles. Zamimpilo has displayed good management skills and marketing procedures that have been learnt from the capacity building workshops attended by the management and the stallholders from the market. The researcher agrees with Lloyd *et al* (1995) and Tilley (1995) in that a manager of a roadside market is expected to have some merchandising, book-keeping and customer care skills for success in business (see Section 2.3). Zamimpilo displayed some of these skills to some degree. The linkage of the Zamimpilo market with the extension officers from Government and with NGOs gave the members of the market a basic understanding of the marketing principles.

Fancy Stitch being the largest market with 300 members has been rated second although the market displayed good management skills with a few members in management and all other members treated as manufacturers or producers, product development of the highest ability, good networking with businesses which helped improve their promotion techniques. Both Zamimpilo and Fancy Stitch have the largest membership which is a sign that these markets are growing in supplying a variety of products. Fancy Stitch does not really satisfy the description of a roadside market as it deals mostly directly with companies as their customers.

Siyabonga was rated the third most successful market closely followed by Sivulamehlo. The members from both the markets have been exposed to business skills workshops and capacity building on marketing principles. Sivulamehlo was affiliated to Zululand Crafter's Association and has strong links with one corporate business (Ilala Weavers). Siyabonga was not receiving guidance as frequently from the Crafter's Association as other markets but was better positioned and easily noticed by tourists coming for boat cruise.

Ubuhlebuyeza and Zamokuhle had the lowest ratings because they did not have management structures that were operating, had not been exposed to any workshops on business and marketing principles. Both markets were also not affiliated to Zululand Crafter's market which has given assistance to the more successful markets in this study.

Factors identified that contribute to the best performance of the roadside markets were observed to be:

- (i) The size of the market
- (ii) a constituted management system that was working
- (iii) marketing procedures
- (iv) support system or partners in business (government, NGOs businesses)
- (v) capacity building training
- (vi) good internal working relationship between members
- (vii) marketing procedures
- (viii) position of the market from the road (see Table 4.4).

5.3 Conclusions

The study presented an opportunity to assess the products sold at the roadside markets and the understanding of the marketing principles by the stallholders in these markets. The research has shown that for success the management of the roadside markets needs to be taught business skills and marketing principles in an ongoing relationship. For this to happen Government and private sector need to help by providing training programmes on skills to develop the markets, as it is the people from the poor rural areas who run these markets.

As it was confirmed for Kenya's informal sector to be capable of creating more jobs, so could roadside markets in Umkhanyakude (Mosdell 1994). These markets show a potential for growth in their business. The stallholders from these markets need to have an opportunity for expanding their knowledge on business management and build partnerships. For instance the roadside markets in this study can use their products for making coordinated decisions on product mixes and product lines. This is supported by Kotler's (2000) and Bloch's (1995) description of a product as the first and most important element of the marketing mix and of determining success in the market place. Advertising and sales promotions are innovative marketing strategies that translate into success. In this study only low level advertising was observed.

The roadside markets such as Ubuhlebuyeza and Zamokuhle could restructure their present market places by putting management teams in place and improve on products sold to attract potential customers. This will also require them to include new products that will attract motorists as they are positioned advantageously very close to the road.

It has been observed that roadside markets that did not perform well had problems with their management systems that were not in place e.g. Khula, Ubuhlebuyeza and Zamokuhle. Management for any organization focuses on efforts to harmonize the organization's objectives, capabilities and resources with marketplace needs and opportunities.

5.4 Recommendations

Although the study has managed to achieve its objectives, certain limitations exist. There were aspects that the study could not cover in detail due to limited time spent with the markets, a small sample and unwillingness of the participants to divulge certain information. The study was confined to a small area of knowledge in the marketing of traditional products. The following recommendations are therefore made:

- 1) The study investigated the products sold and those selling fast, the target market and the marketing principles used at the roadside markets. There is a need for the markets to improve their product line and positioning. But this could only happen if the members are taken through intensive courses regarding access to relevant market

research results. This would help markets understand their customers and know exactly what tourists look for.

- 2) The study revealed that the management teams of the different markets lacked confidence because sometimes they feared to pass a ruling to include new ideas. The management teams of the different markets need capacity building on how to run the markets. Their roles should be more clearly defined and the members be made aware of the powers given to management.
- 3) Although customers seemed willing to accept less packaging on craft products stallholders could use packaging as a means of promoting their products because packaging is a significant element of a product's presentation at the point of purchase (Holten et al (1994), section 2.6; Lloyd et al (1995), section 2.9).
- 4) Another recommendation would be that roadside markets should develop formal marketing plans for their products plus objectives for growth as it would help them review their processes and design contingency plans for any crisis.
- 5) The study has shown that the best performing markets have attractive building structures and displays of products. Structures of some markets need to be improved to allow for attractive displays of the products and avoid them catching dust.
- 6) Improved consultation between the local communities, government or private sector and businesses is a necessity. This would assist markets in installing billboards that would be much more informative and that are at the right distance for approaching vehicles.
- 7) Based on the findings of the study it is recommended that the Tourism Authority in the province should provide a marketing strategy to assist the roadside markets as they contribute in boosting the tourism industry with their art and craft. The Tourism Authority could also provide ongoing opportunities for capacity building for the stallholders relating to customer care and product development.

For further research it is recommended:

- 8) Extended focus group discussions need to be conducted for better results. The same study could be repeated but more time given to develop a trust relationship between the management teams and the researcher and include those markets that were not willing to participate. An investigation to record keeping needs more time to be spent with the management teams of the markets to build trust.
- 9) The same study could be conducted during peak season for tourists visiting South Africa to allow comparative results of the different seasons. This would give a clear picture of the marketing principles employed at the roadside markets throughout the year.
- 10) Lack of access to records in some markets was a limitation, as the researcher was unable to judge success of the markets in terms of their income records. These records could be helpful in testing hypothesis **'informal markets do not make enough income to lift up their standard of life'** with greater precision (quantitatively).
- 11) Longer observations would allow for more accurate observation of the processes taking place at the marketplace. For instance observing vehicles passing and stopping, with additional customer interviews to describe their responses would add an extra dimension to the study. This exercise could be done repeatedly to give better comparative results.
- 12) There is a link between roadside markets and tourism because the study has shown that potential buyers from the roadside markets are tourists, motorists and people traveling by bus. Interviews with local Tourism Officers would be ideal to find out how much involvement comes from other institutions such as the Provincial Tourism Authority in assisting the markets improve their marketing strategies. The municipalities within which the roadside markets are constructed could also assist with infrastructure, signage and electricity.
- 13) Roadside markets in the Umkhanyakude municipal district have been found to sell similar products in all the stalls. The reasons for a monotonous market could be

investigated in future studies in order to determine the impact this could have in the performance of stalls within a market.

- 14) There is a need to investigate the calibre of training that the members of these markets undergo. In the capacity building workshops that the stallholders attend it is advisable that target marketing should be one of the principles dealt with in greater detail. This would help the stallholders in positioning their products for a specific target market.
- 15) As the study could not relate success to the daily income of the markets, further research on records of the different markets should be compared to see the actual performance of each market.

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APPENDICES

APPENDIX 1

Researchers' observation sheet

Observations	<i>Very satisfactory</i> 5	<i>Satisfactory</i> 4	<i>Adequate</i> 3	<i>Unsatisfactory</i> 2	<i>Very unsatisfactory</i> 1
1. Positioning from the road: <i>easy to note while driving, distance away from the road, allows for safe stoppage</i>	About 150 foot steps (approximately 50m) away from the road	More than 50 but less than 100 foot steps away from the road	About 50 foot steps away	Less than 50 foot steps away	No space allowed for car stoppage
2. Signage and advertisement <i>Any provided, readable at 100m distance,</i>	Provided and readable to motorists from 100m away	Provided but not clear	Provided but too close to the market	Too small to be noticeable to motorists	None provided
3. Traffic stoppage <i>no. of passing vehicles, no. of stopping vehicles,</i>	More than 100 cars and at least 40% stopping in an hour	50 – 99 cars passing; 30% stopping	20 – 49 cars passing; 2 % stopping	1 – 19 cars passing; 1% stopping	No cars passing
4. Display of products: <i>arrangement, labeling attractiveness</i>	Orderly arranged, attractive with price on labels	Neatly arranged with labeling but no price	Orderly arranged, no labeling, no price	Less orderly displays that are closely packed with no labeling or price	Unattractive dusty displays with no labels
5. Environmental factors: <i>littering, ablution, lighting, water</i>	Facilities for littering, ablution, lighting and water available	One of the facilities not available or not in order	Two of the facilities not available	Most of the facilities not available	Unclean environment with none of the facilities provided
6. Public relations <i>welcoming customers purchases made by customers</i>	Greeting customers and willing to assist with products purchased	Greet with no smile but follow the customer around while making choices	Acknowledges presence of customer but offer no help	Only waits for the customer to come and pay once a purchase has been made	Sits and watches while the customer make choices

APPENDIX 2

FOCUS GROUP DISCUSSION GUIDE

Questions asked	Fancy Stitch	Zamimpilo	Khula	Siyabonga
Structural organization	A well constituted management team that runs the organization on behalf of their members	We have a formally constituted committee that takes care of the functioning of the market	Committee was formally constituted but now it is not functionally so we asked a young lady who is still with us to take care of all operations	We have a formally constituted committee with two gentlemen, one of them is our chairman
Criteria for participation	Members around Ingwavuma come and ask for jobs and we allow them to produce something-embroidery that could be used for our postcards. We take groups of women from around as this area is very poor we are not discriminatory for as long a person is productive. We have a quality control person who checks if the products brought are good. People are coached on how to do it.	Participation was opened to members of the community. Members were asked to pay R100 a month but this was revised and members pay 10 percent of their daily sales	Our members have since decreased and we have not invited any new members but if people bring items for sale to the market we do not send them away.	We stick to those members we started with. We have not had any additions. We never decided on adding new members
Policy formulation Q: what guides your daily operations? Q: who dictates what must be done or how things must be done?	We have a management team that takes care of all the issues in running our organization. We are registered unit and therefore we have a constitution	Members of the management team do the planning but take decisions with all the members. Constitution was designed by committee	We used to have a constitution but since other members are sitting back and we do not know whether they are still with us nothing has ever decided. Our chairperson is no more interested she never comes.	Our project is going smooth. We have constitution that binds our operations.
Promotion Q: how do you make your customers aware of what	We stick labels at the back of the cards with our addresses although the retailers buying our staff do	We have a catalogue that was designed for us by Telkom. We have business cards but the	We always have about other markets having catalogues but we do not	We attend exhibitions and put displays. We give out business cards

<p>you are selling?</p> <p>Q: do you publicize your products via print media or otherwise?</p>	<p>not like that as they also sell the cards to the public. We talk to people about our production. Because we have a white lady amongst us she has contacts, she phones people here and overseas.</p>	<p>problem is that they bear one person's name, our chairperson and the rest of us do not appear. We also have brochures. We give some of our products to ZCA so that they advertise for us</p>	<p>know how to do that. We rely on people seeing our products along the road.</p>	
<p>Maintenance</p> <p>Q: How do members take care of the market?</p> <p>Who cleans the surroundings?</p> <p>Any contribution towards maintenance- is it given voluntarily?</p>	<p>The surroundings are maintained by the Local Municipality since the building belongs to them. We clean the rooms we use for our production and we have two people that look after our children while we are busy</p>	<p>As we work here 24hrs a day our buildings are safe – there are always people around. The market employed two casuals who clean the surroundings and are paid fortnightly. We have toilets for the public-entrance fee is 50c which adds for buying polish & toilet paper. As members we also make sure that our market is kept clean. Members pay 10% of their daily sales towards indemnity and rental</p>	<p>It is difficult for us to keep the floors clean because of the sand. Our old building was blown off by storms and the Local Municipality donated this structure, we are trying so hard to look after it. Fortunately it's wood panels so no painting is needed as we would not always have means</p>	<p>We clean this room ourselves- those who are on duty take it as their responsibility. No rent is paid but members pay an indemnity fee of R5a month</p>
<p>Support</p> <p>Q: Do you get any support from the public? If so, what kind of support do you get?</p> <p>Q: what about the members of your market- in what ways do they benefit from the market other than selling?</p>	<p>From partners such as Dept of Local Economic Development – they gave us this building for all or operations. Other organizations that give us support are: Bern Aids Association in Switzerland, Vulamehlo Trust gave us materials, Emer Beattie –salaries, First Rand Foundation –clothes, Solen Foundation – memory boxes.</p> <p>- members encouraged to go to church, provided with Bibles and Hymn books, buy uniforms for families who cannot afford.</p>	<p>From Local Municipality, Departments of Agriculture and Environmental Affairs, Dept of Labour , NGOs and ZCBF.</p>	<p>Local Municipality helped once with this structure otherwise we have never received any donations from anywhere</p>	<p>We are hosted by KZN Wildlife. They donated this building to us.</p>

APPENDIX 3

Minutes of Meeting attended

08 June 2004: Z C A committee meeting

Open by prayer: Mrs O. Zungu

Present: Sindi Shoba, Olga Zungu, Skoni Dlamini, Njabulo Shelembe, Khushu Dlamini

Apologies: Fundi, Doris Mabika, Zanele was sent by Z C A to market (Johannesburg)

Discussions:

Sindi asked about brochures that were supposed to have been ready by then. It was scheduled for a later discussion and a report would be given. Khushu explained that funding limited them from inviting many people to the conference. Conference was scheduled for the 14th – 16 July 2004. People attending the conference were expected to arrive on the 14th at 14hrs. During the day people will come and register.

Sister Khushu said that they were waiting for funds that they have requested from other sources, therefore she suggested that people should be free to participate. She said that D T I had promised to sponsor about 1000, but ZCA suggested catering for 800. There was enough space reserved for exhibition. Because D T I didn't say how much money to be used. Our budget was 86128 for our conference. We waited for D T I. Sis Khushu asked Judy to phone and ask D.B.S.A about funding and they promised. Sis Khushu asked committee if it was possible to reduce the numbers of people attending from their clubs. D.B.S.A promised to give a person a bag. D.B.S.A also needs a quotation for the brochures.

Group Discussion:

Sister Khushu continued to discuss issues from previous meeting. She said the committee was not functioning and people were not trustworthy. Certificates of train the trainers would be given to people who are training already, and reports were received.

The number of delegates for the workshop was estimated. Sindy said they have youth groups 30+10+10=50; Ngezandla group estimated 50; Zaminpilo 10; Dalingcebo 5; Petros Sibiya Ezingeni 15; Senior citizens 20; Nyoni 5; K Z N Paper 15; Dube Village 6; Sakhisizwe 5; Nyezame Group 20; Mazibuye Masisweni 5.

Sis Khushu suggested that the numbers be reduced. The delegates would be given traveling allowances and were requested to estimate transport fares. Topics and items for the conference were discussed to be:

1. Crafting for living

2. Entrepreneurship
3. As a country we want 2010 bid. (What can we do as crafters?)
4. Voices of rural crafters {KZN -paper}
5. Senior citizens
6. Nyoni group
7. Ngezandla zethu will testify
8. Dube village
9. Zaminpilo (what are the problem)
10. Why are we as crafters always poor
11. Traditional singers, marketing our craft

Sawena would be our mist. Mrs Dladla from the Dep. of Education joined the meeting and Sis' Khushu explained to her about the convention. Khushu also gave feedback about the hall and R7.50 per day that was supposed to be paid by attendees. Sister Khushu suggested that groups should be motivated for convention. The programme will be given on the 23 of June Workshop.

Comments from members:

Njabulo from Nyoni crafters said that people were asking about how they would bring their craft to the convention. Khushu (ZCA coordinator) said if they could get funds craft will be brought from crafters. Sindy said that they want to be registered entities. Khushu suggested that they rather deal with that later

Meeting closed at 1:00m

APPENDIX 4

PROGRAMME OF A CAPACITY BUILDING WORKSHOP

Friday 16 July 2004 Theme :Marketing Our Crafts

- 9:00 The role of Intellectual Speaker
- 9:30 Why do we as crafters stay poor and give our power away Speaker
- 10:00 Marketing and Financing team Speaker
- 10:30 Information and Communication Technologies (ICT) –Connectivity-the Internet-
and other Markerting Tools for Crafters

- 11:00 tea
- 11:30 Procurement & Tenders –how do rural crafters get going Speaker
- 12:00 Demonstration and Videos
- 2.12** Paper making
- 2.13** Canning and bottling
- 2.14** Tile making
- 2.15** Clay Pot Making (izinkamba)
- 2.16** Beadwork
- 13:00 lunch
- 14:00 Group discussion
- 15:00 Report feedback from groups
- 15:30 tea
- 16:00 Report back from groups Cont.
- 16:30 Vote of thanks
- 16:45 Official closing of convention

!!!!!!!!!!!!!!!!!!!! MUSIC AND DRAMA BY RURAL WOMEN !!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!

APPENDIX 5

The Questionnaire

Dear Participant

I kindly request you to take a few minutes of your time while answering this questionnaire. All the information needed will be used for study purposes and shall be kept confidential. I thank you for participating.

.....
Nontando Dlodla

1. The following questions are based on marketing information.

1.1 Do you sell the following products? (Mark all relevant categories with X)

Beaded	
Grass made	
Wood made	
Clay made	
Iron /steel made	
Wire made	
Reed made	
Fresh produce	
Other	

1.2 Among the above which one sell/s fastest? (Select any two)

Beaded	
Grass made	
Wood made	
Clay made	
Iron / steel made	
Wire made	
Reed made	
Fresh produce	
Other	

1.3 I consider the following my best customers

	Never	seldom	sometimes	always
School community				
Local rural community				
Local white community				
Motorists				
People traveling by bus (local)				
International tourists				
Big SA curio shop owners				
Government institutions				
International importers				
Contractors.				
Others				

1.4 I put sold items in packages (p)/ wrap them (w) / do postage (m)/ open (o) (Mark in the relevant box with an X)

	P	w	m	O
Beaded				
Grass made				
Wood made				
Clay made				
Iron / steel made				
Wire made				
Reed made				
Fresh produce				
Other				

1.5 All the items on display have labels (Mark the relevant with an X)

Yes	
No	

1.6 All the items on display have price tags.

Yes	
No	

1.7 How do you decide on the price of the products you sell?

.....

.....

.....

.....

.....

1.8 Do you allow bargaining?

Yes	
No	

1.9 Do you make adequate income for your family from monthly sales?

Yes	
No	

1.10 If not, why?

.....

.....

.....

.....

1.11 How do you promote your stall to attract customers?
.....
.....
.....
.....

1.12 Which stall would you regard as best seller in this market place?

1.13 Why do you regard it the best seller?
.....
.....
.....
.....

1.14 Do you pack up nightly or do you store your products in the storerooms that are here?
Indicate with an X where relevant.

I pack and take my goods home	
I store them in the storerooms available here	

1.15 Have you attended any workshops on business skills?

Yes	
No	

1.16 Which skills do you have knowledge of?
.....
.....
.....
.....

Thank you for your time.

APPENDIX 6

QUESTIONNAIRE – Zulu version

Uyacelwa ukuba usebenzise ingxenye yesikhathi sakho ukuphendula imibuzo elandelayo. Ulwazi oluyotholakala kuwe luyesetshenziselwa ukufunda kuphela futhi kuyoba yimfihlo phakathi kwami nawe.

Ngiyabonga.

.....
Nontando Dlodla.

1. Le mibuzo elandelayo iqondene nolwazi lokudayiswa komkhiqizo.

1.1 Uyawuthengisa lomkhiqizo olandelayo? Uma kunjalo khombisa ngophawu X maqondana nalowo owuthengisayo.

Okwenziwe ngotshani	
Okwenziwe ngobuhlalu	
Okwenziwe ngokhuni	
Okwenziwe ngobumba	
Okwenziwe ngensimbi	
Okwenziwe ngocingo	
Okwenziwe ngomhlanga	
Izithelo nemifino	
Okunye	

1.2 Kule mikhiqizo esibaliwe imuphi othengwa kakhulu? Khetha ibe miBili ukhombise ngo X.

Okwenziwe ngotshani	
Okwenziwe ngobuhlalu	
Okwenziwe ngokhuni	
Okwenziwe ngobumba	
Okwenziwe ngensimbi	
Okwenziwe ngocingo	
Okwenziwe ngomhlanga	
Izithelo nemifino	
Okunye	

1.3 Laba ngingababiza njengabathengai umkhiqizo wami.

	Cha	Kuthukela	Ngezinye izikhathi	Njalo njalo
Izikole				
Umpakathi wakithi				
Abamhlophe bendawo				
Abezimoto				
Abahamba ngamabhasi				
Izivakashi zamanye amazwe				
Izitolo ezinkulu zomsebenzi wezandla				
Iminyango kaHulumeni				
Abathengi bamanye amazwe				
Abezinkontileka				
Abanye				

1.4 Umkhiqizo wami ngiwufaka emaphaketheni (f), ngiyawugoqa (g), okanye ngiwupose (p) noma ngiwudayisa unjalo (u). Khombisa ngophawu X.

	faka	goqa	posa	unjalo
Okwenziwe ngotshani				
Okwenziwe ngobuhlalu				
Okwenziwe ngokhuni				
Okwenziwe ngobumba				
Okwenziwe ngensimbi				
Okwenziwe ngocingo				
Okwenziwe ngomhlanga				
Izithelo nemifino				
Okunye				

1.5 Umkhiqizo wami okhangisiwe unalo ilebhula.

Yebo	Cha
------	-----

1.6 Ibhaliwe imali yentengo kulo ilebhula na?

Yebo	Cha
------	-----

1.7 Ufinyelela kanjani esinqumeni semali othengisa ngayo umkhiqizo wakho?

.....

.....

.....

.....

.....

1.8 (a) Kuyenzeka uwehlise yini amanani entengo yomkhiqizo ngezinye izikhathi?

Yebo	Cha
------	-----

(b)Zizathu zini ezidala uwehlise amanani?

.....

.....

.....

.....

1.9 Ngemali engiyitholayo uma sengidayisile ngenyanga ngiyakwazi ukondla umndeni wami.

Yebo	Cha.
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1.10 Kwenziwa yini ukuba ngingakwazi?
.....
.....
.....
.....
.....

1.11 Usikhangisa kanjani lesi sitodlwana odayisa kuso ukuze abathengi basinake?
.....
.....
.....
.....
.....

1.12 Uma ubuka isiphi isitodlwana esidayisa kangcono kunezinye kulezi ezikule makethe?
.....

1.13 Kungani usho njalo?
.....
.....
.....

1.14 Niwenze njani umkhiqizo wenu uma seniqedile ukuwudayisa ngosuku? Khombisa ngo X lapho kufanele.

Siyawuqoqa sihambe nawo	
Uvalelwa endlini khona lapha	

1.15 Zikhona yini izifundo zobuchwepheshe kwezokudayisa owake wazithola?

Yebo	Cha
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1.16 Uma zikhona iziphi na?
.....
.....

Ngiyabonga ube usizo kakhulu.

APPENDIX 7

RAW DATA FROM QUESTIONNAIRES

number	sellgrass	sellbead	sellwood	sellclay	selliron	sellwire	sellreed	selfprod	sellother	sfasgrass	sfasbead	sfaswood	sfscly	sfasiron	sfaswire
1	1	1	1	1	0	0	1	1	0	0	0	1	0	0	0
2	1	0	0	0	1	0	1	1	0	0	1	0	1	0	0
3	1	1	1	1	0	0	1	1	0	1	1	1	1	0	0
4	1	1	1	0	0	0	0	0	0	0	0	1	1	0	0
5	1	1	1	1	0	0	1	1	0	0	1	0	1	0	0
6	1	1	0	0	0	0	0	1	0	1	0	0	0	0	0
7	1	1	1	1	0	0	1	0	1	1	0	1	0	0	0
8	1	1	1	1	0	0	0	1	0	1	1	1	0	0	0
9	1	1	1	1	1	1	1	0	1	1	1	0	0	0	0
10	1	1	1	1	0	0	1	1	0	0	1	0	0	0	0
11	1	1	0	0	0	0	0	1	1	0	0	1	0	0	0
12	1	1	1	0	0	0	0	0	0	1	1	0	0	0	0
13	1	1	1	1	1	1	1	1	1	1	0	1	0	0	0
14	1	0	0	0	1	0	1	1	0	0	0	0	0	0	0
15	1	1	1	1	0	0	0	0	1	0	1	1	1	0	0
16	1	1	0	0	0	0	0	0	0	1	1	0	0	0	0
17	0	1	1	0	0	1	0	0	0	0	1	0	0	0	1
18	1	1	1	0	0	0	1	1	0	0	1	1	0	0	0
19	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0
20	1	1	1	1	1	1	1	0	1	0	1	1	0	0	0
21	1	1	1	1	0	1	1	1	1	0	1	1	0	0	0
22	1	1	0	0	0	1	0	0	1	0	1	0	0	0	0
23	1	1	1	1	0	1	0	0	1	0	1	0	1	0	0
24	0	1	0	1	0	0	0	0	0	0	1	0	1	0	0
25	0	0	0	1	0	0	0	1	1	0	0	0	0	0	0
26	0	0	0	0	1	0	1	0	0	0	0	0	0	1	0
27	1	1	0	0	0	0	0	0	0	1	1	0	0	0	0
28	0	1	0	1	0	0	0	1	0	0	1	0	0	0	0
29	0	1	0	1	0	0	0	0	0	0	1	0	1	0	0
30	1	1	1	1	1	1	1	0	0	0	1	1	0	0	0
31	1	1	1	1	0	0	1	0	0	0	1	1	0	0	0
32	1	1	1	1	0	0	1	0	0	0	1	1	0	0	0
33	1	1	1	1	1	1	1	1	0	1	0	0	1	0	0
34	1	1	1	1	0	0	1	0	0	0	1	1	0	0	0
35	0	0	0	0	0	1	0	0	1	0	0	0	0	0	1
36	1	0	0	0	0	1	0	0	0	1	0	0	0	0	1
37	0	1	1	0	0	1	0	0	0	0	1	0	0	0	1

sfasprod	sfasother	custschl	cuscomm	custwhite	custmotor	custbuses	custtours	custshops	custgov	custoseas	custcontr	custother	grasspack
0	0	2	2	2	2	1	1	1	1	2	1	1	0
0	0	3	4	3	4	4	4	1	1	4	1	1	0
1	0	1	1	4	4	4	4	1	1	1	1	1	0
0	0	1	1	3	3	3	3	1	1	1	1	1	0
0	0	1	4	4	1	4	4	1	4	1	1	1	0
1	0	1	4	4	4	4	4	1	2	4	2	1	0
0	0	3	3	3	4	3	3	3	3	3	3	1	0
0	0	3	4	4	4	4	3	1	2	2	2	1	0
0	0	1	1	2	2	1	1	1	1	1	1	1	0
1	0	2	4	4	4	3	3	3	2	3	2	4	0
1	0	1	1	1	1	1	2	1	1	1	2	2	0
0	0	1	1	1	1	4	1	1	1	3	1	1	1
0	0	1	2	3	3	1	1	1	1	1	1	1	0
0	0	3	3	1	1	1	1	1	2	1	1	1	0
0	0	2	3	4	3	4	2	3	4	2	2	2	0
0	0	2	3	3	4	1	4	2	3	4	3	2	0
0	0	1	3	4	1	1	1	1	1	3	1	1	0
0	0	1	4	1	3	3	3	1	1	3	1	1	0
0	0	4	1	1	1	1	1	1	1	1	1	1	0
0	0	4	4	3	1	4	4	4	4	3	4	4	0
0	0	2	4	4	3	2	3	1	3	1	1	4	0
0	1	1	4	3	1	2	2	1	3	2	4	4	1
0	0	3	2	4	3	1	2	1	2	1	1	3	1
0	0	2	3	3	4	4	1	1	1	1	1	1	0
1	1	3	3	4	4	4	4	1	1	1	1	1	0
0	0	3	2	2	4	4	4	1	1	1	1	1	0
0	0	3	2	2	4	4	1	1	1	1	1	1	0
1	0	2	1	4	4	4	1	3	1	1	3	1	0
0	0	3	3	3	4	4	1	1	1	4	1	4	0
0	0	1	3	3	1	2	2	1	1	1	1	2	0
0	0	2	2	2	2	2	3	1	1	2	1	1	0
0	0	2	2	2	2	2	3	1	1	1	1	2	0
0	0	1	1	1	1	3	4	1	2	4	1	1	0
0	0	2	2	2	2	2	3	1	1	1	1	2	0
0	1	1	1	4	1	1	1	3	3	3	3	3	0
0	0	1	1	4	1	1	1	1	1	1	1	1	0
0	0	1	3	4	1	1	1	1	1	3	1	1	0

prodopen	otherpack	otherwrap	otherpost	otheropen	labelled	priced	bargain	adeqinc	stohome	stoinside	attwkshop
0	0	0	0	0	1	1	1	1	0	1	1
1	0	0	0	0	1	1	1	0	0	1	1
0	0	0	0	0	1	1	1	0	1	0	0
0	0	0	0	0	1	1	1	1	0	1	1
1	0	0	0	0	0	0	1	0	0	1	1
0	0	0	0	0	0	1	1	0	0	1	1
0	0	0	0	0	1	1	1	1	0	1	1
0	0	0	0	0	1	1	1	1	0	1	1
0	0	0	0	1	1	1	1	1	0	1	1
1	0	0	0	0	0	1	1	1	0	1	1
0	0	0	0	0	1	1	1	1	0	1	1
0	0	0	0	0	0	0	1	1	0	1	1
1	0	0	0	0	1	1	1	1	0	1	0
0	0	0	0	0	0	0	1	1	0	1	1
0	0	0	0	1	0	1	1	1	1	0	1
0	0	0	0	0	0	1	1	1	0	1	0
0	0	0	0	0	1	1	1	1	0	1	0
0	0	0	0	0	1	1	0	1	0	1	1
0	0	0	0	0	1	1	1	1	0	1	1
0	0	0	0	0	0	0	1	1	0	1	1
0	1	0	0	0	0	1	1	1	0	1	1
0	0	1	0	0	0	1	1	1	0	1	1
0	1	0	0	0	0	1	1	1	0	1	1
0	0	0	0	0	1	1	1	1	0	1	1
0	1	0	0	0	1	1	1	1	0	1	1
0	0	0	0	0	1	1	1	1	0	1	1
0	0	0	0	0	1	1	1	1	0	1	1
0	0	0	0	0	1	1	1	1	0	1	1
0	0	0	0	0	1	1	1	1	0	1	1
0	0	0	0	0	1	1	1	1	0	1	1
0	0	0	0	0	1	1	1	0	0	0	0
0	0	0	0	0	0	1	0	0	1	0	0
0	0	0	0	0	1	1	0	0	1	0	0
0	0	0	0	0	1	1	0	0	0	1	1
0	0	0	0	0	0	1	0	0	1	0	0
0	1	1	1	0	0	1	0	1	0	1	0
0	0	0	0	1	0	0	1	1	0	1	1
0	0	0	0	1	1	0	1	1	0	1	0

DESCRIPTION OF CHARACTERS USED IN THE QUESTIONNAIRE

Variable	Abbreviation	Character
1.1 Product selling		
Grass made	sellgrass	Yes = 1; No = 0
Beaded	sellbead	Yes = 1; No = 0
Wood made	sellwood	Yes = 1; No = 0
Clay made	sellclay	Yes = 1; No = 0
Iron made	selliron	Yes = 1; No = 0
Wire made	selliron	Yes = 1; No = 0
Reed made	sellreed	Yes = 1; No = 0
Fresh produce	sellprod	Yes = 1; No = 0
Other	sellother	Yes = 1; No = 0
1.2 Product selling fast		
Grass made	sfasgrass	Yes = 1; No = 0
Beaded	sfasbead	Yes = 1; No = 0
Wood made	sfaswood	Yes = 1; No = 0
Clay made	sfasclay	Yes = 1; No = 0
Iron made	sfasiron	Yes = 1; No = 0
Wire made	sfaswire	Yes = 1; No = 0
Reed made	sfasreed	Yes = 1; No = 0
Fresh produce	sfasprod	Yes = 1; No = 0
Other	sfasother	Yes = 1; No = 0
1.3 Best customers		
School community	custschl	Yes = 1; No = 0
Local rural community	custcomm	Yes = 1; No = 0
Local white community	custwhite	Yes = 1; No = 0
Motorists	custmotor	Yes = 1; No = 0
Customers traveling by bus	custbuses	Yes = 1; No = 0
International tourists	custtours	Yes = 1; No = 0
Customer from S A curio shops	custshops	Yes = 1; No = 0
Government institutions	custgov	Yes = 1; No = 0
Contractors	custcontr	Yes = 1; No = 0
Customers from overseas (importers)	custoseas	Yes = 1; No = 0
Customers from other sources	custother	Yes = 1; No = 0
1.4 Packaging		Yes = 1; No = 0
Grass made	grasspack	Yes = 1; No = 0
	grasswrap	Yes = 1; No = 0
	grasspost	Yes = 1; No = 0
	grassopen	Yes = 1; No = 0
Beaded	beadpack	Yes = 1; No = 0
	beadwrap	Yes = 1; No = 0
	beadpost	Yes = 1; No = 0
	beadopen	Yes = 1; No = 0
Wood made	woodpack	Yes = 1; No = 0
	woodwrap	Yes = 1; No = 0
	woodpost	Yes = 1; No = 0
	woodopen	Yes = 1; No = 0

Clay made	claypack	Yes = 1; No = 0
	claywrap	Yes = 1; No = 0
	claypost	Yes = 1; No = 0
	clayopen	Yes = 1; No = 0
Iron made	ironpack	Yes = 1; No = 0
	ironwrap	Yes = 1; No = 0
	ironpost	Yes = 1; No = 0
	ironopen	Yes = 1; No = 0
Wire made	wirepack	Yes = 1; No = 0
	wirewrap	Yes = 1; No = 0
	wirepost	Yes = 1; No = 0
	wireopen	Yes = 1; No = 0
Reed made	reedpack	Yes = 1; No = 0
	reedwrap	Yes = 1; No = 0
	reedpost	Yes = 1; No = 0
	reedopen	Yes = 1; No = 0
Fresh produce	prodpack	Yes = 1; No = 0
	prodwrap	Yes = 1; No = 0
	prodpost	Yes = 1; No = 0
	prodopen	Yes = 1; No = 0
Other	otherpack	Yes = 1; No = 0
	otherwrap	Yes = 1; No = 0
	otherpost	Yes = 1; No = 0
	otheropen	Yes = 1; No = 0
1.5 Labeling	labelled	Yes = 1; No = 0
1.6 Pricing	priced	Yes = 1; No = 0
1.7 explanation		
1.8 Bargaining	bargain	Yes = 1; No = 0
1.9 Adequate income	adincom	Yes = 1; No = 0
1.10 explanation		
1.11 promotion		
1.12 best seller		
1.13 explanation		
1.14 Storage		
Pack & take home	stohome	Yes = 1; No = 0
Store inside	stoininside	Yes = 1; No = 0
1.15 attend capacity building workshops	attwkshop	Yes = 1; No = 0
1.16 skills		