

*Volume 11 Number 1*  
*Spring 2015*  
ISSN: 1553-5495



# Journal of Global Business and Technology



Journal of Global Business and Technology Volume 11, Number 1 Spring 2015

## SELECTED CONTENTS

A SOUTH AFRICAN PERSPECTIVE ON SCHOOL FACILITIES AS CHOICE  
FACTOR WHEN SELECTING INDEPENDENT PRIMARY SCHOOLS  
*Reaan Immelman*

PROCLIVITY OF ENVIRONMENTAL UNCERTAINTY AND MARKET  
ORIENTATION BEHAVIOURS AMONG BOTSWANA'S SMALL SERVICE  
FIRMS  
*Olumide O. Jaiyeoba, Edward Marandu, and Botshabelo Kealesitse*

THE TRADITIONAL INTERNAL MARKETING MIX AND ITS PERCEIVED  
INFLUENCE ON GRADUATE EMPLOYEE SATISFACTION IN AN EMERGING  
ECONOMY  
*Leigh De Bruin-Reynolds, Mornay Roberts-Lombard, and Christine de Meyer*

OPPORTUNISTIC LUXURY BRANDING: UNDERSTANDING PERCEPTIONS  
OF BRAND AUTHENTICITY IN AN EMERGING MARKET CONTEXT  
*Beate E. Stiehler and Julie S. Tinson*

*In Cooperation with Global Business  
and Technology Association*



# ***The Journal of Global Business and Technology***

Volume 11, Number 1, Spring 2015



Publication Details  
Two issues per volume  
ISSN: 1553-5495

© Copyright  
The copyright of all material published in the journal is held by the Global Business and Technology Association, Inc.

## Website

Further information, including subscription details, are available on the Global Business and Technology Association website at: [www.gbata.org](http://www.gbata.org)

*The Journal of Global Business and Technology*, in cooperation with the Global Business and Technology Association and sponsored by the ADA University School of Business, has been listed with [1] Cabell's Directory, [2] EBSCO's Academic Search, [3] ProQuest's ABI Form, and [4] SCOPUS.

©*Journal of Global Business and Technology, Volume 11, Number 1, Spring 2015*



## TABLE OF CONTENTS

Nejdet Delener		Editorial		.....	iii
Nejdet Delener Chiang-nan Chao		Note from Editors		.....	ix
Mornay Roberts-Lombard Estelle van Tonder		Note from the Special Edition Editors		.....	x
		Editorial Board and Reviewers		.....	xii
		Special Africa Edition Reviewers		.....	xiv
Reaan Immelman		A SOUTH AFRICAN PERSPECTIVE ON SCHOOL FACILITIES AS CHOICE FACTOR WHEN SELECTING INDEPENDENT PRIMARY SCHOOLS		.....	1
<p><i>Abstract: Parents have become consumers in an educational market and schools find themselves operating in a competitive space (Beamish &amp; Morey, 2013). The primary objective of the study is to recommend marketing guidelines for independent primary schools, with the focus on physical evidence, and more specifically school facilities in the marketing mix. The methodological approach followed was exploratory and quantitative in nature. The sample represents 669 respondents from 30 independent schools in the Gauteng Province of South Africa, and the data analysis included descriptive and factor analysis. The main findings are that a computer centre is regarded as the most important school facility for parents when selecting an independent primary school, followed by a library and sport facilities.</i></p>					
Olumide O. Jaiyeoba Edward Marandu Botshabelo Kealesitse		PROCLIVITY OF ENVIRONMENTAL UNCERTAINTY AND MARKET ORIENTATION BEHAVIOURS AMONG BOTSWANA'S SMALL SERVICE FIRMS		.....	13
<p><i>Abstract: Due to resource constraints, small firms are especially vulnerable to environmental uncertainty. More specifically, previous research has not considered empirically the relationship between small business market orientation (MO) and environmental uncertainty. The purpose of this research paper was to explore the proclivity of environmental uncertainty and MO behaviours among Botswana's small service firms. Snowball sampling was used to select 249 owner/managers of small firms in the Gaborone metropolis. Stepwise regression analysis and structural equation model (AMOS 18) were used to examine the data collected. The paper's findings, addressing a knowledge gap in the small business literature, emphasise the importance of small businesses in Botswana orienting themselves to the market, in an environment characterised by higher levels of market turbulence, technological turbulence and competition. The findings thus explicate the gap in market orientation techniques of small service firms in Botswana.</i></p>					
Leigh De Bruin-Reynolds Mornay Roberts-Lombard Christine de Meyer		THE TRADITIONAL INTERNAL MARKETING MIX AND ITS PERCEIVED INFLUENCE ON GRADUATE EMPLOYEE SATISFACTION IN AN EMERGING ECONOMY		.....	24
<p><i>Abstract: The primary objective of the study was to investigate the influence of the traditional internal marketing mix (internal product, internal price, internal distribution and internal promotion) on the satisfaction levels of employees participating in graduate development programmes (GDP) within retail banks in South Africa. Primary data was gathered using a questionnaire with items measuring the internal marketing mix, employee satisfaction and affective commitment. The sample consisted of GDP employees from three of the major banks in South Africa. The data was factor analysed and a stepwise regression was</i></p>					

## TABLE OF CONTENTS

		<i>performed. The findings stipulate that employee satisfaction is influenced by internal product, collaborative culture and organisational structure. Therefore, meaningful training and development coupled with coaching support, ensuring the right fit between the employee's skills, personality and the job, clearly defined KPIs and the inclusion of career advancement plans, are necessary to enhance employee commitment to their employer. Finally, management should consider a clan type culture which encourages teamwork and involvement and decentralised organisational structures that promote integration between departments.</i>			
Beate E. Stiehler Julie S. Tinson		OPPORTUNISTIC LUXURY BRANDING: UNDERSTANDING PERCEPTIONS OF BRAND AUTHENTICITY IN AN EMERGING MARKET CONTEXT		.....	39
		<i>Abstract: The purpose of this paper is to develop an understanding of luxury brand consumption in emerging markets and to explore a new notion associated with brand positioning termed 'opportunistic luxury branding'. Using an extant segmentation approach of luxury brand consumers, the authors examine the behaviours and motivations associated with luxury brand consumption and the effect of authenticity in this context. Sixteen in-depth interviews were conducted with a diverse group of South African luxury brand consumers. The insights derived here suggest that luxury brands can be used as a social marker, but also as a business investment, a self-gift and as an indicator of quality. Indexical cues and the location of a retail outlet are central to the authentication of luxury brands in emerging markets. Managerial implications are proposed with specific reference to luxury brand consumption with the longevity of opportunistic luxury brand positioning questioned.</i>			
		Manuscript Guidelines		.....	56
		<b>JGBAT</b> Subscription Forms		.....	59