Marketing / Branding Pietermaritzburg. An exploratory evaluation of the opinions and perceptions of residents and their levels of satisfaction or dissatisfaction towards the city.

Submitted in partial fulfillment of the requirements for the degree of Masters of Business Administration in the School of Management
University of Kwa Zulu Natal, Pietermaritzburg

By

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Year 2006

EXECUTIVE SUMMARY

1. Overview of the dissertation:

The writer was tasked with performing an exploratory analysis of Pietermaritzburg residents' feelings (satisfaction/dissatisfaction) towards the level of services as provided by the municipality, and what are their perceptions towards the level of marketing and the branding of the city?

From this broad statement a number of sub questions were developed and a list of objectives was created, as listed below:

1.1. To investigate the current perceptions of Pietermaritzburg residents towards the city.

1.2. To evaluate the efforts of the Pietermaritzburg city council in marketing the city from the viewpoint of the residents.

1.3. To recognise where Pietermaritzburg needs to improve its marketing and level of service.

1.4. To evaluate how recognisable the Pietermaritzburg logo is and the slogan "the city of choice" is from the perspective of its residents. (Illustrated Below Fig 1.1)

Figure 1.1 – Pietermaritzburg City Logo

(Pietermaritzburg Msunduzi, 2005, para 1)

After reviewing the necessary literature, contained in this dissertation, the writer decided that the utilisation of a specific questionnaire would to achieve these objectives, and provide the relevant conclusions and recommendations.

2. Conclusions from the research

From the responses to the questionnaire and the taking into account the relevant literature the following conclusions can be surmised:

2.1. The general perception is that the city is a good place to live, and that it is currently going through a boom phase.
2.2. Respondents felt the city infrastructure is not able to sustain continued growth.
2.3. The municipality needs to develop a better advertising campaign.
2.4. Not enough is being done to attract outside investors and drive job creation.
2.5. The city's current marketing channels is effective.

3. Recommendations

From the conclusions reached, the writer can make the following recommendations

3.1. The City can be defined as a Product with a Package of Benefits
3.2. Product quality needs to be improved by introducing a Product Quality Management Systems
3.3. Current marketing channels seem to be effective, as the logo and slogan seem to be well recognised.
3.4. However the slogan in particular requires change as it is not distinctive.
3.5. The city should differentiate itself from other destinations
3.6. The municipality should create a customer care call center, in order to answer and handle customer queries and complaints.
3.7. The municipality should develop a questionnaire in order to determine whether the customers needs are being met (Blanchard *et al*, 1993, p8).

DECLARATION

I Declare That This Study Represents My Own Original Work And Has Not Been Submitted In Any Form For Any Degree Or Diploma To Any University.

Where Use Has Been Made Of The Work Of Others, It Is Duly Acknowledged In The Text.

Pavanasen Govender

ACKNOWLEDGEMENTS

The final completion of this dissertation can be fully attributed to the following people who's patience, assistance and understanding during the time it took to produce this work will never be forgotten and will always be appreciated:

- My Parents – without your constant encouragement and patience this would not be possible.

- My grandparents – who sat through numerous explanations as to what a dissertation was about and for the humour, words of wisdom and encouragement my grandfather had, although you might not be with us anymore your love is felt always…

- My brothers – Sanushen and Rudy who made sure I never ran out of snacks during the late nights.

- My supervisor, Sanjay Soni, for his sound direction and for fielding many a frantic call, and appointments with clear-headed practicality and humour.

- Debbie Vigar – the MBA Programme Director at the University of Kwa Zulu Natal Pietermaritzburg, for your comments and advice.

- To my friends who have assisted in collecting the data, Veruschka Naidoo, Shafeeka Hassim, and Shuvani Moodley. Veruschka Naidoo and Kasthuri Govender who assisted in inputting all those questionnaires into spreadsheets.

- The Centre management of Liberty Midlands Mall, Scottsville Plaza and Capital Centre who were kind enough to allow me to perform questionnaires at their premises.

- To all those that I have not mentioned, but assisted me thank you

Finally I would like to thank the all mighty for providing us with the ups and downs, and the ability to deal with it all.

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CHAPTER 1
STUDY CONCEPT & OVERVIEW

1.1. Introduction

"While the City serves as the provincial capital, its limited industrial and commercial development does not provide the economic opportunities needed to ensure employment and adequate livelihoods for all." (Pietermaritzburg Msunduzi, 2005, para 2).

From the above statement one can clearly draw the conclusion that Pietermaritzburg needs to be marketed just like any other product. This needs to be done to attract new industry, and commercial ventures to ensure that more of the city's population is employed. Herein lies the problem, as many cities, towns and metropolitans are competing for resources. The population of South Africa is measurable, and so is the economic activity, meaning that in order to get a bigger piece of the proverbial "pie", Pietermaritzburg has to demonstrate to consumers that it's a product that they would want to invest in.

Essentially there are three types of consumers (Lambin, 2000, p 390). *i.e:*

- Those who are yet to use the product and wish to begin using the product.
- Those who currently utilise the product and are continuing to do so.
- Those who have used the product and do not wish to use it anymore.

Places market themselves to four main target markets, which are (Haider, 1993, p 48).:

1) visitors (business and pleasure);
2) residents and workers;
3) business and industry; and
4) export markets (i.e. consumers of the goods and services produced by the place or region).

1.2. Background: The Need for Urban Marketing

Heller (1999,para 1). posits that urban marketing is a response to the fact that cities are in trouble. It is a device used to entice suburban homeowners to relocate to the city. The migration of the middle class has had disastrous effects on cities' income base, and has drastically reduced cities' resources for building good schools and stable neighborhoods, as well as the resources to aid the poor (Heller, 1999, para 2). The need for urban marketing is based on the huge population increase and demographic shifts experienced by urban South Africa.

As a result, a city's image needs to be developed in order to generate a positive attitude from the four main target markets. Strategies are available that a city can use to build on a positive image, or correct a negative one such as the image that of Pietermaritzburg is a sleepy hollow.

1.3. Background: City Branding

Cities have stakeholders which form the channels through which the city communicates with the world (Placebrands, 2005, para 1)., these stakeholders and channels can be viewed as the city's assets. The Pietermaritzburg Municipality in 2004 had commissioned a study into a marketing and tourism development plan for the municipality, which outlines the key channels and stakeholders. This plan can be categorised as follows:

- Private Sector and Institutions
- Tourism, Conventions and Events
- Investment and Settlement
- Culture, Heritage and Landmarks
- Education and Sports`
- People

1.4. Background: Customer Retention And Satisfaction: The Objective Of The Municipality

The Municipality plays an integral role in developing, maintaining, and implementing the marketing and branding of the city, in order to attract consumers. These consumers fall into one of four generic target markets as stated by Haider (1993, p 48).:

1) visitors (business and pleasure);
2) residents and workers;
3) business and industry; and
4) export markets (i.e. consumers of the goods and services produced by the place or region).

Marketing is roughly defined as a social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others. (Kotler, 1999, p 4). This is a result of consumer needs, wants and demands.

Due to logistic and time constraints, this dissertation focuses on the second target market *i.e.*: residents and workers. The municipality provides both products and services to this target market. These products are in the form of lights, water, sewer, etc and services such as security (police), health services, etc. These customers need to be "serviced" and maintained by the Municipality in order for the city to be vibrant.

1.5. Problem Statement

Therefore the fundamental problem that this dissertation answers is: How do Pietermaritzburg residents' feel (satisfaction/dissatisfaction) with the services as provided by the municipality, and what are their perceptions towards the level of branding of the city?

This is the core theme of the dissertation, from this problem statement the following research questions and objectives were be extracted, in order to analyse, discuss and make effective conclusions and recommendations.

1.6. Research Questions

As discussed above, it is imperative for cities to effectively market themselves as a destinations for investment and to further grow the city. In attempting to provide a possible solution to the problem, the writer requires to answer the following questions:

1. What are the perceptions and opinions of Pietermaritzburg's residents of the city Pietermaritzburg?

2. Do residents feel secure in their environment? (i.e. Safety in the city and its surrounds)

3. Is Pietermaritzburg a convenient place to live? (Infrastructure, economic Opportunities, etc...)

4. Do the Municipality and Local Government provide satisfactory the services to its residents?

5. How loyal are the residents to the city of Pietermaritzburg?

6. Do the residents feel that Pietermaritzburg's Council is doing enough to market the city?

7. How recognisable is the Brand "Pietermaritzburg The City of Choice" and the Pietermaritzburg Logo to the residents? /

1.7. Research Objectives

In answering the questions above and testing the hypothesis stated the writer aspires to achieve the following objectives:

1. To investigate the current perceptions and opinions of Pietermaritzburg residents towards the city.

2. To evaluate the efforts of the Pietermaritzburg city council in marketing the city from the viewpoint of the residents.

3. To recognise where Pietermaritzburg needs to improve its marketing and level of service, by assessing the resident satisfaction or dissatisfaction.

4. To evaluate how recognisable the Pietermaritzburg logo is (Fig 1) and the slogan "the city of choice" is from the perspective of its residents.

Figure 1.1 – Pietermaritzburg City Logo

(Pietermaritzburg Msunduzi, 2005, para 1)

1.8. Research Design

The role of marketing research is to provide market information data that will help management to adopt and implement a market orientation. (Lambin, 2000, p 137)

The study focused more on exploratory and descriptive research methods. This was achieved by collecting data by means of conveniently - chosen consumers, utilising a structured questionnaire. The data was then collated and scientifically analyzed.

Questionnaires were handed out at shopping malls. These included Liberty Midlands Mall, Scottsvilles Nebank Plaza and Capital Centre in the CBD. Due to financial and time constraints no further malls were used.

The questionnaires took approximately 15 minutes to administer per respondent. The writer made use of two other people to assist in administering the questionnaire, who were briefed on the requirements with regards to data collection procedures and questionnaire administration.

The methodology, ethical issues, bias control, sampling method and analysis of the sample is further discussed in depth in Chapter 5 of the dissertation.

1.9. Overview Of This Study

Chapter 2 : *Literature Review – Introduction To City Marketing And Stakeholders*

To introduce the topic of Urban Marketing, and to give insight into the relevant marketing concepts involved in urban marketing and why the city is to be marketed as a product. It goes further by outlining the processes involved in branding destinations, and the common pitfalls in the process of branding destinations. Further reinforcing the reason why the municipality is responsible for marketing the city.

Chapter 3 : *Literature Review – Customer Retention And Satisfaction*

The chapter deals with how the municipality should approach retaining customers, and the basic needs analysis that needs to be done in order to ensure customers are being correctly marketed to.

Chapter 4 : *Literature Review – Customer Retention and Satisfaction*

Analysis of current marketing initiatives undertaken by the city of Pietermaritzburg and the role players involved in marketing the city. As well as illustrating the core target markets that cities need to look at.

Chapter 5 : *Research Methodology*

This chapter contains a description of the method used by the writer in researching the topic of city marketing. Together with the reason for utilising the market segment of the residents of the city.

Chapter 6 : *Research Findings, Discussion & Analysis*

By the use of a duly developed questionnaire based on the requirements laid out in the preceding chapter, a survey was conducted. Contained herein are the results of the survey, tabulated accordingly as well as displayed graphically.

Chapter 7 : *Conclusions*

Taking the findings and analysis listed in Chapter 6, the writer addresses the research questions.

Chapter 8 : *Recommendations*

From the conclusions the writer drew relevant recommendations to the issues raised by the research questions. The writer also identifies the shortcomings and limitations of the undertaken study together with possible areas of further research.

CHAPTER 2
LITERATURE REVIEW:
INTRODUCTION TO CITY MARKETING AND STAKEHOLDERS

This chapter deals with the background and introduces the topic of Urban Marketing. Primarily it gives insight into the relevant marketing concepts involved in urban marketing and why the city is marketed as a product. Analysis of current marketing and the role players involved in marketing the city. As well as illustrating the core target markets that cities need to look at.

Essentially there are three types of consumers (Kotler,1999, p135) *i.e:*

- Those who are yet to use the product and wish to begin using the product.
- Those who currently utilise the product and are continuing to do so.
- Those who have used the product and do not wish to use it anymore.

Places market themselves to four main target markets, which are (Haider *et al*, 1993, p 48):

1) visitors (business and pleasure);
2) residents and workers;
3) business and industry; and
4) export markets (i.e. consumers of the goods and services produced by the place or region).

2.1. Urban Marketing

Heller (1999,para 1) posits that urban marketing is a response to the fact that cities are in trouble. It is a device used to entice suburban home owners to relocate to the city. The migration of the middle class has had disastrous effects on cities' income base, and has drastically reduced cities' resources for building good schools and stable neighborhoods, as well as the resources to aid the poor. The need for urban marketing is based on the huge population increase and demographic shifts experienced by urban South Africa.

"Urban marketing attempts to sell a city like a product, to attempt to revive their middle and upper class base together with attracting new investment. In order to effectively market cities, we must look at them objectively" (Heller, 1999,para 3). With this in mind a renaissance of the original area of cities can be created. This requires a symbiotic partnership between the business's that operate in the city and the city municipality, commonly known as a private – public partnership Duffy (2003, p 123).

Duffy (2003, p 123) states that in order for such partnership to work successfully the different needs of the public and private sector needs to be acknowledged, only then can a meaningful and mutually beneficial objectives, and marketing campaign be achieved. He cites the example of the city of London: in a campaign to clean up the city image and attract consumers, the city has gone the route of commercial sponsorship. This is when companies buy sponsorship rights and in return they have their corporate logos and images displayed in the city, e.g. HSBC the first sponsor for £ 40 million over four years allowing them to display their company logo on various structures in London (Duffy, 2003, p 124).

Marketing is creating an environment conducive to sales (Bowen, 1998, p139). "Traditionally, the public sector has been slow to accept and/or utilize *avant-garde* consumer marketing techniques for public sector implementation" (Bowen, 1998, p139). The process of understanding exactly what the techniques mean and how to "translate" them and make them useful for their own attraction and retention efforts can turn out to be a profitable experience for cities (Matson, 1994, p 35).

The application of classical marketing approaches has led literally hundreds of development organizations into an increasingly intense high stakes battle to out-perform competitor communities and win prestigious business projects (Matson, 1994, p 35). Although Matson talks in American terms with the ever-increasing move towards globalization, problems faced in the USA can be easily equated to problems faced in South Africa Matson (1994, p 36). outlines the problems cities face in marketing themselves as follows:

1. City's are increasingly at risk as a result of the accelerating pace of change in the global, political and technological environment.

2. City's are increasingly at risk as a result of normal processes of urban evolution and decay.

3. City's are facing a growing number of competitors in their efforts to attract scarce resources.

4. City's have to rely increasingly on their own local resources to face the growing competition.

5. Slow down in level of capital investment.

6. Increasing customer sophistication.

7. New city/region entrants.

8. Pressure on communities to perform.

9. Clutter and customer postures.

10. Product proliferation and difficulty of achieving differentiation.

A city's image needs to be developed in order to create a positive light to the various four main target markets, the strategies that a city can use to build on a positive image, or correct a negative one (for example, that of Pietermaritzburg being a sleepy hollow) (Duffy, 2003, p 124). Five factors that are critical to the development of an appropriate and useful image (Haider et al, 1993, p:120).

- it must be valid.
- it must be believable.
- it must be simple.
- it must have appeal.
- it must be distinctive.

The next step is to utilise the various tools that are available for communicating an image: such as: slogans, themes and positions; visual symbols; and events and deeds. (Lambin, 2000, p 618). Once the product has been improved and the image has been developed, the next step is promotion to the various target markets identified (i.e. visitors, businesses, etc.). Marketing techniques that can be employed are (Kotler, 1999, p 423):

- Advertising – Includes the use of common advertising channels, print, radio, TV and other forms of non-direct marketing strategies (Kotler, 1999, p 423).

- Direct marketing – this includes letters, and the use of mailing lists to targeted individuals (Kotler, 1999, p 423), e.g. an invite to try Pietermaritzburg as an investment destination to companies looking for places to put up manufacturing plants in the aluminium down stream industries (Pietermaritzburg – Capital City, 2005, p18).

- Sales promotions – the city works in conjunction with event planners and city hotels to arrange packages and tours to the city, with the emphasis on value. However it must be realised that this is a short-term strategy to encourage investment in Pietermaritzburg (Kotler, 1999, p423).

- Public relations – This relates to the building of good relations with company's various publics by obtaining favourable publicity, building up a good corporate image" and handling or heading off unfavourable rumours, stories, and events (Kotler, 1999, p468). Pietermaritzburg currently has Publicity House, which is the headquarters for public relations of Pietermaritzburg, and in charge of Pietermaritzburg Tourism. They have recently opened satellite office in the Midlands Mall (Pietermaritzburg – Capital City, 2005, p61).

- Personal selling – Personal presentation by the city's publicity and marketing staff for the purpose of encouraging and building customer relationships. The objective is to tailor make a message for a specific client, with a short term objective of making a sale (Lambin, 2000, p 620).

- Television images – programming for national and international television that uses the city as a backdrop for the story (e.g. the image of Miami created by the show "Miami Vice", which became something of a negative image that the community had to overcome. In the South African context we have the popular soapie "Egoli" set in Johannesburg.) (Haider *et al*, 1993, p:135).

- Songs – music that helps popularise the city e.g. 'I left My Heart in San Francisco' (Haider *et al*, 1993, p:137).

- Sports teams – teams with a direct link to the city marketing the city as a sports destination e.g. Maritzburg United Football Club (Haider *et al*, 1993, p:137).

- Sites – popular sites where famous events took place. e.g. the town of Dyersville, Iowa, which became a tourist mecca after the movie "Field of Dreams", a similar approach could be used for Pietermaritzburg as the filming of the movie "Ghandi" uses the Pietermaritzburg Train Station incident, more recently the movie "Racing Stripes" shot on location in Pietermaritzburg. (Haider *et al*, 1993, p:140).

- The Internet – use of e-mail, web pages and blogs, in order to promote the city with useful information and maps. (Kotler, 1999, p458).

Haider et al (1993, p140) goes into further detail with regards to the use of advertising media, including television, radio, magazines, newspapers, billboards, direct mail, telephone campaigns and brochures. (As this book, *Marketing Places - Attracting Investment, Industry and Tourism to Cities, States and Nations* was published in 1993, there is no mention of the Internet, but clearly that would be another major promotional and advertising device today.)

2.2. City Branding

Cities have stakeholders which form the channels through which the city communicates with the world (Placebrands, 2005, para 1). These stakeholders and channels can be viewed as the city's assets, and can be labeled as follows:

2.2.1. Private Sector and Institutions

Cities are often renowned for their successful businesses and products. The links between a city and particular companies can become strong and mutually beneficial marketing tools (Haider *et al*, 1993, p.17). Take for example BMW and Munich, Coca-Cola and Atlanta, or Cathay Pacific and Hong Kong. In some cases, the city and the business brand converge to strengthen each other, such as DKNY (Donana Karen New York), L'Oréal de Paris, and Istanbul Mehmet Cymbals (Duffy, 2003, p 124). Such successful local companies help a city to retain residents, attract visitors and foreign investors, provide a source of income and pride for its people, and aid the development of local entrepreneurs (Placebrands, 2005, para 3).

In a similar way, a city benefits from hosting national and international institutions. The presence of such non-governmental and supranational organisation provides the city with a status that in turn attracts other private and public organisation (Placebrands, 2005, para 3). Prime examples are Brussels, Geneva and Stockholm. The same can be said of places that have famous educational institutions within their city limits, such as Oxford in England, Bled in Slovenia, as well as Stanford and Berkeley in the USA. The presence of these institutions can signal that the place has a certain quality of life, which makes it easier to attract globally mobile staff (Placebrands, 2005, para 3). In addition, it attracts businesses that wish to be near such centres of expertise and excellent human resources.

2.2.2. Tourism, Conventions and Events

This is often the most actively and widely expressed element of any city brand. Attracting private, professional and celebrated visitors, as well as sporting and cultural events to a city, is very important for the local economy (Haider *et al*, 1993, p.50). It is a prime way of turning positive perceptions of a city into direct economic benefits for its population, its businesses and its attractions (Placebrands, 2005, para 4). This is usually achieved by making good use of the other city branding attributes, such as the city's architecture and skyline, its landmarks, its welcoming population, its famous residents - such as sports people and artists - and its exciting nightlife and entertainment (Placebrands, 2005, para4).

2.2.3. <u>Investment and Settlement</u>

A clear and compelling city brand will help retain current residents and attract external investment, talent, and the kinds of immigrants it needs. It is clear that companies and professionals will be drawn to a city by many factors, including quality of life, the reputation of the business community, its reputation for creativity and innovation, the scale of entrepreneurial opportunities, an educated population with the skills that businesses require, recreational facilities, the quality of its infrastructure, and an attractive environment (Placebrands, 2002, para 5).

Once such inward investment and migration gain a certain momentum, the city and its inhabitants derive increasing social, economic, education and cultural benefits from them. Haider et al, states that "the key to marketing a place requires four main activities" (1993, p18).:

2.2.3.1. Designing the right mix of community features and services.

2.2.3.2. Setting attractive incentives for the current and potential buyers and users of its goods and services.

2.2.3.3. Delivering a city's products and services in an efficient, accessible way.

2.2.3.4. Promoting the city's values and image so that potential users are fully aware of the city's distinctive advantages.

Further to this the city has to invest in and maintain the infrastructure spending on roads, waterworks, emergency services, transportation, etc..., in order to ensure that there is sufficient capacity to meet the demand from customers (MarketingProfs, 2005, para19). Town planning plays a vital role in the organic nature the city adopts.

2.2.4. Culture, Heritage and Landmarks

All cities have a history. For some this is long and eventful (e.g. Jerusalem, Dubrovnik) while for others it is short, but nonetheless interesting (e.g. Brasilia, Canberra). All cities have a tale to tell about their foundation and about subsequent developments, famous citizens and artists, and defining moments (Placebrands, 2005, para 8). Often such matters are symbolised by a city's landmarks, such as the architecture of its buildings, theatres, stadiums and museums, its public spaces, its urban morphology, its monuments, and its natural features (Placebrands, 2005, para 8).

These visible features can act as a strong enticement to visitors, investors, institutions, foreign dignitaries, artists, and so on. They can also have a significant influence on foreign consumers' perceptions of the brands that originate from the city (Placebrands, 2005, para 8).

The city's heritage will also play a role in its dealings with national, provincial and other municipal authorities. A positive heritage within the national context will tend to influence national and regional governments to view the city's policies and requests in a positive light. In a similar way, a valued heritage can be a powerful force in retaining the people, businesses and institutions, which give the city its character (Placebrands, 2005, para 8).

2.2.5. Education and Sports`

Local educational institutions and sports clubs often play a very important role in the reputation of a city (Haider *et al*, 1993, p.19). Think of the universities in Oxford and Cambridge, the Yankees and the Mets in New York, IMD in Lausanne, Boca Juniors in Buenos Aires, Fudan University in Shanghai, etc...

2.2.6. People

The people of a city are its most valuable asset. Deserted cities have only archaeological and curiosity value, while dynamic and vibrant cities retain imaginative people who make full use of their creativity, and attract new residents and keep old residents to live, work, invest, visit and play there (MarketingProfs, 2005, para 9). Local celebrities can play a significant role in this process by setting the city's cultural, sports, business and political scene. (Placebrands, 2005, para 10). People need to be viewed as assets of the city, however they are also consumers of the city (MarketingProfs, 2005, para 9).

The interaction of visitors with the local population also reinforces changes or detracts from their previously held opinions about the city. Therefore, it is imperative that a city's population have a certain pride in their home, and that they share the vision that the city's governors have of its past, present and future. This can only be achieved through an active dialogue between local authorities, involvement of the civil and business communities and the local media to determine the shared purpose for the city and its desired future (Placebrands, 2005, para 10).

2.2.7. Municipal Policy and External Relations

Although seldom considered as defining elements of a city branding strategy, the policies and relations of a city government have a profound effect on its relationship with local and external communities and decision-makers (Placebrands, 2005,para 2).

In some cases this even extends to the city's leadership, as is the case with Ken Livingstone, Rudolph Giuliani and Shintaro Ishihara. A good relationship with local business and institutions, local and national media, central government, neighbouring cities and towns, and even international and supranational organisations is essential for a city brand to achieve its full potential (Placebrands, 2005, para 2). The best examples of Mayors getting involved to brand and promote a city has to be " I Love NY" campaign. (MarketingProfs, 2005, para 9) Not only is a city dependent upon the willingness of other authorities to allow the implementation of its policies, it also often relies on such bodies to promote its policies, assign it events, provide funding for certain programmes, and expand its city limits (Placebrands, 2005, para 3).

All these different pieces discussed above, fit together like the gears of a clock interlocking and interacting with one another. The idea is to find the appropriate mix of the above factors in order to best attract, and maintain customers, assuring customer satisfaction and buy back into the city (MarketingProfs, 2005, para 25). The main gear is the Municipality, as no other piece is as important, as its existence relies solely on the success or failure of the city as a product (Placebrands, 2005, para 5).

The central tenet of marketing cities is that in spite of the powerful internal and external forces that buffet them, places have within their collective resources and people the capacity to improve their relative competitive positions. (Haider *et al*, 1993, p. 345) Their responses to the new, bottom up economic order should be placed on an equal footing with national responses to the competitiveness challenge. A strategic market planning perspective provides places with the marketing tools and opportunities to rise to that challenge. (Haider *et al*, 1993, p. 346)

From the above one can see that the city can be viewed as if it is a product. Like many other products, cities cannot escape the need to be marketed. The role players need to work together in order to bring about an effective and appropriate campaign for cities to successfully market themselves.

2.3. <u>Branding Destinations – Steps In City Marketing</u>

This section outlines the processes involved in branding destinations, and the common pitfalls in the process of branding destinations. Further reinforcing the reason why the municipality is responsible for marketing the city. Many of the common mistakes in branding a destination are attributed to not knowing the fundamental differences in marketing and branding cities, regions, and countries. Some of the most common mistakes in branding cities, regions, and countries, are provided in this chapter.

Marketing cities requires a combination private sector, public sector, and the general population of the city, into one unified body with buy-ins from all concerned, and the creation of a passion for the brand and what it symbolises (Duffy, 2003, p 119). Passion branding is a relationship between a brand and its consumers around a consumer passion, and the leverage of that passion in order to create stakeholder value (Duffy, 2003, p 1). Baker (2004, p1) identified the following steps in marketing cities, as a number cities make common mistakes when setting up a marketing programs by simply not following the guidelines and simple rules of marketing strategies.

2.3.1. Develop an effective marketing strategy

How often have we heard "we have it all, from the mountains to the sea"? Attempting to demonstrate that your city "has it all" can lead to it standing for nothing meaningful in the mind of customers (Baker, 2004, p1). A clear position has to be formulated. Positioning is the act of designing and communicating what the city's has to offer so that it occupies a distinct place of value with your target markets (Ries *et al*, 1981, p 83).

When the objective is to clearly stand out, the result may be that by saying that you "have it all", your identity may be "fuzzy" and you remain undifferentiated from competitors. Failing to base the brand on its strongest and most distinctive benefits could dilute the message and present a weak and irrelevant proposition (Baker, 2004, p1).

2.3.2. Budgeting and Budget Planning

While a branding strategy does not necessarily require a large budget, it will be far more effective if supported by long-term budget security that provides the marketing and human resources to lead the programs. (Baker, 2004, p1) Once a branding strategy is identified, a supporting budget can be prepared which basically is a projected profit and loss statement. (Lambin, 2000, p448) Gaining maximum impressions on customers will drive awareness and focusing on partner support will drive brand adoption. (Baker, 2004, p1) A well-written out marketing plan and budget should contain the following characteristics (Lambin, 2000, p 449):

2.3.2.1. Sufficiently standardised as to fast track its discussion and approval through the various committees.

2.3.2.2. Allow for alternative solutions to be adopted should the environment (PEST) conditions change and for corrective actions that might have to be taken.

2.3.2.3. Built in checkpoints and goals for better control, that allows budgets to be updated.

2.3.2.4. Be viewed as a managerial aid, which implies, being firstly strict on the application of corporate goals and on long-term strategic options, and secondly flexible on short-term forecasts.

2.3.2.5. A three-year planning horizon should be kept in mind on a moving basis.

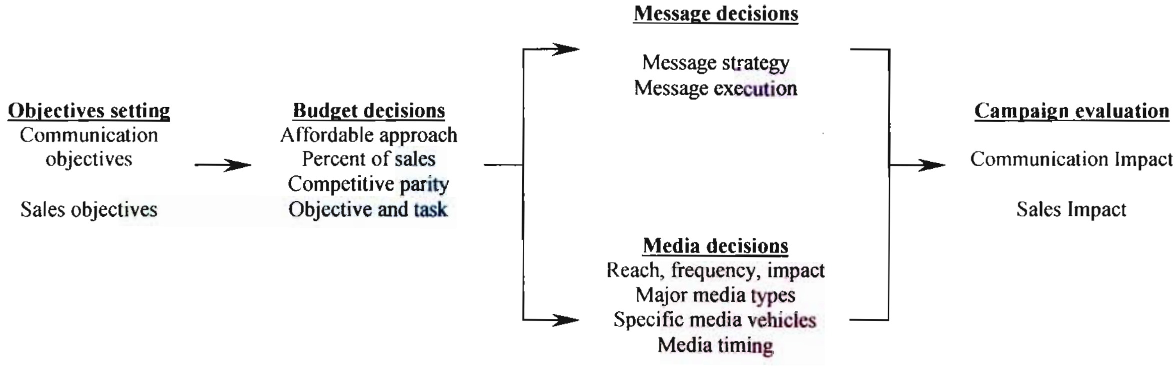
2.3.3. Developing a Clear Advertising Strategy

After you have agreed on the positioning of the brand, including benefits, core messages, personality, and associations, stick with them (Baker, 2004, p1). Don't be tempted to constantly try new advertising campaigns each with a different message and look (Baker, 2004, p1). Advertising is creating a specific objective, with a specific communication task to a specific target audience during an allotted period of time (Kotler, 1999, p451). Once you have established the key brand communication elements, it is their consistent application is vital for success (Baker, 2004, p1).

Failure to consistently follow the agreed brand strategy and guidelines is one of the most common reasons for failure. Advertising needs to fall in one of four basic types *i.e*: Informative, Persuasive, Comparative and Reminder Advertising (Kotler, 1999, p452).

The Following model (Fig 2.1) outlines the basic objectives and steps when working out an advertising plan:

Figure 2.1. – Major Advertising Decision



(Kotler, 1999, p 451)

2.3.4. Develop Clear and Tangible Research Objectives

The role of marketing research is to provide market information data that will help management adopt and implement a market orientation.(Lambin, 2000, p 137) While it is often necessary for some places to advance through positioning and branding without substantial customer research, it is not the desired option. Research will provide a far more insightful view to determine perceptions and the strongest competitive positioning. (Baker, 2004, p1)

When research is carried out the role players need to understand the following in order to effectively conduct market research (Lambin, 2000, p 141):

2.3.4.1. The precise problem that is faced and one upon which the decision is going to be made.

2.3.4.2. The background of the problem and the current environment.

2.3.4.3. All cost, time and capacity limitations that the city faces in order to set goals at an obtainable level.

2.3.4.4. What data can be provided by the city, and where such information can be obtained, e.g. Census data on population, income levels, etc...

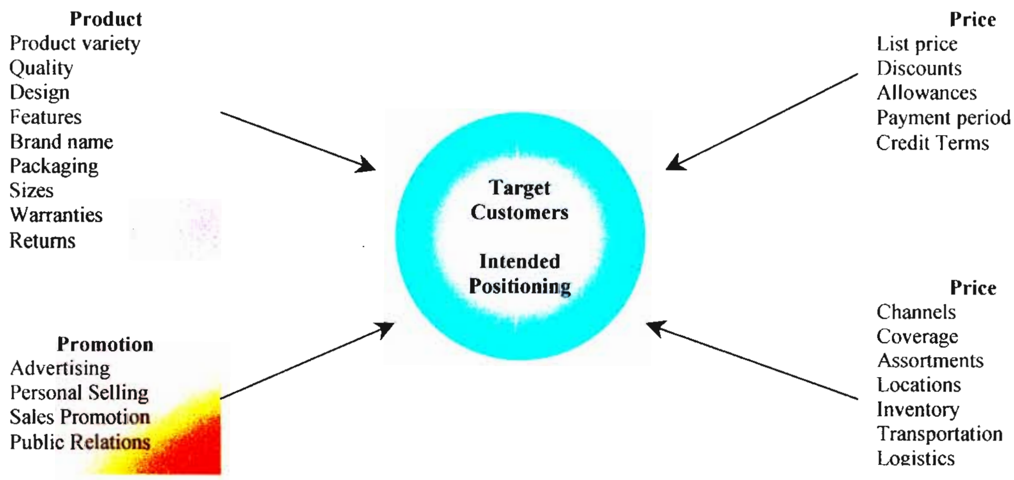
2.3.4.5. Researchers need to be made aware of any changes that might arise while the research is underway, that might affect the process.

Importantly, the city needs to know how prospective customers view your region as compared to that of competitors and how these perceptions align with your customer's needs (Baker, 2004, p1).

2.3.5. Developing the Marketing Mix

Once the city has decided on its overall competitive marketing strategy, it is ready to begin planning the marketing mix. Defined by Kotler (1999, p47), as a set of controllable tactical marketing tools – price, product, place, and promotion – that the firm blends to produce the response it wants in the target market, (see figure 2.2 on page 28). "Heads in beds" is vitally important to the viability of destinations and their industry partners, however in setting brand objectives it must be acknowledged that communications focused on the short-term generation of business alone is unlikely to support the launch of a brand. (Baker, 2004, p2).

Figure 2.2 – The Four P's Of The Marketing Mix



(Kotler, 1999, p 49)

An over-emphasis on price driven initiatives can sometimes restrict the communication of the core messages that will shape perceptions and positioning as an attractive place to visit (for other than price-based reasons). A balance between the two must be decided. It takes time to create brand identity and name recognition. (Baker, 2004, p2)

2.3.6. Analysis of Macro influences to the organisational environment. (Political, Economic, Social, Technological)

Like all entities the city operates within an environment, with a set of forces that are beyond an organisation's boundaries but affect the organisation's ability to acquire and utilise resources these forces are encompassed under the following headings Political, Economic, Social and Technological (Jones *et al*, 1998,69). The city needs to analyse these forces in order to determine the opportunities and threats that face it. These forces have been briefly described:

2.3.6.1. Political Forces – The outcomes of changes in laws and regulations, in recent times places greater emphasis is being placed on environmental impact by humans. Shifting political power and changes in global politics help determine how and who to target (Jones *et al*, 1998,81).

Probably the greatest barrier to successful positioning and branding is political influence (MarketingProfs, 2005, para 29). The preference for some people to adopt risk averse, biased, inclusive, self interest, or popular positions on issues can run counter to the best interests of a region trying to put its best foot forward (Baker, 2004, p2). A key component is the municipal manager and the mayor, and the question that needs to be asked of them is, does s/he want higher office, to feel respected in the town, to avoid mistakes, or get rich? (MarketingProfs, 2005, para 31) Depending on the answer one of the following scenarios might play out:

2.3.6.1.1. If the mayor is risk-averse, s/he is very unlikely to buy into the branding and marketing concept. Lots of money, lots of risk, as a marketing campaign requires a substantial budget, which might not be entirely successful, should the mayor be risk averse their might not be enough opportunity to proceed with a successful marketing plan (MarketingProfs, 2005, para 32).

2.3.6.1.2. If s/he wants to feel respected, marketing would probably be limited to a bit of repositioning - nothing too revolutionary or costly (MarketingProfs, 2005, para 33).

2.3.6.1.3. If s/he wants higher office, then the argument is that s/he needs to be mayor of a more important town. S/he will want to prove that s/he has what it takes to succeed, and might be a maverick (MarketingProfs, 2005, para 34), this would lead to the mayor taking on more risk in terms of marketing of the city.

2.3.6.1.4. If s/he wants to get rich, then branding and marketing the city will bring in more business and provide more "get-rich" opportunities (MarketingProfs, 2005, para 35).

2.3.6.2. Economic Forces – Interest rates, inflation, unemployment, economic growth that effects the general health and well being of the nation as well as the general region (Jones *et al*, 1998, 77). This force helps assess, and determine the relevant budget and positioning the city should take when attracting investors and business to the city.

2.3.6.3. Social – Taking into account the socio-cultural pressures emanating from the social structure of the country. Consideration must also be given to the demographic forces which focuses on the outcomes of change in the changing attitudes towards, the characteristics of the population such as age, gender, ethnic origin, race, sexual orientation and social class (Jones *et al*, 1998,80).

2.3.6.4. Technological – the combination of skills and equipment that organisations can use in the design, production, and distribution of the product (Jones *et al*, 1998, 78).

After analysing the opportunities and threats posed by each of these external forces, the focus should be on adopting a compelling market position, based on its single strongest proposition from the customer's perspective. Stakeholders need to be assured of the greater benefits from this proven approach of satisfying the customer first. (Baker, 2004, p2)

2.3.7. Determining Market Positioning

Message awareness development is a complex, critical task in advertising. Highlighting a product attribute that is unimportant to a particular buying group is not only a waste of advertising revenue but also a lost opportunity (Hutt and Speh, 1998, p479) The brand promise should function as the beacon to guide the destination's marketing activities. To focus on the tag line is to follow a derivation of the positioning statement and run the risk of missing vital elements of the brand platform (Baker, 2004, p2). For instance Pietermaritzburg should position itself to down stream Aluminum fabrication businesses as Hullets aluminum provides the raw material for such businesses. The marketing campaign that would be developed need not sell Pietermaritzburg's hotels and tourist destinations.

2.3.8. Developing Effective Brand Management

The branding strategy cannot be grown organically or it will be adopted in an ad hoc manner by stakeholders. One person has to be responsible for the nurturing, promoting, managing and "policing" of the brand as it is implemented across all platforms (Baker, 2004, p2). A brand manager is concerned with the strategic issues such as research and development (R&D), and product innovation, branding policies, and communication, business analysis and forecasting (Lambin, 2000, p29). This person must be a senior executive, with the credibility, experience and the vision to guide the brand implementation. When nobody is designated in this role, the brand adoption effort can be "patchy" and efforts usually stray from the prescribed guidelines (Baker, 2004, p2). Their task would then be to facilitate dialogue with all the stakeholders and co-ordinate and control all the operations and or activities related to the brand (Lambin, 2000, p 29).

2.3.9. Selecting and Managing the Marketing Channels

The plethora of information choices, experience options, and communication channels available to today's travel customer make it essential that your brand build a strong relationship at every point of contact with customers (Baker, 2004, p3). The channel of distribution is the cities "bridge" to the market (Hutt and Speh, 1998, p375). No longer can a destination brand be described in terms of advertising awareness alone, other mediums of marketing such as personal selling need to be also considered when developing a marketing program.

While advertising is certainly important, it would be a grave mistake designing a brand purely as an advertising "theme", as this is a recipe for failure (Baker, 2004, p3). It must also be delivered through the brand experiences and products. (Baker, 2004, p3) It must therefore be the objective of the marketers to design and develop new channels where none existed and to modify existing channels in order to effectively expose the city. (Hutt and Speh, 1998, p 389)

Most channel design decisions are only slight modifications of the channel structure in response to changing markets, expanding geographic coverage, new customer requirements, or new products. It is the selection of the appropriate modification channel structure. Table 2.1 illustrates the process of evaluating the correct channel alternative (Hutt and Speh, 1998, p 396).

TABLE 2.1. Procedure for evaluating Channel Alternatives

Process	Key Analytical Activities
Step 1: Determine customer requirements	Assess desire for sales assistance, locational convenience, one-stop buying, depth of assortment, and the whole range of possible services.
Step 2: Evaluate potential intermediaries	Assess which type of intermediaries are possible, including direct sales.
Step 3: Analyse costs	Involves three dimensions: (1) Is it feasible to

	satisfy the customers' requirements? (2) What types of supplier support are required? (3) What are the costs of the support systems for each type of channel alternative?
Step 4: Specify constraints – create the "bounded" system	Develop management input on key constraints and company long-term objectives. Specify the channel system structure based on these constraints.
Step 5: Compare options	Compare the "ideal system" specified by customers to the "feasible system" specified by the constraints and objectives. If an existing channel is being reviewed compare it to both the ideal and feasible system.
Step 6: Review constraints and assumptions	Use experts – consultants, lawyers, and accountants – to evaluate assumptions.
Step 7: Evaluate gaps	If a gap exists between the existing, ideal, and feasible systems, analyse the underlying reasons.
Step 8: Implementation	Modify the ideal system according to the objectives and constraints.

(Hutt and Speh, 1998, p 396).

The municipality needs to follow these steps in order to ensure that the intended marketing channel is well suited for the intended purpose of effectively marketing the city.

2.3.10. Ensuring Continued Support From Stakeholders

Creating the brands for cities, regions, and countries is most effective when participants have an open and collaborative attitude in contributing to the common good (Baker, 2004, p3). Sometimes individuals who have entrenched or parochial mindsets are unable to move beyond their own self-interest to embrace other perspectives (Baker, 2004, p3). Creating passion for the brand, has the ability to positively influence stakeholder morale and in the process efficiency and effectiveness (Duffy, 2003, p 76).

It is important to strive toward collective results because these are almost always more powerful than individual efforts (Baker, 2004, p3). The city's branding and marketing initiative must be used to nurture stakeholder relationships and re-invest in the community, while at the same time doing the same thing for customer relationships (Duffy, 2003, 76).

As discussed previously, the city of London sold the marketing spaces on city bridges in order to generate income for cleaning up the city. This leads to a win-win situation where companies who have purchased the advertising space gain from the unique positions for marketing themselves which did not exist before, while providing the city the necessary funding to ensure that the city is clean. Which in turn leads to more consumers utilising the city's services.

2.3.11. <u>Installing Control Measures</u>

It is an old marketing truism that the Marketers get tired of their marketing before their clients do (Baker, 2004, p3). Organisations depart slightly from their strategy a small step at a time and over a few years becomes considerably "off strategy". Control systems need to be put into place in order to ensure formal target setting, monitoring, evaluation, and feedback systems that provides the organisation with information about how well the organisations strategy, branding and marketing plan are working (Jones *et al*, 1998, p271). The three phases of control need to be implemented *i.e.*: Feedforward, Concurrent, and Feedback control. As illustraded in Figure 2.3 below:

Figure 2.3. – The Three Types of Control

(Jones *et al*, 1998, p 271)

One of the most important keys to success in branding is to maintain consistency in all creative executions and delivering the brand experience. Everything that you do must be aligned with the brand platform and strategy (Baker, 2004, p3).

2.3.12. **Ensuring Positioning For a Competitive Advantage Through Differentiation**

A brand must always be truthful, realistic, and deliverable. It should also strive to be eternal and timeless (Baker, 2004, p4). Effective product positioning *i.e.*: the way the product is defined by consumers on important attributes (the place the product occupies in consumer's minds relative to competing products) (Kotler, 1999, p 220), must be utilised to create a competitive advantage.

Creating the perception that the product offers greater value, either through lower prices or providing more benefits in order to justify higher prices (Kotler, 1999, 221). Otherwise it will be based on hype and have a very short life, as it would be perceived as a fad and not something eternal. It may also fail to get the local 'traction' that is needed to launch and deliver the brand, in other words it does not create a lasting impression in either the stakeholders nor the consumers minds (Baker, 2004, p4).

2.3.12.1. Differentiation can be done along the following lines (Kotler, 1999, 221):

- 2.3.12.1.1. Product differentiation.
- 2.3.12.1.2. Service differentiation.
- 2.3.12.1.3. People differentiation.
- 2.3.12.1.4. Image differentiation.

Not all brand differences are important or worth promoting, each has the potential to create greater costs and more consumer benefits (Kotler, 1999, 224).

2.3.12.2. Kotler (1999, p 224) identified a set of measures in order to test whether a product difference is marketable. For the product difference to be marketable it must satisfy the following criteria:

- 2.3.12.2.1. *Important*: The difference delivers a highly valued benefit to target consumers

2.3.12.2.2. *Distinctive*: Competitors do not offer the difference, or the company can offer it in a more distinctive way.

2.3.12.2.3. *Superior*: the difference is superior to other ways that consumers might obtain the same benefit.

2.3.12.2.4. *Communicable*: The difference is visible and communicable to consumers

2.3.12.2.5. *Preemptive*: Competitors cannot easily copy the difference

2.3.12.2.6. *Affordable*: Conusmers can afford to pay for the difference.

2.3.12.2.7. *Profitable* The city can introduce the difference profitably.

Should the product difference meet the criteria laid out above, then further development of such a difference should be encouraged. An example of such difference would be the Battlefields tours set in and around the Midlands Area, this difference meets the criteria laid out above, as the battles that occurred at these places have historical significance and a uniqueness that cannot be replicated anywhere else. This makes it important, distinctive, communicable, preemptive and profitable.

Cities need to heed these guidelines when trying to develop a marketing plan, in this way they can avoid the common pitfalls that come with destination branding. As with any organisation it needs direction and management (Jones *et al*, 1998, p5), this is provided by a cities municipality. It is therefore the task of the municipality to ensure that the above criterion is adhered to when developing a marketing plan for the city. It is important for city's to involve all the components and stakeholders when it comes to marketing the city.

2.4. <u>Brand association and value exchange – Stakeholder "Buy Ins"</u>

Branding a city involves a number of stakeholders, who all need to buy into the brand. To deliver this "living brand" experience requires the adoption of the brand by all stakeholders who have an influence over the most important points of contact with customers (Baker, 2004, p2). An association with a passion platform says a lot about the brands' position in the market place (Duffy, 2003, p 50). If the brand is not adopted anywhere but through the communications from the designated marketing organisation, the branding effort will be limited.

An aspirant brand leader will derive substantial benefits from associating itself with an established market platform, one that all the stakeholder have bought into. (Duffy, 2004, p 50) The brand strategy must be the foundation of all designated marketing organisation, activities and the visitor industry must share the vision and understand how to adopt and activate appropriate support programs to deliver the promised visitor experience. (Baker, 2004, p2) Therefore the best approach is to build stakeholder buy-in from the start of the branding process.

2.5. Deciding on Outsourcing The Marketing Of The City

In order to ensure that the optimal result is achieved a city may outsource the task of marketing the city to another organisation who specialises in performing such tasks. Organisations are buying more products and services than in the past. The trend is to outsource functions and services that are not at the organisations core expertise (Hutt and Speh, 1998, p 345). A destination management organization with a board, staff and partners that have an understanding of the concepts, techniques, objectivity, and strategies needed for branding will greatly improve the prospects of successful outcomes (Baker, 2004, p2).

An example of such outsourcing can be found in the city of Johannesburg who hired the Interbrand group to rebrand Johannesburg (Interbrand, 2005, para 1-6). They had come up with the following solution:

2.5.1. Business Issue

Interbrand was selected to re-define the City of Johannesburg as a brand in late 2001. This was the result of a recognition by the Mayoral committee that protecting and enhancing the City's brand status will play a major role in its future among its citizens and the world at large (Interbrand, 2005, para 1-6).

2.5.2. Brand Response

An extensive brand audit was conducted by Interbrand to determine how the City presented itself and to better understand the perceptions of both citizen and visitor.

The strategic work paved the way for a naming and creative brief. All avenues and possibilities were explored for the name, including abstract and African names, and consideration was given to leaving it completely unchanged (Interbrand, 2005, para 1-6).

The new "word mark" hopes to convey the creativity determination, dynamism and zest of the city. The City's heritage in gold is seen in the golden dot below the exclamation mark (Interbrand, 2005, para 1-6).

2.5.3. Business Result

The official name of the City remains "The City of Johannesburg Metropolitan Municipality," while the new Joburg identity (Figure 2.4) will become its consistent public face. The new identity rolled out to great celebration throughout Johannesburg in an effort to attract attention from both locals and visitors.

Figure 2.4 – An illustration of Booklets, Stickers and Maps with the re-branded Joburg Logo

(Interbrand, 2005, para 6)

2.6. Challenges that Cities Face In Marketing Themselves

In his article on whether cities can market themselves, Matson (1994, p36) put forward a set of challenges facing all cities when marketing themselves. Haider et al, (1993, p 125) provides the solutions to the problems outlined by Matson. The writer has fused the problems set out by Matson together with the solutions found by Haider et al, into table 2.2, which appears on the next page.

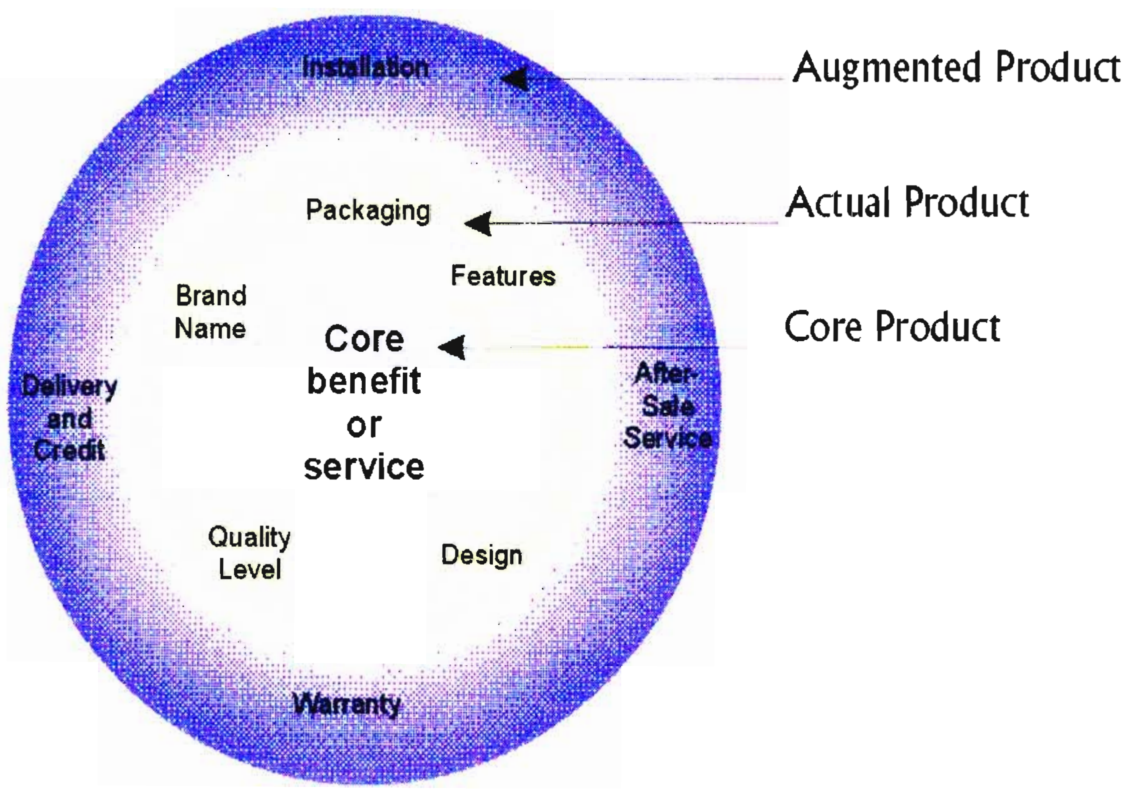
TABLE 2.2	
CHALLENGES CITIES FACE IN MARKETING THEMSELVES	
Challenges (Matson, 1994, p36)	**Responses** (Haider et al, 1993, p 125)
1. City's are increasingly at risk as a result of the accelerating pace of change in the global, political and technological environment.	1. City's need to establish a strategic vision to face these challenges.
2. City's are increasingly at risk as a result of normal processes of urban evolution and decay.	2. City's need to establish a market-oriented strategic planning process to face these challenges.
3. City's are facing a growing number of competitors in their efforts to attract scarce resources.	3. City's must adopt a genuine market perspective toward their product and consumers.
4. City's have to rely increasingly on their own local resources to face the growing competition.	4. City's have to build quality into their programs and services to compete with other places.
5. Slow down in level of capital investment	5. City's need skill to effectively communicate ate and promote their competitive advantages.
6. Increasing customer sophistication.	6. City's need to diversify their economic base and develop mechanisms for flexibly adapting to changing conditions.
7. New city/region entrants.	7. City's must develop and nurture entrepreneurial characteristics.
8. Pressure on communities to perform.	8. City's must rely more on the private sector to accomplish their tasks.
9. Clutter and company postures.	9. Each city needs to develop its own unique change process as a result of differences in the city's culture, politics and leadership processes.
10. Product proliferation and difficulty of achieving differentiation.	10. City's must develop organizational and procedural mechanisms to sustain place development and maintain momentum once it has begun.

Municipalities can address the issues dealt with by Matson, by implementing the possible solutions laid out by Haider *et al*, when it comes to the marketing of cities. It is now easy o envisage the city as a product with a unique package of benefits, which it provides to the consumer.

2.7. The Product as a Package of Benefits

Lambin (2000, p 111) states that from a consumer point of view, a product or brand can be defined as a "bundle of attributes" which provides the consumer with the functional value of "core service" specific to that class of product. Figure explaining the levels of product

Figure 2.5 – Three Levels Of Product



(Kotler, 1999, p 239)

CHAPTER 3

LITERATURE REVIEW:

CUSTOMER RETENTION AND SATISFACTION: THE OBJECTIVE OF THE MUNICIPALITY

The chapter deals with how the municipality should approach retaining customers, and the basic needs analysis that needs to be done in order to ensure customers are being correctly marketed to

From the previous chapters, one can see that the Municipality plays an integral role in developing, maintaining, and implementing the marketing and branding of the city, in order to attract consumers. These consumers fall into one of four generic target markets as stated by Haider et al (1993, p 48):

1) visitors (business and pleasure);
2) residents and workers;
3) business and industry; and
4) export markets (i.e. consumers of the goods and services produced by the place or region).

Marketing is roughly defined as a social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others (Kotler, 1999, p 4). This is a result of consumer needs, wants and demands.

Due to logistic and time constraints this dissertation focuses on the second target market *i.e.*: residents and workers. The municipality provides both products and services to this target market. These products are in the form of lights, water, sewer, etc and services such as security (police), health services, etc…

It is these products and services, which will be used to determine whether the city together with its management team is correctly marketing itself to the consumer group chosen for this study. The municipality needs to follow these steps in order to understand customer satisfaction and retention, from the view of the customer:

3.1. Discover What Your Customers Need

Know who your customers are. Then, after finding who they are, discover what they want, their vision. Normally, customers focus only on two or three needs. Focus on those needs. Because you know what concerns them, it is easy to match the organisational vision with theirs (Blanchard *et al*, 1993, p8). This is achieved by communicating with your customers.

3.2. Listen To Your Customers

Customers give of a number of verbal and non-verbal cues as to how they feel about the service received. Outlined below is a method to approach listening to your customers in order to understand their needs:

3.2.1. Listen closely to what the customers say. First, customers may say one thing but mean another, e.g. clients say they like low prices but whose actual priorities are on-time deliveries and perfect quality (Blanchard *et al*, 1993, p12).

3.2.2. Second, listen to your "silent" customers. An organisation's service may be so bad that customers feel unwanted; they don't even bother to complain. What's worse, they may leave the company even without any viable competitor to take the company's place (Blanchard *et al*, 1993, p12).

3.2.3. Finally, listen to those who say "Fine". Customers have been so accustomed to bad service that they rarely complain, and worse, reply "fine" or "satisfied" even when they mean the soup was cold, the line was too slow and long, etc... They are satisfied because they think nothing will happen anyway if they complain (Blanchard *et al*, 1993, p13).

However passive listening alone will not ensure customer satisfaction, as this is a reactive method of gathering information. In order to become pro active in ensuring customer satisfaction organisations need to ask questions and conduct surveys into customer satisfaction levels (Lambin, 2000, 219).

3.3. Ask Your Customers Sincerely

Generally consumers can spot insincerity when it comes to marketing, the municipality needs to be earnest in its approach to asking questions and demonstrate that the consumer is actually being listened to.

Start asking sincere questions. Past experiences have taught customers that chances are, you don't really want to know what they think or feel, that their complaints will be left unheard (Blanchard *et al*, 1993, p13). Win their confidence. Take time to get a conversation going. Customers can sense that you are serious, only then will they open up to you (Blanchard *et al*, 1993, p13).

If the organisation doesn't listen to its customers' thoughts and feelings, it has failed to fulfill the customers need, because the organisation simply does not know what that specific need is. Furthermore, the organisation runs the risk of alienating the customer, as the customer could feel unwanted and unneeded by the organisation (Lambin, 2000, p 220). Municipalities must realise that they are not just selling the core product only (as discussed in Chapter 2 – 2.7), but a blend of services and conveniences.

3.4. More than just a Product or Service

People have needs beyond the need for a product or a service. People need to feel that they belong to a group, and need to feel important (Kotler, 1999, p546). It has to be more than just customers and your company relationship; it has to be about people and people (Lambin, 2000, p113).

You need to serve your clients, and ask their thoughts and opinions in order to get feed back, in other words, you treat them as human beings you (Blanchard *et al*, 1993, p2). However the municipality must remember that it cannot satisfy all of the needs of all the consumers, and that sometimes the organisation needs to say no.

3.5. Know When to Ignore

This may sound heretical to great customer service but learn to ignore what customers want if they do not match your vision. Obviously, it would be very difficult for you to say, design the best sports car if you'd also want it to be the best off-road or family minivan. When it comes to customer service, those who aim and try to be everything for everybody all at the same time, fail. If your visions do not meet, ask your customer to take his needs somewhere else to be fulfilled

There is a direct correlation between satisfaction and brand loyalty, in other words increasing customer satisfaction ensures customers are retained (Kotler, 1999, 547).

3.6. Customer Satisfaction

Customer satisfaction can be defined as the extent to which a products perceived performance matches consumer expectations of the said product. Therefore if the product's performance falls short of the consumer's expectations the consumer will be dissatisfied. (Kotler, 1999, p547)

Organisations should remember the following important facts when dealing with customers (Andreini, 2004, 60):

3.6.1. Customers are the most important people to the organisation.

3.6.2. Customers are not dependent on you; you depend on them.

3.6.3. Customers are not an interruption of your work; they are the purpose of it.

3.6.4. Customers are part of your business.

3.6.5. Customers are flesh and blood like us.

3.6.6. Customers are not to be argued with because you lose if you do.

3.6.7. Customers are people whose want/need you have to fill profitably for you and by you.

In order to achieve the above the organisation needs to understand what the customers needs and wants are.

3.7. Consumer Retention

Consumer Retention marketing is a tactically driven approach based on customer behaviour. It is the core activity going on behind the scenes in relationship marketing, loyalty marketing, database marketing, permission marketing, and so forth (Novo, 2004, para 1).

It is said to cost five times more to attract a new customer than it is to keep a current customer satisfied (Kotler, 1999, p550). Customer retention requires the following basic philosophy in order to be successful (Novo, 2004, para 2):

3.7.1. Past and current customer behavior is the best predictor of future consumer behavior. This effect has been demonstrated for years with many types of Direct Marketing. It works because actual behavior is better at predicting future behavior than demographic characteristics are. Marketers can tell whether a consumer is about to defect or not by watching their behavior; once a marketer can predict defection, they have a shot at retaining the consumer by taking action (Novo, 2004, para 4).

3.7.2. Active consumers are happy (retained) consumers; and consumers like to "win". Consumers like to feel they are in control and are smart about choices they make. This makes consumers feel good about their behavior. Marketers can take advantage of this by offering promotions of various kinds to get consumers to engage in a behavior and feel good about doing it (Novo, 2004, para 7).

3.7.3. Retention Marketing is all about Action –Reaction – Feedback – Repeat. Analysis of consumer buying patterns to various marketing promotions creates a database of successful and unsuccessful campaigns and promotions, as well as the timing of campaigns and promotions. Marketers can utilise this database to ensure that the organisational resources are not wasted on campaigns and promotions that are incorrectly positioned (Novo, 2004, para 15).

3.7.4. Retention Marketing requires allocating marketing resources. Marketers have to realize some marketing activities and customers will generate higher profits than others. Organisations can keep their budgets flat or shrink it while increasing sales and profits if they continuously allocate more of the budget to highly profitable activities and away from lower profit activities. However this does not mean organisations should "get rid" of some customers or treat them poorly, but rather analyse how best to service clients (Novo, 2004, para 20).

Customer satisfaction and retention requires an in depth analysis of customer needs in order to be effective tools in marketing. A model for analysing these needs can be created or alternatively a generic model can be used such as Maslow's Hierarchy of Needs explained below.

3.8. Maslow's Hierarchy of Needs

An arrangement of five basic needs that, according to Maslow, motivate behavior. Maslow proposed that the lowest level of unmet needs is the prime motivator and that only one level of needs is motivational at a time. (Jones *et al*, 1998, p 379) Illustrated in Fig 3.1. as follows:

Figure 3.1. – Maslow's Hierarchy Of Needs

	Needs	Description
Highest level needs	Self-actualization needs	The need to realize one's full potential as a human being
	Esteem Needs	The needs to feel good about oneself and capabilities, to be respected by others, and to receive recognition and appreciation
	Belongingness needs	Needs for social interaction, friendship, affection and love.
	Safety needs	Needs for security, stability, and a safe environment
Lowest level needs (most basic or compelling)	Physiological needs	Basic needs for things such as food, water, and shelter that must be met in order for a person to survive

(Jones *et al*, 1998, p 379)

The previous chapter dealt with the process the municipality should adopt when developing and executing a marketing program, furthermore it discussed the how the city can be viewed as a product.

As a product the municipality is required to ensure the product matches the needs of consumers, and that these needs are satisfied in order to ensure customer retention. Maslow's Hierarchy Of Needs can be utilised as a model to base the questions the Municipality should be asking of its consumers about their needs.

The literature can now be placed into the context of marketing Pietermaritzburg.

CHAPTER 4
CONTEXT OF THE STUDY:
WHY DOES PIETERMARITZBURG REQUIRE MARKETING?

The literature review has displayed the need to market city's as products, in order to ensure continued growth and sustainability of a city. Pietermaritzburg is in no way exempt from the forces that effect a city's growth and sustainability. This chapter contains a brief history of the city, an analysis of current marketing initiatives undertaken by the city, and what the city still requires to do. Together with how the city can meet the needs and ensure customer satisfaction.

4.1. A Brief History Of Pietermaritzburg – (Extract from Drakensberg Tourism Website)

"Pietermaritzburg boasts a high concentration of tourist attractions with the vast majority easily accessed via comfortable, self-guided Town Trails. Standing on the original Voortrekker site, the City Hall holds two Southern Hemisphere records - for the largest all-brick building and the largest pipe- organ. The Parliament Buildings are rooted in history...the foundation stone laid on 21 June 1887 to mark Queen Victoria's Jubilee, and its soaring columns plus copper domes reflecting the grand, seemingly-invincible mood of the time.

The central shopping areas pedestrian precinct reveals perfectly how the short-lived Voortrekker ideal was superimposed with Victorian London. A browser's delight, the specialist shops - notably colonial-era literature and Africana - are conveniently interspersed with quaint cafes and taverns.

Two museums in Pietermaritzburg convey the importance of church life in pioneering the Midlands region. St Peter's became Bishop Colenso's cathedral in 1857 after his doctrinal rebellion caused a schism in the colony's Church of England congregation - his tomb stands before the altar. Macrorie House is the former residence of the Bishop of Pietermaritzburg 1869 - 1891, and contains Bishop Macrorie's famous miniature chapel complete with altar and ornamental screen. The Natal Museum, meanwhile, covers all aspects of our kingdom's history...beginning with the artwork of pre- Zulu, San hunter-gatherer inhabitants. Tatham Gallery is among this country's top seven art museums, homage to the Mahatma - Great Soul - whose profoundly influential, deeply revered philosophy-in-practice began here with a racial incident typical of the 'Old South Africa'.

More currently - and inextricably linked to our 'New South Africa' - former president Nelson Mandela's biography sees Pietermaritzburg heading three chapters. These are his first appearance in a court of law...final public speech as leader of our country and - beyond city limits near Howick - the arrest that led to his 26-year incarceration. A small monument at this last-mentioned site is regularly visited by school tours, foreign and local visitors."

- (Drakensburg Tourism, 2005, para 1-8).

4.2. Why Is Their A Need To Market Pietermaritzburg

Situated in the province of Kwa-Zulu Natal, Pietermaritzburg set amidst forested hills and the rolling countryside of the Natal-Midlands, is one of the best-preserved Victorian cities in the world as stated by the city's website. (Pietermaritzburg Msunduzi, 2005, para 2). The city is centrally situated between Durban, the Drakensberg and Kwa Zulu-Natal's game reserves on the N3 highway between Johannesburg and Durban; Pietermaritzburg is approximately 80km north of Durban by road. (Pietermaritzburg Msunduzi, 2005, para 2). The city has recently been awarded the Provincial Capital Status, the city is in a new growth phase. According to Rob Haswell (Naidoo, 2005, p 14). "For the first time the city is moving away from its small town pessimism. There is a buoyancy in all sectors and at the municipality we have regular inquiries from local and national businesses about developments within the city."

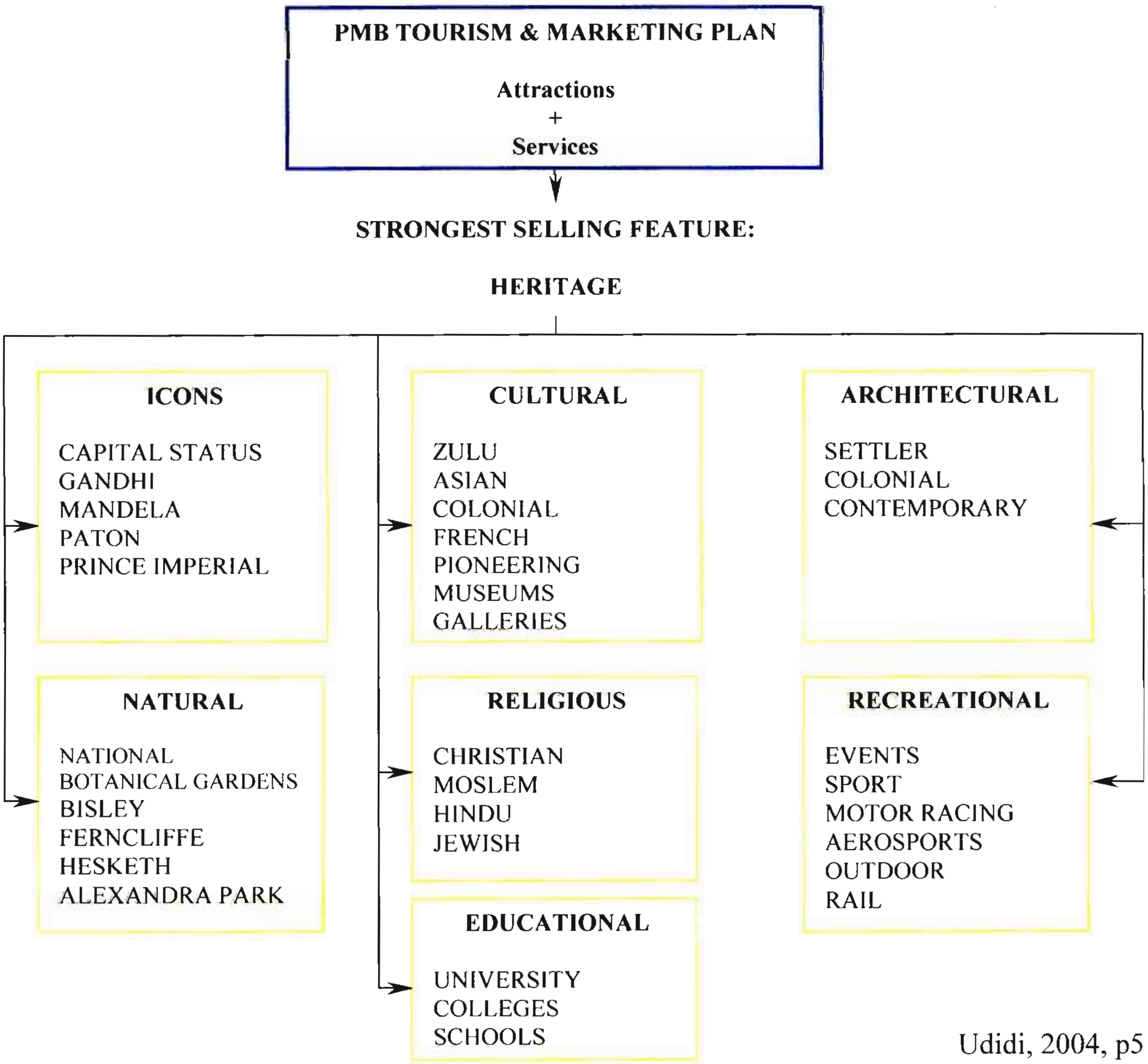
As a product it is easy to visualise Pietermaritzburg as an easy seller to consumers (people). However, like with most cities or products, attracting consumers (people) to them, is the job of effective and solid marketing campaigns. By the admission of the city's own web site – "While the City serves as the provincial capital, its limited industrial and commercial development does not provide the economic opportunities needed to ensure employment and adequate livelihoods for all." (Pietermaritzburg Msunduzi, 2005, para 2).

From the above statement one can clearly draw the conclusion that Pietermaritzburg needs to be marketed just like any other product. This needs to be done to attract new industry, and commercial ventures to ensure that more of the city's population is employed. Herein lies the problem, as many cities, towns and metropolitans are competing for resources. The population of South Africa is measurable so is the economic activity, meaning that in order to get a bigger piece of the proverbial "pie", Pietermaritzburg has to demonstrate to consumers that it's a product that they would want to invest in.

4.3. City Branding

Cities have stakeholders which form the channels through which the city communicates with the world (Placebrands, 2005, para 1). The Pietermaritzburg Municipality in 2004 had commissioned a study into a marketing and tourism development plan for the municipality, which outlines the key channels and stakeholders as per Fig 4.1.

Figure 4.1.: Pietermaritzburg Tourism & Marketing Plan



Udidi, 2004, p5

4.3.1. **Private Sector and Institutions**

Cities are often renowned for their successful businesses and products. The links between a city and particular companies can become strong and mutually beneficial marketing tools. (Haider *et al*, 1993, p.17). Pietermaritzburg has such brands in the form of Hullets Aluminuin, Eddels Shoes and Somta Tools. (Pietermaritzburg – Capital City, 2005, p16)

In addition, it attracts businesses that wish to be near such centres of expertise and excellent human resources. Pietermaritzburg being the capital and also home to educational institutions such as Michealhouse and the University of Kwa-Zulu Natal has such key attractions (Pietermaritzburg – Capital City, 2005, p54)

Further to this, the city has a unified front from the private sector in the form of the Pietermaritzburg Chamber of business. The city's business chamber works collectively in promoting the city of Pietermaritzburg as a business and commercial trading partner with other businesses within the city and those out of the city, by facilitating a networking environment. (Pietermaritzburg – Capital City, 2005, p10)

The Pietermaritzburg Chamber of Business has amongst its objectives:

- The promotion and support of local business.
- Local economic growth.
- The development of the city and surrounds as a prime locality for investment.

(Pietermaritzburg – Capital City, 2005, p11)

4.3.2. **Tourism, Conventions and Events**

This is often the most actively and widely expressed element of any city brand. Attracting private, professional and celebrated visitors, as well as sporting and cultural events to a city, is very important for the local economy (Haider *et al*, 1993, p.50). Pietermaritzburg has a schedule of year long events and activities, these events in the city are reflected in Table 4.1:

TABLE 4.1		
EVENTS AND ACTIVITIES PLAN FOR PIETERMARITZBURG		
Event	**Character/Type**	**Month**
Duzi Canoe Marathon	Sporting	January
Belgotex Cycle Race	Sporting	January
The Midmar Mile	Sporting	February
Postnet Marathon	Sporting	March
PADSA Easter Soccer Tournament	Sporting	April
Annual Firewalking Ceremony	Cultural	April
Cars in the Park Vintage Car Club	Sporting	May
Celebration of Light Botanical Gardens	Botanical	May
The Golden Horse Sprint	Sporting	May
The Royal Show	Agricultural / Mixed Exhibition	May / June
The Comrades Marathon	Sporting	June
The Miss India Pageant	Cultural / Beauty	July
The Stannic Relay	Sporting	September
The Garden & Leisure Show	Botanical	October
The Open Gardens	Botanical	October
The Amashovashova Cycle Race	Sporting	October
Toystory	Charity	December
Echo Craft Bazaar	Art / Craft	December
Fantasia	Craft	December
Flea Markets- Alexandra Park and other venues	Produce/wares/collectable Arts/craft	Monthly

(Udidi, 2004, p7)

From the above table its can be concluded that the city has various events to offer at different times of the year covering almost the whole twelve months. Famous sporting sons of the city include the likes of Jonty Rhodes who played cricket for South Africa and "Old John" Mabizela ex Totenham Hot Spurs and ex South African Football Captain.

4.3.3. Investment and Settlement

A clear and compelling city brand will help retain current residents and attract external investment, talent, and the kinds of immigrants it needs (Placebrands, 2002, para 5). Once such inward investment and migration gain a certain momentum, the city and its inhabitants derive increasing social, economic, education and cultural benefits from them (Haider *et al*, 1993, P18). Further to this the city has to invest in and maintain the infrastructure spending on roads, waterworks, emergency services, transportation, etc..., in order to ensure that there is sufficient capacity to meet the demand from customers.(MarketingProfs, 2005, para19) Town planning plays a vital role in the organic nature the city adopts. Pietermaritzburg has economic programs designed to attract and retain investment in the city (Pietermaritzburg – Capital City, 2005, p15).

4.3.4. Culture, Heritage and Landmarks

All cities have a tale to tell about their foundation and about subsequent developments, famous citizens and artists, and defining moments (Placebrands, 2005, para 8). Pietermaritzburg has such symbols and spaces which include - the Garden of Remembrance holds the famous Weeping Cross of Delville Wood (Pietermaritzburg Msunduzi, 2005, para 4), a striking statue in Church Street Mall pays homage to the Mahatma Gandhi and a tribute to former President Nelson Mandela's first appearance in a court of law, his final public speech as leader of our country and the spot where he was arrested. (Drakensberg Tourism, 2005, para 6-8).

4.3.5. Education and Sports`

Local educational institutions and sports clubs often play a very important role in the reputation of a city (Haider *et al*, 1993, p.19). Pietermaritzburg has such institutions in the form of the University Of Kwa-Zulu Natal, Michealhouse, and now on the sports arena a premiership soccer team Maritzburg United.

4.3.6. People

The people of a city are its most valuable asset. Deserted cities have only archaeological and curiosity value, while dynamic and vibrant cities retain imaginative people who make full use of their creativity, and attract new residents and keep old residents to live, work, invest, visit and play there (Placebrands, 2005, para 10). Pietermaritzburg's population can be considered a diverse melting pot of ethnicity's and cultures (Pietermaritzburg Msunduzi, 2005, para 2) which creates a diverse set of marketing angles that could be explored.

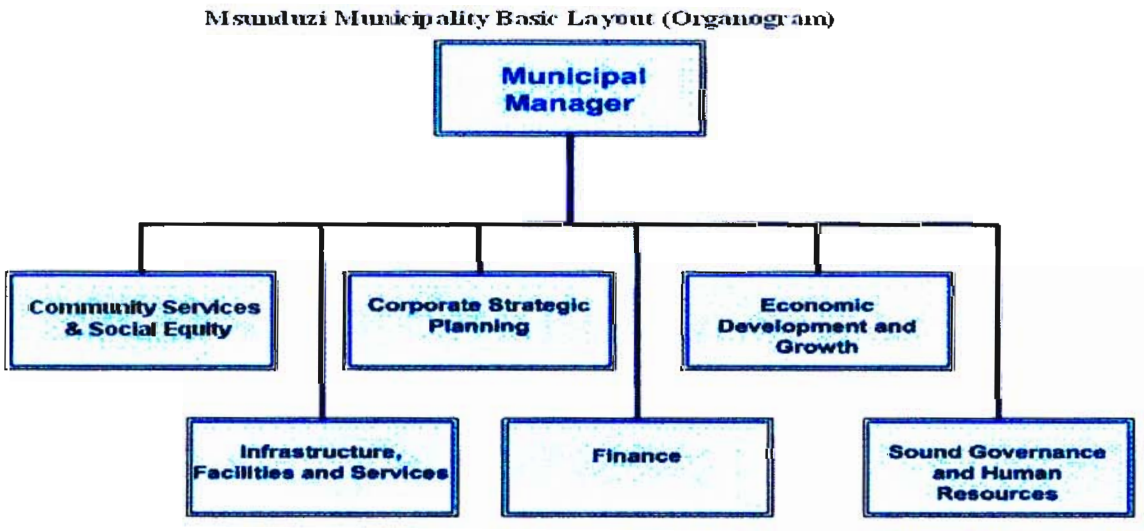
4.3.7. Municipal Policy and External Relations

Although seldom considered as defining elements of a city branding strategy, the policies and relations of a city government have a profound effect on its relationship with local and external communities and decision-makers (Placebrands, 2005,para 2).

The Municipality is the primary force behind getting the city's marketing program off the ground. Municipal management should perform an internal SWOT analysis on the mayor, the municipal manager, the council, the city budget, the departments and their overlaps and similarities (MarketingProfs, 2005, para 21).

Figure 4.2, illustrates the city's management structure in an organogram on functional lines:

Figure 4.2 – Pietermaritzburg Municipality Organogram



(Pietermaritzburg Msunduzi, 2005, para 18)

After the key role players and factors have been analysed the municipality can move onto the steps required in marketing the city as outlined in the next section.

4.4. Branding Destinations – Steps In City Marketing

Marketing cities requires a combination private sector, public sector, and the general population of the city, into one unified body with buy-ins from all concerned, and the creation of a passion for the brand and what it symbolises (Duffy, 2003, p 119). This contains the following steps:

4.4.1. Develop an effective marketing strategy

4.4.2. Budgeting and Budget Planning

4.4.3. Develop a Clear Advertising Strategy

4.4.4. Develop Clear and Tangible Research Objectives

4.4.5. Develop the Marketing Mix

4.4.6. Analysis of Macro influences to the organisational environment. (Political, Economic, Social, Technological)

4.4.7. Determine Market Positioning

4.4.8. Develop Effective Brand Management

4.4.9. Select and Manage the Marketing Channels

4.4.10. Ensure Continued Support From Stakeholders

4.4.11. Install Control Measures

4.4.12. Ensure Positioning For a Competitive Advantage Through Differentiation

After completing the analysis and the relevant steps the municipality will be in a position to decide whether it requires further assistance from outside the municipality

4.5. Deciding on Outsourcing The Marketing Of The City

In order to ensure that the optimal result is achieved a city may outsource the task of marketing the city to another organisation who specialises in performing such tasks. Organisations are buying more products and services than in the past (Hutt and Speh, 1998, p 345). This is certainly true of the Pietermaritzburg municipality, as they have employed various consultants to assist in producing an effective marketing strategy for the city. An example of which would be the Udidi Project Development Company, which was tasked with designing a Tourism development plan for the Msunduzi Municipality in 2004.

Once all these factors have been considered, the Municipality would require research to be performed in order to determine whether the city meets the needs of consumers. A suggested model for analysing these needs is Maslow's Hierarchy of Needs, discussed in the previous chapter.

4.6. Maslow's Hierarchy of Needs

Maslow's model provides the basic construct on which to base questions that would provide a researcher with valid answers as to whether the municipality is meeting the needs of consumers. Instances of how the municipality can fulfill the needs of consumers at various levels in terms of Maslow's model can be illustrated as follows:

4.6.1. Physiological needs - The provision of products such as lights, water, refuse, etc... Providing an effective, transportation network, effective town planning (layout of commercial and retail sections of the town) in order to create ease of use of the product.

4.6.2. Safety needs - Security such as the Police force, (Metro, SAPS), Safe City project (Eye In the Sky) the introduction of close circuit television cameras to monitor activity in the city (Pietermaritzburg – Capital City, 2005, p18). As well as fire and traffic regulation.

4.6.3. Belongingness needs - Provision of Parks, recreational facilities, theatres, Cineplex's, shopping venues in town planning. Forums for people to meet, creation of spaces and events for social interaction.

4.6.4. Esteem Needs – Branding the city in a manner that causes residents to be proud of the city where they come from. Shaking off the image of the "sleepy hollow". Using passion-branding techniques described by Duffy (2003), usage of sports and cultural icons that are sons and daughters of the city.

4.6.5. Self-actualisation needs The city cannot assist directly with the process of self actualisation. At best, what the city can do is ensure that the individuals lower needs described above are met, thus allowing the individual to focus on self-actualisation. Maslow states that only one need group can be processed at a time (Jones, 1998, p 379).

The problem that the writer faced was to determine the opinions and views of the city's residents within the context of marketing and branding. Coupled with their opinions on whether the city is fulfilling the needs of the residents.

CHAPTER 5
RESEARCH METHODOLOGY

5.1. Introduction

The city of Pietermaritzburg can be defined as an organisation, with the Municipality (Local Government) forming the leadership structure for the organisation with people, machinery, raw materials, skills and financial capital. As Jones *et al* stated, "an organisation is a collection of people who work together and co-ordinate their actions to achieve goals." (1998, p5). Like all organisations, effective marketing is required in order to promote the organisation and its products. Satisfied customers are more likely to be loyal customers (Kotler, 1999, p547). Cities market themselves to four main target markets, which are (Haider, 1993, p 48):

1) visitors (business and pleasure);

2) residents and workers;

3) business and industry; and

4) export markets (i.e. consumers of the goods and services produced by the place or region).

Due to the time and logistical constraints this study focused on the residents and workers currently residing in the city, as the market segment that was analysed. With the information that was collected valuable insight was created in the understanding the nature of the residents and their viewpoints towards the Municipality and the city itself.

5.2. Problem Statement

The problem that the writer faced was to determine the opinions and views of the city's residents within the context of marketing and branding. Coupled with their opinions on whether the city is fulfilling the needs of the residents.

This was the core theme of the dissertation, from this problem statement the following research questions and objectives was extracted, and was analysed, discussed and conclusions and recommendations were made.

5.3. <u>Research Questions</u>

As discussed above, it is imperative for cities to effectively market themselves as a destination for investment and to further grow the city. In attempting to provide a possible answers to the problem the writer required to answer the following questions:

5.3.1. What are the perceptions of Pietermaritzburg's residents of the city Pietermaritzburg?

5.3.2. Do residents feel secure in their environment? (i.e. Safety in the city and its surrounds)

5.3.3. Is Pietermaritzburg a convenient place to live? (Infrastructure, economic Opportunities, etc…)

5.3.4. Does the Municipality and Local Government provide satisfactory the services to its residents?

5.3.5. How loyal are the residents to the city of Pietermaritzburg?

5.3.6. Do the residents feel that Pietermaritzburg's Council is doing enough to market the city?

5.3.7. How recognisable is the Brand "Pietermaritzburg The City of Choice" and the Pietermaritzburg Logo to the residents?

5.4. Research Objectives

In answering the questions above, the writer aspires to achieve the following objectives:

5.4.1. To investigate the current perceptions of Pietermaritzburg residents towards the city.

5.4.2. To evaluate the efforts of the Pietermaritzburg city council in promoting the city from the viewpoint of the residents.

5.4.3. To recognise where Pietermaritzburg needs to improve its marketing and level of service.

5.4.4. To evaluate how recognisable the Pietermaritzburg logo is (Fig 5.1.) and the slogan "the city of choice" is from the perspective of its residents.

Figure 5.1. – Pietermaritzburg City Logo

(Pietermaritzburg Msunduzi, 2005, para 1)

5.5. Research Design

There are essentially three types of research design *i.e.:* Exploratory, Descriptive and Causal (Hair *et al*, 2005, p 63).

Lambin (2000, p 143) defines the various types of research as follows:

5.5.1.1. Exploratory research is conducted to clarify the nature of a problem, to gain better understanding of a market situation, to discover the ideas and insights and to provide the necessary direction for any further research needed.

5.5.1.2. Descriptive research seeks to determine answers to 'who', 'what', 'when', 'where', and 'how' questions. Descriptive research is concerned with determining frequency with which something occurs or the relationship between two variables.

5.5.1.3. Causal research is the most ambitious form of research, and is concerned with determining cause and effect relationships. Causal studies usually take the form of controlled experiments.

This study focused more on exploratory and descriptive research methods. This was achieved by collecting data by means of conveniently chosen consumers, utilising a structured questionnaire. The data was then collated and analyzed.

In the case of one - on - one interviews', respondents were selected utilising a convenience method at shopping malls. The use of a semi - structured questionnaire was utilised in order to direct the respondent to the relevant issues.

5.5. <u>Research Methodology</u>

This section documents the approach the writer utilised to design the questionnaire, conduct the survey and the process used to analyse the results of the questionnaire.

5.6.1. <u>Sampling Method</u>

As the population of Pietermaritzburg could not all be interviewed, sampling was used. Sampling is the selection of a fraction of the target population for the ultimate purpose of being able to draw general conclusion about the entire target population (Lambin, 2000, p 159). "A non-probability sampling method was utilised as probability-sampling *methods are more time consuming and expensive"* (Lambin, 2000, p 160). From the various types of non-probability sampling techniques *i.e.* convenience, judgmental and quota, the selected method utilised was Convenience sampling method, which is a sampling procedure of obtaining the respondents who are most conveniently available for the analyst (Lambin, 2000, p 160).

The population for the sample was made up of the residents of Pietermaritzburg. Utilising an online sample size calculator (Surevy Systems, 2005, para 1) the following variables were inputted:

5.6.4.1. Confidence Level of: 95%,

5.6.4.2. Confidence Interval of: 7,

5.6.4.3. Population value of 553,166 people (stats obtained from the municipality – Appendix 1)

This generated a sample size of 196 people. This was rounded of to 200 people in order to make subsequent calculation easier.

5.6.2. Questionnaire Design

A survey questionnaire consisting of fifty-one questions was developed (both multiple choice and closed questions). This was done in order to determine the demographic, satisfaction, and brand recognition of the Pietermaritzburg branding. (Questionnaire - Appendix 2)

5.6.2.1. Questions A 1 to 4

Consisted of dichotomous and multiple choice questions designed to determine survey locality, type of residence and sector of employment. These questions included:

A.1. Location, this was used to determine where the respondent was interviewed, and was filled in by the interviewer, options were limited to: Nedbank Plaza, Capital Centre, Liberty Midlands Mall as the writer selected only these venues to conduct the survey.

A.2. Do you live in PMB? Yes, No (If no where do you live?) As the survey was intended for residents of Pietermaritzburg, the writer deemed it necessary to inquire where do respondents live.

A.3. Type of residence: Asked in order to split the data into subsets, to assist in determining, if type of property ownership would give varying opinions with regards to section B, C and D (Appendix 3). These were divided into four categories, namely: Home Owner, Renting, Informal settlement, Other (State Other)

A.4. Sector Of Employment: This was asked to assist with understanding the demographic of the sample, the categories were chosen utilising the categories listed in Pietermaritzburg – Capital City (2005, p38) as these were sectors active in Pietermaritzburg, these included: Local Government, Provincial Government, Central Government, Real Estate, etc... However during pilot testing it was discovered that two more categories needed to be added i.e: Student/Unemployed and Other.

5.6.2.2. Questions B 1 to 5

This section contained a set of dichotomous and multiple-choice questions. Which was to determine the respondents' opinions on the marketing of the city, recognition of the city's logo, and catch phrase/marketing slogan. Together with whom the respondents felt should be responsible for the marketing of the city.

B.1. Do you recognise the logo? This question was asked in order to determine logo recognition (Figure 5.1 on page 51), as discussed in Chapter 3, in order to ensure brand recognition one must effectively market the brand. This question determines whether or not the brand is effectively marketed y determining how recognisable the city logo is. This question required a dichotomous response.

B.2. Do You Agree with the statement "PMB City of Choice"? This question was asked in order to determine whether the slogan was accepted and effective, in terms of brand positioning as discussed in Chapter 2. This question required a dichotomous response.

B.3. Should PMB change its slogan? A dichotomous question is an extension of B.2. as it would assisted in determining whether respondents felt that the slogan was realistic and deliverable (Baker, 2004, p4).

B.4. Do you think the city is well marketed? This question helped gauge the effectiveness of the city's selected marketing channels, and required a dichotomous response.

B.5. Who do you feel should be responsible for marketing the city? A multiple-choice question used to determine if there is visible brand association (Chapter 2). This options included: The Municipality, Private Sector, Central Government, Other:

5.6.2.3. Questions C 1 to 21

This section of the questionnaire was setup to test respondents attitudes towards given statements. These statements were designed to approach specific issues around Customer Satisfaction and Customer Retention using the idea that the city is a product with various levels (Core, Actual and Augmented). This was achieved by assessing how effective the needs in the products various levels were being met. Due the nature of the certain statements, they were also used to determine some of the general marketing issues. This section made use of a five point Likert scale, in which respondent showed the amount of agreement or disagreement with the statement made, the statements were as follows:

C.1. The cost of living in Pietermaritzburg is Low
C.2. Pietermaritzburg has a good public transport system
C.3. Cost of basic services are reasonably priced i.e Lights, Water, Sewer, Refuse, etc...
C.4. The Municipality has a good level of service
C.5. The Municipal staff are helpful and explain issues properly

C.6. The city is doing enough to create employment for its residents
C.7. The city has adequate tourist attractions to promote tourism
C.8. The city's road network is good
C.9. The city's rail network is good
C.10. The city's air network is good
C.11. The city is currently going through a boom phase
C.12. Pietermaritzburg is an excellent place to stay.
C.13. Pietermaritzburg has first class hospitals and medical services
C.14. Shopping and recreational venues are conveniently located in Pietermaritzburg
C.15. Pietermaritzburg has adequate recreational venues
C.16. Pietermaritzburg has adequate retail outlets
C.17. The people of Pietermaritzburg in general are helpful and friendly
C.18. Pietermaritzburg is a well laid out town, with places easily located
C.19. Pietermaritzburg is still a "sleepy hollow"
C.20. I am proud to be from Pietermaritzburg
C.21. Would you recommend Pietermaritzburg to people wanting a place to live

The above statements were then grouped into various categories and used as measures to determine views with regards to the marketing of Pietermaritzburg, on the convenience of living in Pietermaritzburg (Core Product), on the level of service by Pietermaritzburg (Actual Product), and average consumer loyalty towards Pietermaritzburg. These groups are as follows:

Measure of opinions regarding the marketing of Pietermaritzburg.
The cost of living in Pietermaritzburg is Low.
The city is doing enough to create employment for its residents.
The city has adequate tourist attractions to promote tourism.
The city is currently going through a boom phase.
Pietermaritzburg is an excellent place to stay.

Measure of opinions regarding the convenience of living in Pietermaritzburg.
Pietermaritzburg has a good public transport system
The city's road network is good

The city's rail network is good

The city's air network is good

Shopping and recreational venues are conveniently located in Pietermaritzburg

Pietermaritzburg has adequate recreational venues

Pietermaritzburg has adequate retail outlets

Pietermaritzburg is a well laid out town, with places easily located

Measure of opinions regarding the level of service provided by Pietermaritzburg.

Cost of basic services are reasonably priced i.e. Lights, Water, Sewer, Refuse, etc...

The Municipality has a good level of service

The Municipal staff are helpful and explain issues properly

Pietermaritzburg has first class hospitals and medical services

Measure of opinions regarding consumer loyalty towards Pietermaritzburg.

Pietermaritzburg is an excellent place to stay.

Pietermaritzburg is still a "sleepy hollow"

I am proud to be from Pietermaritzburg

Would you recommend Pietermaritzburg to people wanting a place to live

5.6.2.4. Questions D 1 to 16

This section of the questionnaire was setup to rate respondents attitudes towards given statements. These were determined utilising Maslow's Hierarchy of Needs using determinants from physiological to belongingness needs. As with Section C these statements were used to rate customer's satisfaction, and to determine how effectively their needs are being met with regards to levels of services provided by the municipality/local government, the of convenience living in Pietermaritzburg, and security/safety aspects in Pietermaritzburg. This section made use of a five point rating scale, in which responses were measured on a scale from poor to excellent. This method was used to determine the respondents' opinion on the following issues:

D.1. Service provided by Public Transport Service

D.2. Service provided by Fire Department

D.3. Service provided by Electrical Services

D.4. Camera Surveillance System

D.5. Location of Shops, Malls and Entertainment venues in PMB

D.6. Location of Sports Venues, Parks and other Recreational venues in PMB

D.7. Safety at work

D.8. Activities in Pietermaritzburg

D.9. Service provided by Police and Safety Services

D.10. Service provided by Health and Sanitation Services

D.11. Street lighting

D.12. Service provided by Local Government

D.13. Location of Schools and Educational Institutes in PMB

D.14. Safety in your home/neighborhood

D.15. Safety when you are out e.g. Shopping

D.16. Other:

The above statements were then grouped into various categories. To be used as measures in determining opinions of respondents as follows:

Measure of opinions regarding the level of service received in Pietermaritzburg

Service provided by Public Transport Service

Service provided by Fire Department

Service provided by Electrical Services

Service provided by Health and Sanitation Services

Street lighting

Service provided by Local Government

Measure of opinions regarding perceptions of safety in Pietermaritzburg

Camera Surveillance System

Safety at work

Safety in your home/neighborhood

Safety when you are out e.g. Shopping

Service provided by Police and Safety Services

Measure of opinions regarding the convenience offered by living in Pietermaritzburg

Location of Shops, Malls and Entertainment venues in PMB

Location of Sports Venues, Parks and other Recreational venues in PMB

Location of Schools and Educational Institutes in PMB

Activities in Pietermaritzburg

Measure of opinions regarding the levels of pollution and cleanliness in Pietermaritzburg

Other:

Although the above was not originally a part of the questionnaire, a number of respondents did bring up the twin issues of pollution and cleanliness, this was also not picked up at the pilot test stage. The writer felt that this issue was pertinent and therefore asked the remaining respondents what their opinions were, with regards to the levels of pollution and the general cleanliness of the city.

5.6.2.5. **Questions E 1 to 4**

This section consisted of multiple choice questions designed to determine the respondents' demographic grouping i.e.: ethnicity, age, sex, and nationality. These were used as determinants, to create sub - groupings in order to analyse the data, based on specific demographics.

E.1. Sex. This was initially included in the survey, as the writer wanted to determine whether respondents gender played any role in responses. However when the variable was tested to responses, indifference was noted (Appendix 6). This meant responses were not gender specific, and would have been futile to analyse.

E.2. Age. Various age groupings were chosen, as the writer wanted to determine whether respondents' ages played any role in responses (Appendix 4). The age groupings were as follows: Below 19, 19-25, 26-35, 36-45, 46-55, 56-65, 65 and over.

E.3. Ethnicity. The four major ethnic groups in South Africa were taken into account, as the writer wanted to determine whether respondents' ages played any role in responses (Appendix 5). The ethnic groupings were as follows: Black, Coloured, Indian, White, Other (group). Other was added to ensure that should a respondent not be from the stated groups, the writer could still interview the respondent. This eventuality however did not occur.

E.4. Nationality. It was felt that should respondent be from another country, but residing in Pietermaritzburg, it could form a good analytical perspective on their responses compared to people who are natives of South Africa. However as the sample only had one and a half percent of respondent being of another nationality, this demographic could not be utilised as the results would not be useful.

5.6.2.6. Question F

This section consisted of one open-ended question. This allowed a completely unstructured response from respondents, allowing them to answer in an unlimited number of ways. This was done in order to determine what their comments regarding the city they might have, and allowed the writer an opportunity to thank the respondents for participating in the survey, and was phrased as follows:

"Thank you for participating in my survey, would you like to add any comments on your general perceptions of the city, or any other general comments that you might have:"

5.6.3. Pilot Testing

The questionnaire was initially Pilot tested on a group of 10 people. The results which do not form part of the final study produced changes to the initial design of the questionnaire (some of which has been discussed above). Whereas originally both the questions that form Section A and Section E were included together, they are now separated as it was felt that in terms of timing and ensuring that respondents interest was maintained it would be better to separate the two. As well as the sensitivity of the questions asked, it is advised to place these last (Lambin, 2000, p159). Due to time constraints the locations chosen initially to conduct the survey could not all be included, the writer had to reduce survey locations to three specific malls.

5.6.4. Data Collection

Convenience sampling refers to the technique of obtaining respondents who are most convenient to the researcher, and includes the use of questionnaires handed out at shopping malls (Lambin, 2000, p 160). The writer utilised this method of data collection. Furthermore the survey took place in three shopping malls *i.e.* Liberty Midlands Mall, Scottsvilles Nebank Plaza and Capital Centre in the CBD. The interviews were carried out within a three-week period beginning on the 23rd of September 2005.

The questionnaires took approximately 15 minutes to administer per respondent. The writer made use of two other people to assist in administering the questionnaire, who were briefed on the requirements with regards to data collection procedures and questionnaire administration.

This method has the following advantages: (Lambin, 2000, p 155)

5.6.4.1. Allows interviewer to gain additional information from own observations e.g. sex, ethnicity, etc.

5.6.4.2. Better control over the sequence of questions.

5.6.4.3. Allows more detail information to be gathered.

5.6.4.4. Usually get a higher percentage of completed answers, since interviewer is there to explain exactly what is wanted.

5.6.4.5. Can use visual aids e.g. Tables, charts, samples and prototypes to demonstrate concepts.

5.6.4.6. Allows in depth exploration of product attributes.

5.6.4.7. Is flexible to allow the interviewer to adjust questions to the respondent's greatest interest.

5.6.4.8. Personal contact often stimulates greater co-operation and interest by respondents.

5.6.5. Analysis

Analysis was carried out by collecting the questionnaires and inputting the results into an Excel spreadsheet set up to collate the data. The spreadsheet was set up to automatically update figures in tables and graphs whenever a new record is entered. Utilising the statistics package SPSS to mine the data, further in-depth analysis of the data was carried out. Two hundred responses were analysed to assess the satisfaction of residents to services offered by Pietermaritzburg Municipality. SPSS was of further use in analysis and creation of various data subsets, which are, appended hereto (Appendices 3 to 6). SPSS was also used to perform Cronbach's α (alpha) test of reliability on the data sets (Appendices 7 to 9).

5.7. Validity and Reliability

Validity refers to the extent to which a test measures what one actually wants to measure. According to Cooper and Schindler (2001,p 216), "the ultimate test of sample design is how well it represents the characteristics of the population it purports to represent." As such, the validity of a sample depends on two considerations *i.e.*: accuracy and position of the estimate. The former refers to the degree to which bias is absent, from the latter the degree to which the sample represents the population in all relevant aspects (Cooper and Schindler, 2001,p 216).

Validity is usually discussed in terms of internal and external validity (Page and Meyer, 2000, p 86). This study does not measure internal validity as it does not measure changes in responses in respect of manipulation of variables (Page and Meyer, 2000, p 86).

However external validity was ensured in terms of face, content and construct validity (Page and Meyer, 2000, p 86). This was achieved by the following means:

5.7.1. Face validity – The writer had to assume that respondents would answer the questionnaire honestly and without bias.

5.7.2. Content validity – Was ensured by researching the relevant literature in the field of destination and place marketing, together with the relevant literature on product marketing and customer satisfaction / retention. From this content relevant points of discussion and research questions were developed.

5.7.3. Construct validity – This was ensured by pilot testing the questionnaire on a sample group in order to determine how well the variables were selected and defined with regard to the construct being measured (Page and Meyer, 2000, p 86).

These factors ensured that the study being carried out was in deed valid to the problem statement and research questions being answered.

Reliability deals with the accuracy and precision of a measurement procedure (Cooper and Schindler, 2001, p 170). A test instrument will be reliable if it works well at different times under different conditions. This, according to Cooper and Schindler (2001, 171), is the basis for the frequently used perspective of stability. The instrument will be stable if it can produce consistent results with repeated measurement with the same person with the same instrument. In the case of this dissertation, the research instrument was pre-tested for ambiguity, utilising a pilot questionnaire on 10 people as discussed above.

Statistical reliability was tested utilising Cronbach's α (alpha) test of reliability (Wikipedia, 2006, para 1), on the individual Sections C & D and on the overall Questionnaire. The results of which are as follows:

Section C	–	$\alpha =$	0.7994
Section D	–	$\alpha =$	0.8581
Overall	–	$\alpha =$	0.7091

The α (alpha) of above 0.7 illustrates that the instrument is reliable (Wikipedia, 2006, para 1). From the above figures it illustrates that the questionnaire is statistically reliable.

5.8. Ethical Issues

Ethical guidelines were followed in administering the questionnaire (Blanche *et al*, 1999, p 66):

1. Autonomy – Participants were not asked to give details that could be related directly to them, and their consent was obtained prior to the questionnaire being distributed. The freedom to withdraw from the questionnaire was also given.

2. Nonmaleficence - The question design was such that it would not create harm to research participants. All risks to physical, emotional, social or other forms of harm were considered prior to the execution of the questionnaire.

3. Beneficence – This study benefits the Pietermaritzburg community in achieving a better understanding of their needs and key areas of satisfaction from living within the city. As well as furtherance in the fields of City marketing research.

From the research methodology laid out above the writer duly interviewed the respondents, at the various locations. Thereafter the data was correlated and inputted into the spreadsheet, from which the result in the next chapter was determined.

CHAPTER 6

RESEARCH FINDINGS: ANALYSIS AND DISCUSSION

This chapter correlates the findings made from the questionnaire, and is used to analyse the different questions that was put forward in the questionnaire. This section has been divided into sub sections as follows:

6.1. Section E – Utilised to determine the sample profile of respondents, and describes who made up the sample, as well as the demographic breakdown of the sample.

6.2. Section A – Further information utilised to determine the sample profile of respondents.

6.3. Section B – Covered questions regarding the logo recognition and respondents opinions in respect of the city's slogan "The City OF Choice", together with other marketing questions.

6.4. Section C – Statements measured utilising a Likert Scale. These statements will be utilised to measure various factors that effect the city's marketing process and whether the city is meeting the residents' needs as per the model laid out in the previous chapter.

6.5. Section D - Statements measured utilising a Rating Scale. These statements will be utilised to measure various factors that effect the city's marketing process and whether the city is meeting the residents' needs as per the model laid out in the previous chapter.

6.6. Section F – Was an open ended question, affording respondents the opportunity to give their own comments.

While all the data collected was inputted and analysed utilising SPSS. Factors such as Sex, Nationality, Location of survey, whether respondents resided in Pietermaritzburg or not and Sector of employment did not produce significant variances when comparing these factors to the various questions and statements put forward in Sections B, C and D. The factors that produced significant variance in responses were that of respondents type of residence, respondents ethnicity and respondents age. Therefore the detailed analysis of these variables against Sections B, C and D have been included in the Appendices as Appendix 3 (Comparison based on Type of Residence), Appendix 4 (Comparison based on Age) and Appendix 5 (Comparison based on Ethnicity).

As discussed in the previous chapter, two hundred people were interviewed. A number of people were approached, not always successfully. Reasons given for not taking part in the survey varied from having no time to participate to just simply being uninterested in participating. After conducting the survey the following findings were made:

6.1. Section E

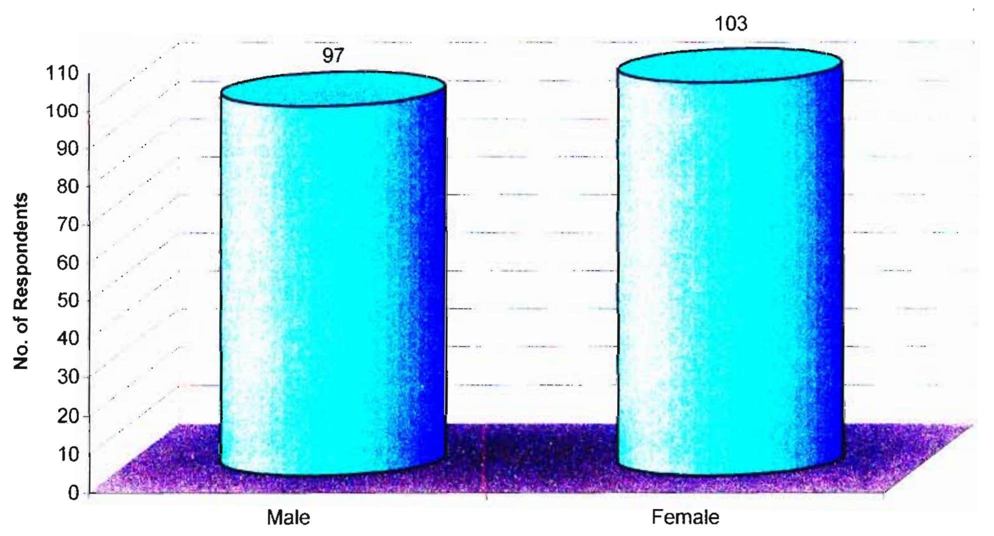
Consisted of multiple choice questions designed to determine the respondents' demographic grouping i.e.: ethnicity, age, sex, and nationality.

6.1.1. E1 Sex

TABLE 6.1: Respondents Gender		
Sex	**Number of Participants**	**Percentage**
Male	97	48.5%
Female	103	51.5%

The number of males and females interviewed was relatively similar (as illustrated in the graph below), although female respondents were more amicable to answering the questionnaire than males. When utilised as a determinant to measure variation in responses, no significant variance appeared to exist, therefore gender was not a factor.

Figure 6.1: Gender Of Respondents

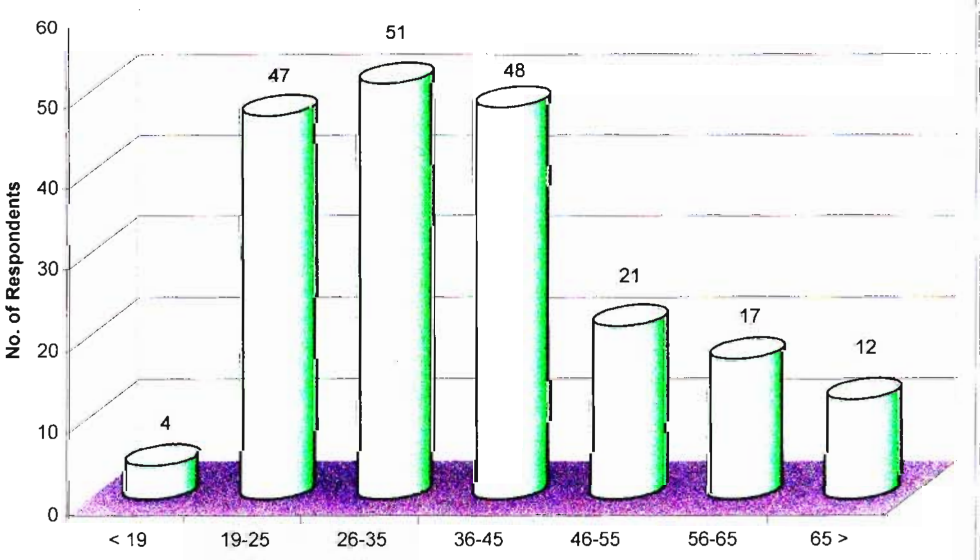


6.1.2. E2 Age

TABLE 6.2: Respondents Ages		
Age	Number of Participants	Percentage
< 19	4	2.0%
19-25	47	23.5%
26-35	51	25.5%
36-45	48	24.0%
46-55	21	10.5%
56-65	17	8.5%
65 >	12	6.0%

The majority of the respondents were from the age groups nineteen to fourty-five (Seventy Three percent). With the largest concentration from this group being respondents between the ages of twenty-six to thirty-five. This is skewed from the population demographics of South Africa, and could be as a result of the days and times interviewing took place (during the week between business hours and weekends). A further reason for the skewedness could result from interviewer bias. When utilised as a determinant to measure variation in responses, a significant variance appeared to exist, therefore age was utilised as a determinant factor (Appendix 4).

Figure 6.2: AGE OF RESPONDENTS

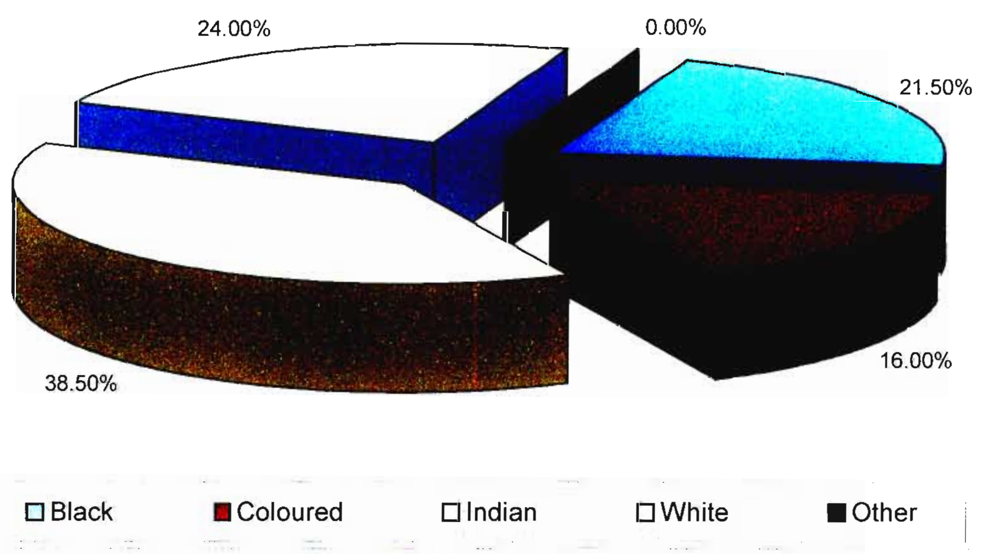


6.1.3. E3 Ethnicity

TABLE 6.3: Respondents Ethnicity		
Ethnicity	**Number of Participants**	**Percentage**
Black	43	21.5%
Coloured	32	16.0%
Indian	77	38.5%
White	48	24.0%
Other	0	0.0%

The ethnicity of the sample does not correspond with the South African nor Pietermaritzburg populations, which was due to the fact that, more refusals to partake in the interviewing process were received from Black and Coloured people than from White and Indian people. Furthermore due to language constraints, certain Black respondents could not be interviewed, as they could not comprehend the questions. When utilised as a determinant to measure variation in responses, a significant variance appeared to exist, therefore ethnicity was utilised as a factor (Appendix 5). The writer did not feel that the skewedness of the sample is a problem to the overall findings, considering that when this variable is utilised in conjunction with the variable of age and type of residence response patterns tended to remain similar.

Figure 6.3: ETHNICITY OF RESPONDENTS (as a percentage)



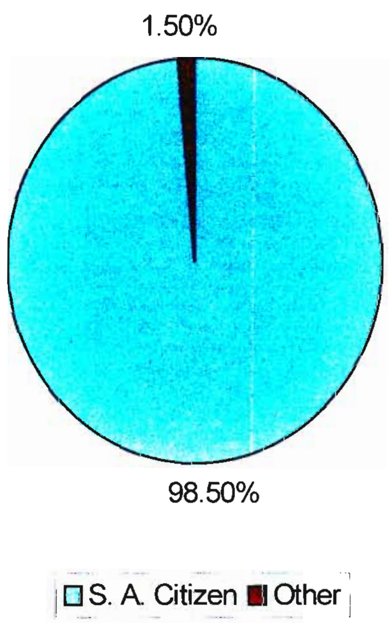
6.1.4. E4 Nationality

TABLE 6.4: Respondents Nationality		
Nationality	**Number of Participants**	**Percentage**
S. A. Citizen	197	98.50%
Other	3	1.50%

The majority of respondents (ninety eight percent) were South African nationals. A minority (three) of those sampled was not South African citizens. Two respondents being students, at the tertiary institutes in Pietermaritzburg.

When utilised as a determinant to measure variation in responses, no significant variance appeared to exist, therefore nationality was not a factor as ninety eight percent of the sample was South African.

Figure 6.4: NATIONALITY OF RESPONDENTS



6.2. Section A

This section consists of dichotomous and multiple-choice questions, utilised to determine the following:

6.2.1. Survey locality

6.2.2. Whether the respondent was from Pietermaritzburg

6.2.3. The respondents type of residence

6.2.4. The Sector of employment that the respondent was employed in.

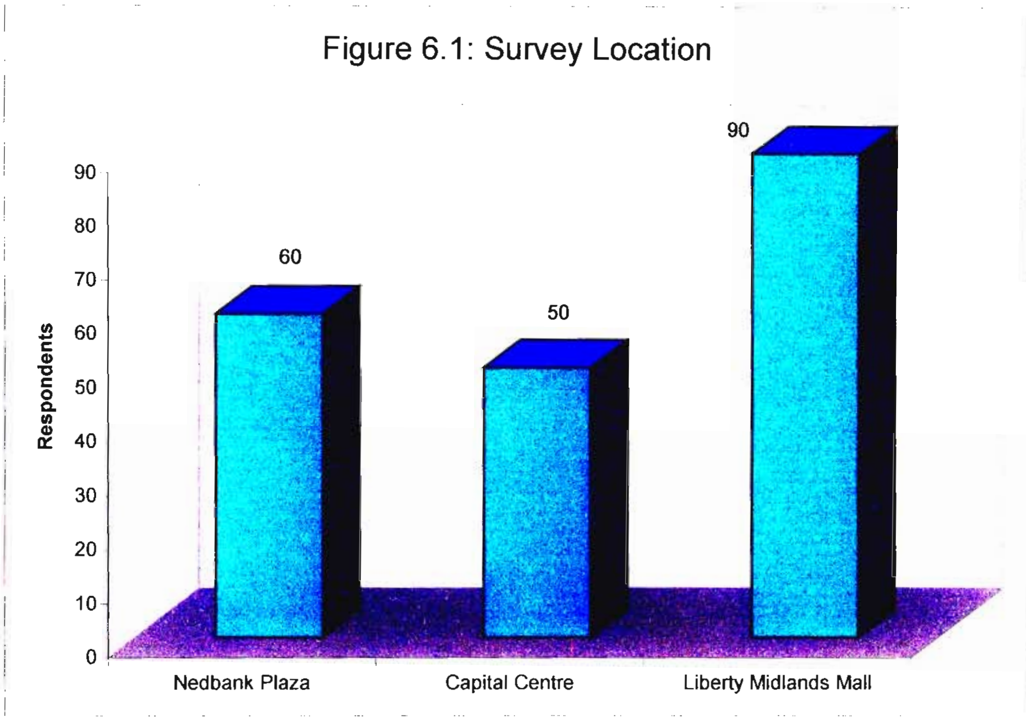
These variables further assisted in determining the sample profile.

6.2.1. A1 Survey Location

TABLE 6.1: Survey Location		
Survey Location	**Number of Participants**	**Percentage**
Nedbank Plaza	60	30 %
Capital Centre	50	25 %
Liberty Midlands Mall	90	45 %

The most respondents came from Liberty Midlands Mall, as people were more amicable to participating in the interview in this locality, as they felt comfortable spending time answering questions in the parking lot. Conversely Capital Centre required more coaxing on the part of the interviewer, in order to get people to participate.

The writer felt that the two main reasons for this was people were more rushed at Capital Centre as the majority were on their lunch break and a number of people did not speak English as a first language. This created difficulty in communication, and answering questions. When utilised as a determinant to measure variation in responses, no significant variance appeared to exist, therefore location of interview was not considered a factor.



6.2.2. A2 Do you live in PMB?

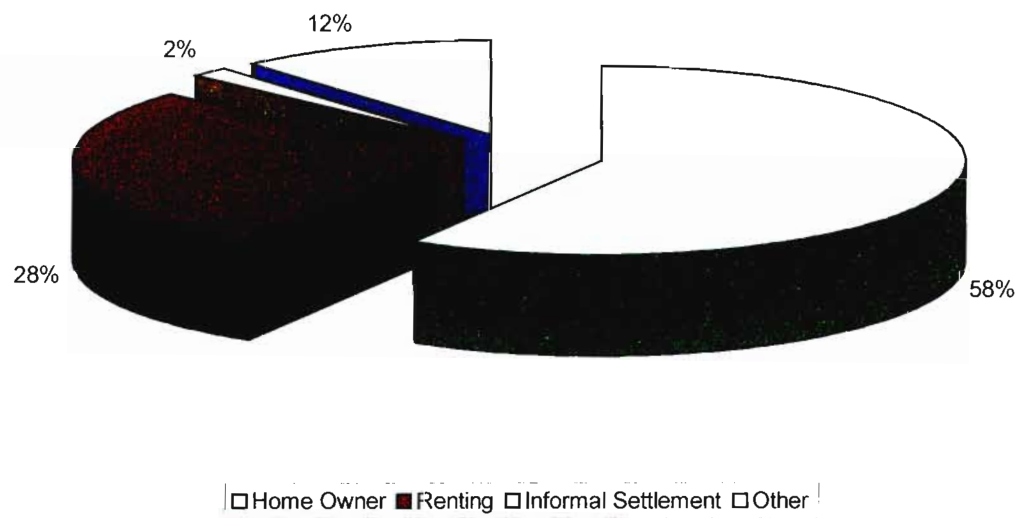
TABLE 6.2: No. Of Respondents living in PMB		
Do you live in PMB?	**No. of Answers**	**Percentage**
Yes	192	96 %
No	8	4 %

The majority of the people interviewed originated from Pietermaritzburg (96%), or have moved to Pietermaritzburg from other city's. Of the people that did not reside in Pietermaritzburg, most of these respondents came from the Scottsville Mall locality. This could be explained by the Sector of Employment that these people were from, as a number of them were students who were attending one of the Tertiary institutes in the area. The other source of non-residents originated from the surrounding town. As only four percent of respondents did not live in Pietermaritzburg this variable was not utilised to measure variation in responses to questions put forward in Sections B, C, and D.

6.2.3. A3 Type of residence

TABLE 6.3: Type of residence		
Type of Residence	**Number of Participants**	**Percentage**
Home Owner	117	58.5%
Renting	57	28.5%
Informal Settlement	3	1.5%
Other	23	11.5%

Figure 6.2: Type Of Residence



The majority of the participants owned their own homes with people who rent the second biggest grouping. The balance was made up of a minor portion of people living in informal settlements and the bulk of people still living with their parents or have moved into retirement homes. Participants who lived in informal settlements used Capital Centre, which is situated close to taxi ranks and public transport. Below is a table describing the breakdown in the type of residence as a percentage of the total participants interviewed in that specific ethnic group.

TABLE 6.4: Type of Residence, Using Ethnic Profiling				
Ethnicity	**Home Owner**	**Renting**	**Informal Settlement**	**Other**
Black	56%	35%	7%	2%
Coloured	56%	31%	0%	13%
Indian	57%	23%	0%	19%
White	65%	29%	0%	6%

From Table 6.8 the following findings can be concluded:

- Home ownership amongst Black, Coloured and Indian population groups in the sample are similar.

- A higher percentage of Black and Coloured respondents are renting their accommodation while renting does not seem popular with Indians.

- A small percentage of people participating in the survey lived in informal settlements, however all the participants who lived in this type of residence were Black.

- Indians and Coloureds groups in the sample had the highest percentage people living in an alternate residence type. The main type of alternate residence was living with parents or relatives. The other was retirement homes and nursing homes. The majority of the respondents living with parents and or relatives were students.

When utilised as a determinant to measure variation in responses to statements and questions asked in Sections B, C, and D, a significant variance appeared to exist, therefore type of residence occupied by respondents was considered a factor in analysing the respective sections. The detailed analysis appears in Appendix 3.

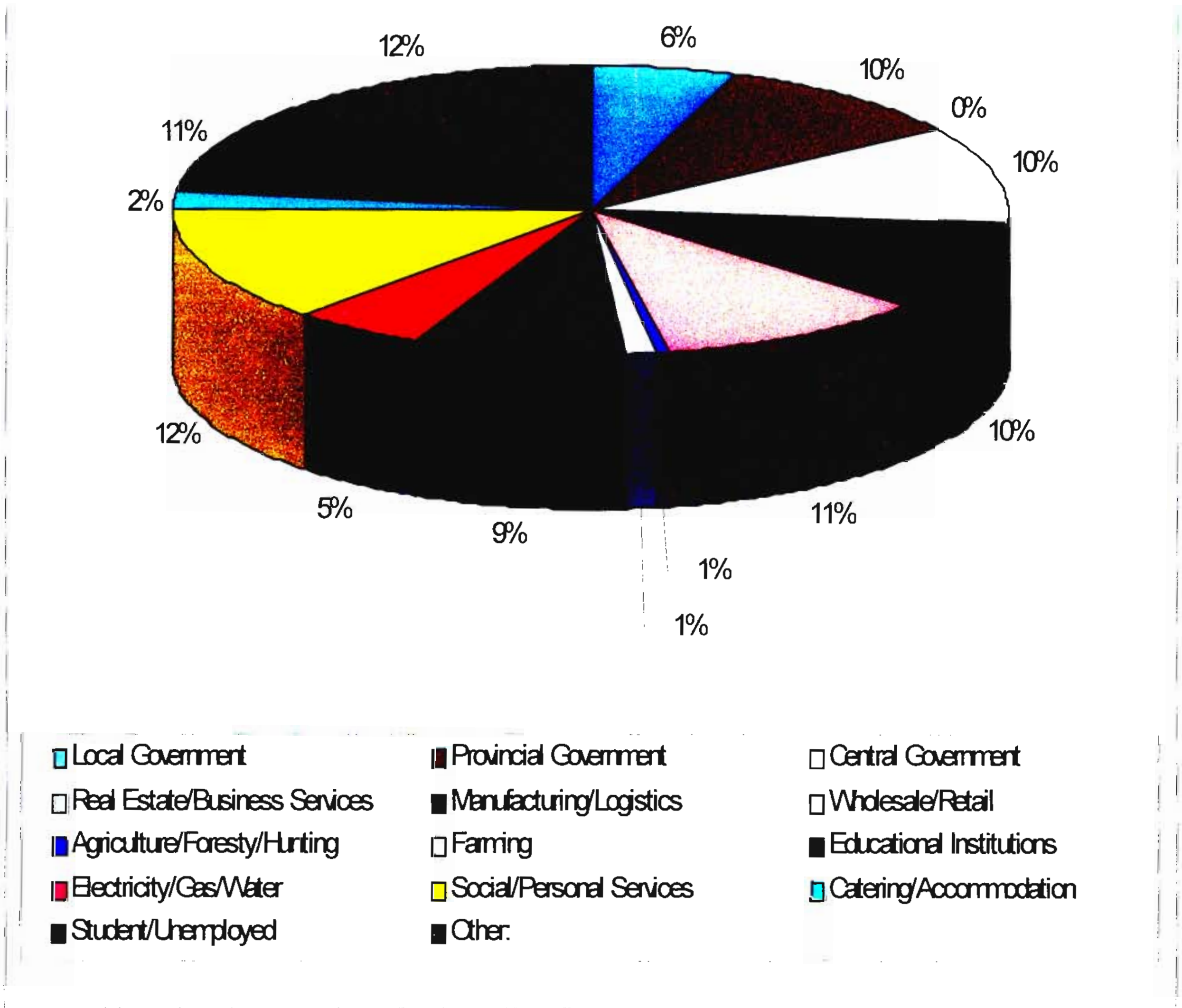
6.2.4. <u>A4 Sector Of Employment</u>

Participants were grouped into one of fourteen sectors. The table below groups the sectors and the number of participants and expresses them as a percentage of the total. As a variable utilised to determine to variation in responses to statements and questions asked in Sections B, C, and D, no significant variance appeared to exist, therefore respondents employment profile was not considered a factor in analysing the respective sections.

TABLE 6.5: Respondents Employment Profiles		
Sector of Employment	**Number of Participants**	**Percentage**
Local Government	11	5.5%
Provincial Government	20	10.0%
Central Government	0	0.0%
Real Estate/Business Services	22	11.0%
Manufacturing/Logistics	20	10.0%
Wholesale/Retail	21	10.5%
Agriculture/Foresty/Hunting	1	0.5%
Farming	2	1.0%
Educational Institutions	17	8.5%
Electricity/Gas/Water	10	5.0%
Social/Personal Services	26	13.0%
Catering/Accommodation	4	2.0%
Student/Unemployed	21	10.5%
Other:	25	12.5%

Thirty one percent of people interviewed are employed in government sector jobs as expected due to the moving of government departments to Pietermaritzburg. Thirty six percent of the respondents were employed in social, retail, or business services, which forms the bulk of the employment activity, with manufacturing (ten percent) having limited representation. The category known as "Other" (twelve and a half percent) was made up of retirees and housewives.

Figure 6.3: Respondents Sector of Employment



Due to the locality where the survey was conducted and the times that it was conducted the sector of employment cannot be considered a true reflection of the city's employment profile. According to Statistics South Africa (2001, p13), Pietermaritzburg has fifteen percent of it population employed in the manufacturing sector, twenty seven percent in community social activities and approximately twenty four percent employment in financial and retail sectors of the economy. However these statistics would also require revision as one would have to take into account the recent influx of invest the city has received (Naidoo, 2005, para 12)

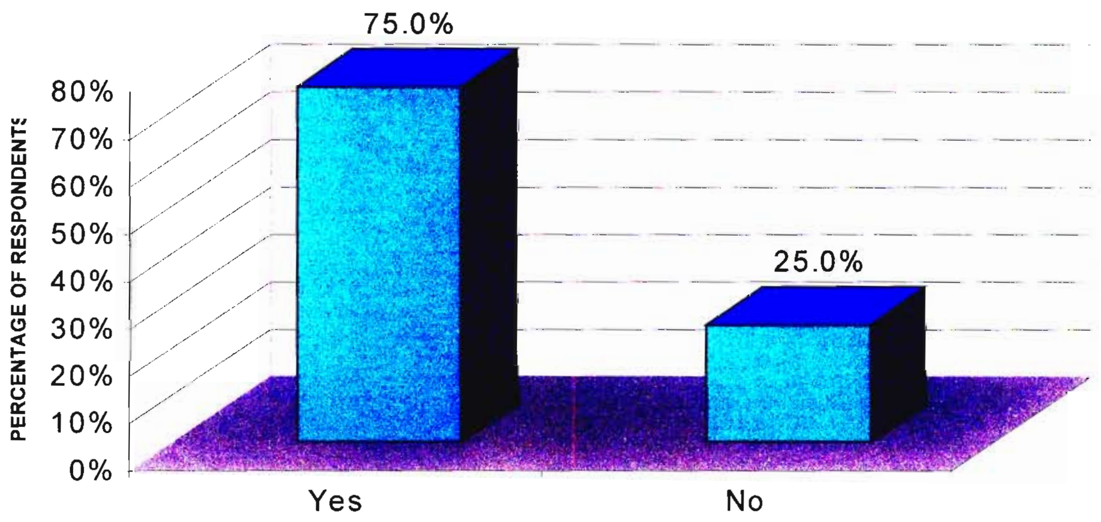
6.3. Section B

This section contained a set of dichotomous and multiple-choice questions. Which was to determine the respondents' opinions on the marketing of the city, recognition of the city's logo, and catch phrase/marketing slogan. Together with whom the respondents felt should be responsible for the marketing of the city.

6.3.1. B1 Do you recognise the logo?

Seventy five percent of the total respondents recognised the logo, while the remaining twenty five percent did not. This is an indicator that the logo is well marketed and generally the respondents are exposed to the logo.

Figure 6.8: LOGO RECOGNITION AMONGST RESPONDENTS



Based on ethnic profiling the logo was recognised by more Blacks than the other race groups, with eighty six percent of the participants recognising the logo. The Coloured grouping was the largest group of people that did not recognise the logo.

TABLE 6.10: Breakdown of responses to Question B1based on Ethnicity

	Black	Coloured	Indian	White
Yes	84%	66%	74%	75%
No	16%	34%	26%	25%

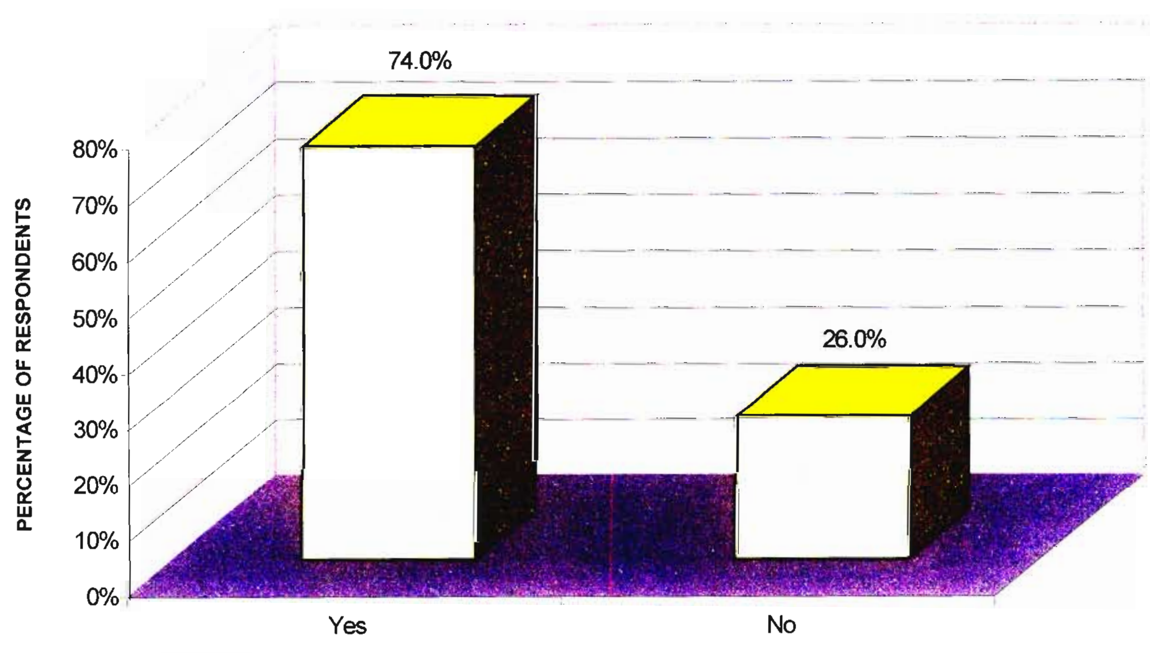
Home Owners had the highest recognition amongst types of residents, with eighty percent of them recognising the logo. This may be due in part to the fact that the logo appears on the Municipality's billing system, for rates, lights and water.

	TABLE 6.11: Breakdown of responses to Question B1based on Type of Residence			
	Home Owner	Renting	Informal Settlement	Other
Yes	80%	68%	67%	65%
No	20%	32%	33%	35%

6.3.2. B2 Do You Agree with the statement "PMB City of Choice"?

Respondents were mainly in agreement with the statement with seventy-four percent of respondents agreeing with the statement, while twenty-six percent disagreed with the statement.

Figure 6.9: ACCEPTANCE OF THE STATEMENT AMONGST RESPONDENTS



A greater number of Indians disagreed with the statement, and only twenty-two percent of Coloureds disagreed with the statement.

	TABLE 6.12: Breakdown of responses to Question B2based on Ethnicity			
	Black	Coloured	Indian	White
Yes	74%	78%	70%	77%
No	26%	22%	30%	23%

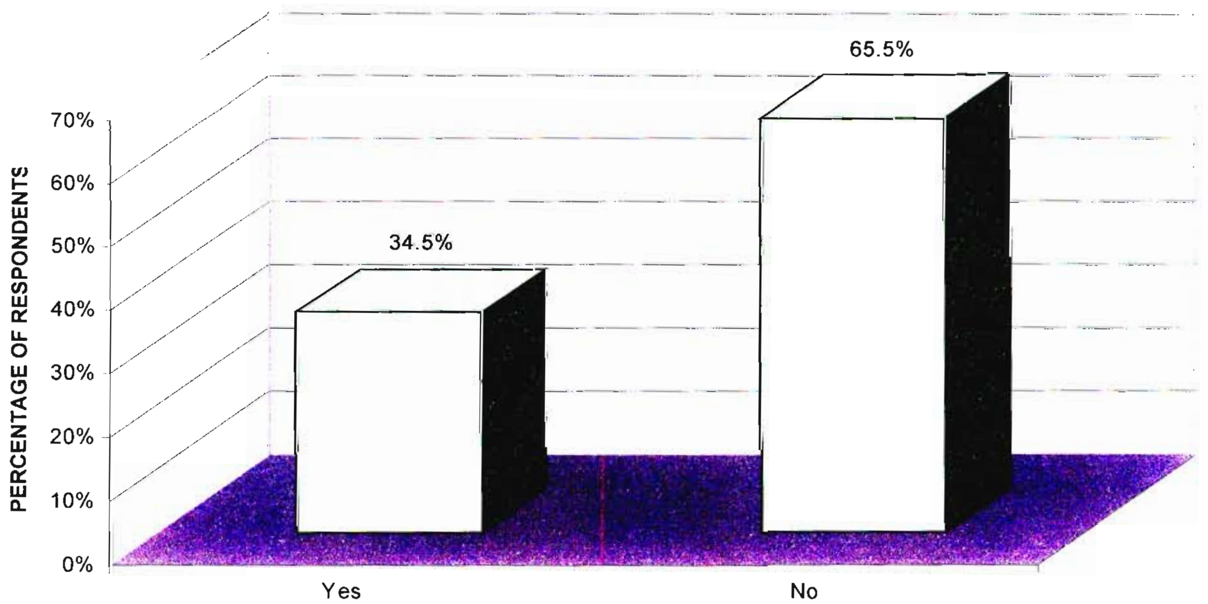
Matching responses were received from those respondents' renting, and respondents' living with family. All of these respondents averaged around sixty five percent agreeing with the statement and thirty three percent disagreeing with the statement (Table 6.13 below). Homeowners strongly agree with the statement with eighty percent saying yes, and all of the respondents from the Informal Settlements agreed with the slogan.

	TABLE 6.13: Breakdown of responses to Question B2based on Type of Residence			
	Home Owner	Renting	Informal Settlement	Other
Yes	80%	65%	100%	61%
No	20%	35%	0%	39%

6.3.3. B3 Should PMB change its slogan?

Sixty-six percent of those interviewed answered no.

Figure 6.10: RESPONDENTS ANSWERS TO SHOULD THE SLOGAN BE CHANGED



Ethnically respondent's answers did not vary greatly, however a greater number of whites (seventy-three percent) did not think that the logo should be changed.

	TABLE 6.14: Breakdown of responses to Question B3based on Ethnicity			
	Black	Coloured	Indian	White
Yes	40%	31%	38%	27%
No	60%	69%	62%	73%

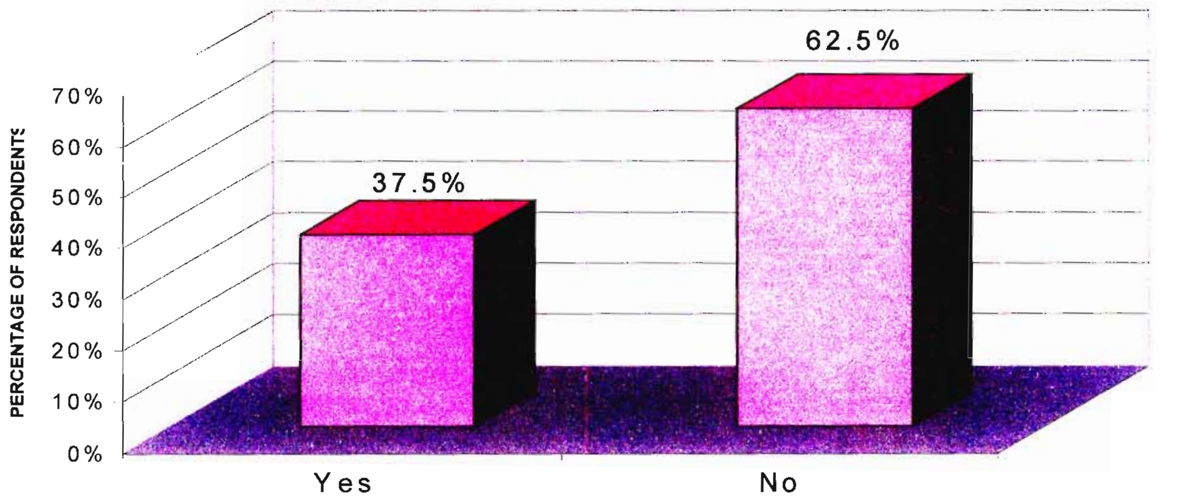
Respondents who were renting or living with family members have a greater number of responses who felt that the slogan should change, this also happened to be the groupings that had more people in the age groups between 19 and 25. This possibly means that the slogan does not appeal to the younger target groups.

	TABLE 6.15: Breakdown of responses to Question B3based on Type of Residence			
	Home Owner	Renting	Informal Settlement	Other
Yes	30%	42%	0%	43%
No	70%	58%	100%	57%

6.3.4. B4 Do you think the city is well marketed?

Respondents felt that generally the city is not well marketed, with Sixty-three percent disagreeing that the city is well marketed, as compared to other cities in South Africa.

Figure 6.11: IS THE CITY WELL MARKETED



A greater number of Blacks and Coloured felt that the city is not well marketed, while Indians and Whites had higher percentages of respondents agreeing that the city is well marketed, although the majority was in disagreement.

	TABLE 6.16: Breakdown of responses to Question B4based on Ethnicity			
	Black	Coloured	Indian	White
Yes	26%	25%	45%	44%
No	74%	75%	55%	56%

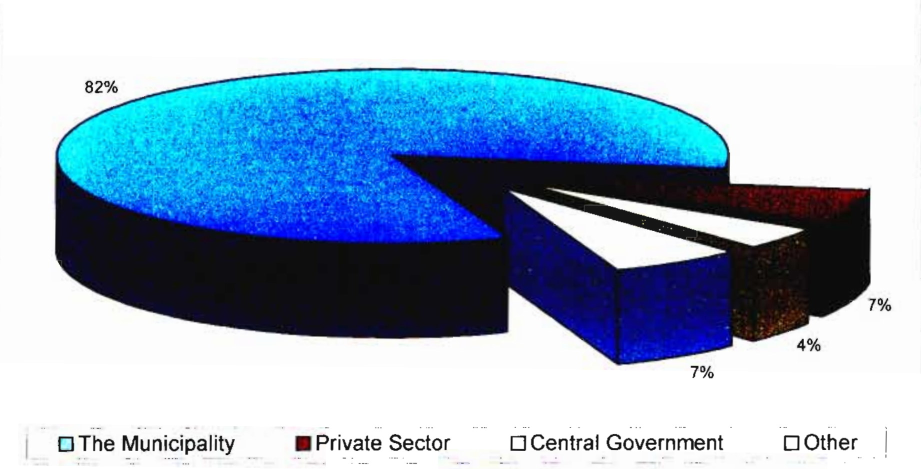
The level of disagreement towards the effective marketing of the city was relatively equal amongst homeowners and people renting at sixty-one percent in disagreement. Informal settlement dwellers disagreed completely and people living with other family members (generally between the age grouping of 19 to 25) have a majority of disagreement, with the city being well marketed.

	TABLE 6.17: Breakdown of responses to Question B4based on Type of Residence			
	Home Owner	Renting	Informal Settlement	Other
Yes	40%	39%	0%	26%
No	60%	61%	100%	74%

6.3.5. B5 Who do you feel should be responsible for marketing the city?

The majority of respondents (eighty two percent) felt that the responsibility for marketing and promoting the city belonged to the municipality. Seven percent of the respondents felt that the

Figure 6.12: RESONSIBILITY FOR MARKETING THE CITY



responsibility of marketing the city should fall to the private sector, three and a half percent felt that the central government should be responsible

From Table 6.18 below there seems to be parity amongst the various ethnic groupings, with regards to who should be responsible for marketing the city. With varying responses for the other options given, notably twelve percent of Black respondents felt that the Private Sector should be responsible, while ten Percent of Indians felt that a partnership between the municipality and the private sector is the solution.

TABLE 6.18: Breakdown of responses to Question B5based on Ethnicity

	Black	Coloured	Indian	White
The Municipality	84%	91%	78%	85%
Private Sector	12%	6%	4%	6%
Central Government	2%	0%	8%	2%
Other	2%	3%	10%	6%

Similarly as in Table 6.18 above, Table 6.19 reflects a very similar view no matter what the type of residence is.

TABLE 6.19: Breakdown of responses to Question B4based on Type of Residence

	Home Owner	Renting	Informal Settlement	Other
The Municipality	84%	88%	100%	65%
Private Sector	5%	5%	0%	17%
Central Government	4%	4%	0%	4%
Other	7%	4%	0%	13%

This reflects that respondents felt strongly that the municipality should be responsible for marketing the city, and that this variable was independent of any demographic characteristics analysed within the survey.

6.4. Section C

This section of the questionnaire was setup to test respondents attitudes towards given statements. These statements were designed to approach specific issues around Customer Satisfaction, Customer Retention, and general marketing issues. Numerous tables were utilised in the discussion; these have been included as appendices (APPENDIX 3 to 5). This section made use of a five point Likert scale, in which respondent showed the amount of agreement or disagreement with the statement made, the statements were as follows:

6.4.1. C 1. The cost of living in Pietermaritzburg is Low
6.4.2. C 2. Pietermaritzburg has a good public transport system
6.4.3. C 3. Cost of basic services are reasonably priced i.e. Lights, Water, Sewer, Refuse, etc...
6.4.4. C 4. The Municipality has a good level of service
6.4.5. C 5. The Municipal staff are helpful and explain issues properly
6.4.6. C 6. The city is doing enough to create employment for its residents
6.4.7. C 7. The city has adequate tourist attractions to promote tourism
6.4.8. C 8. The city's road network is good
6.4.9. C 9. The city's rail network is good
6.4.10. C 10. The city's air network is good
6.4.11. C 11. The city is currently going through a boom phase
6.4.12. C 12. Pietermaritzburg is an excellent place to stay
6.4.13. C 13. Pietermaritzburg has first class hospitals and medical services
6.4.14. C 14. Shopping & Recreational venues are conveniently located in Pietermaritzburg
6.4.15. C 15. Pietermaritzburg has adequate recreational venues
6.4.16. C 16. Pietermaritzburg has adequate retail outlets
6.4.17. C 17. The people of Pietermaritzburg in general are helpful and friendly
6.4.18. C 18. Pietermaritzburg is a well laid out town, with places easily located
6.4.19. C 19. Pietermaritzburg is still a "sleepy hollow"
6.4.20. C 20. I am proud to be from Pietermaritzburg
6.4.21. C 21. Would you recommend Pietermaritzburg to people wanting a place to live

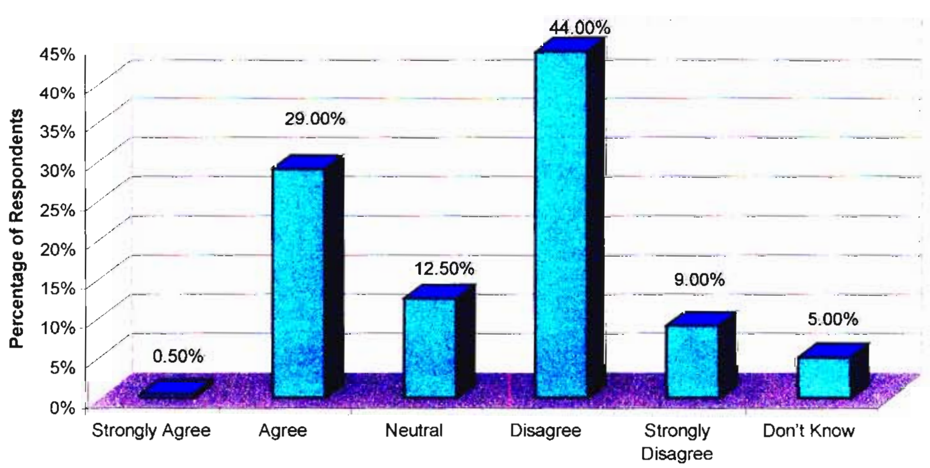
Responses to these statements were as follows:

6.4.1. C 1. The cost of living in Pietermaritzburg is Low

TABLE 6.20 : Responses to C 1	
The cost of living in Pietermaritzburg is Low	**Number of Participants**
Strongly Agree	1
Agree	58
Neutral	25
Disagree	88
Strongly Disagree	18
Don't Know	10

A higher number of people disagreed with the statement. This disagreement was most prevalent amongst the Coloured population with fifty-three percent of Coloured respondents disagreeing; the Black population had the second highest rate of disagreement. While thirty two percent of Indians and thirty five percent of Whites agreed with the statement. Both homeowners and those renting had a forty-four and fifty-four percent level of disagreement respectively. Responses referred to in respect of type of residence; age and ethnicity have been included in the appendices and appear as Appendix 3 (Comparison based on Type of Residence), Appendix 4 (Comparison based on Age) and Appendix 5 (Comparison based on Ethnicity).

Figure 6.13: The cost of living in Pietermaritzburg is Low

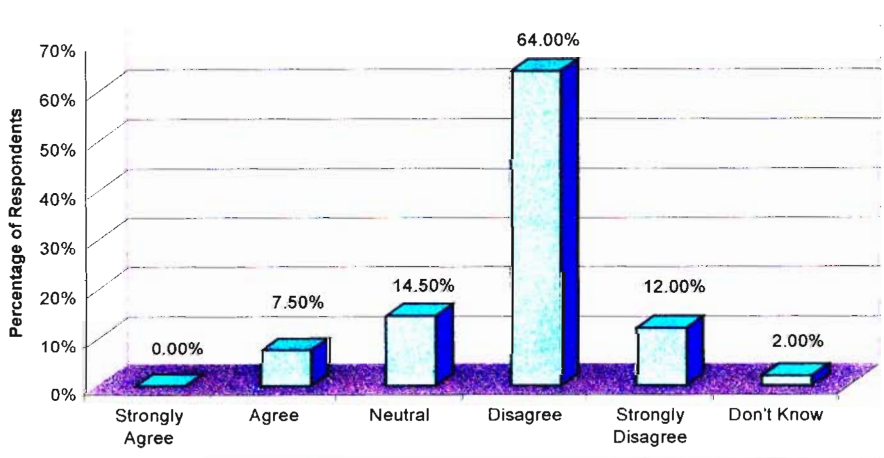


6.4.2. C 2. Pietermaritzburg has a good public transport system

TABLE 6.21 : Responses to C 2	
Pietermaritzburg has a good public transport system	**Number of Participants**
Strongly Agree	0
Agree	15
Neutral	29
Disagree	128
Strongly Disagree	24
Don't Know	4

From the graph below it is highly evident that people disagree with the statement (sixty four percent). Eighty three percent of respondents still living with family (Other Type of Residence) disagree. This could possibly be explained by the fact that a number of people who fall into this category were students who utilise public transport as a means of mobility between their homes, and the educational institutes or shops, and malls, thus they are directly affected by the Public Transport system.

Figure 6.14: Pietermaritzburg has a good public transport system



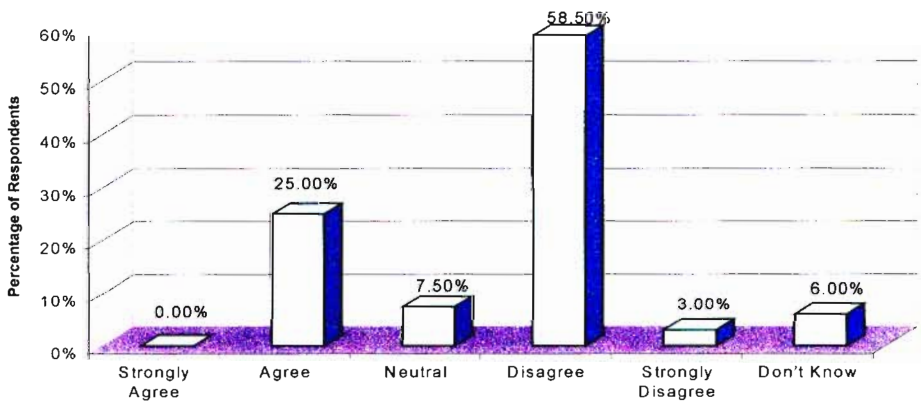
Analysis using ethnicity revealed that the greatest numbers of respondents who disagreed were Black with seventy-four percent, however Coloured (seventy-two percent), and Indians (sixty-five percent) also disagreed, displaying a general consensus on the issue no matter the ethnicity of the respondent. Responses referred to in respect of type of residence, age and ethnicity have been included in the appendices and appear as Appendix 3 (Comparison based on Type of Residence), Appendix 4 (Comparison based on Age) and Appendix 5 (Comparison based on Ethnicity).

6.4.3. C 3. Cost of basic services are reasonably priced i.e. Lights, Water, Sewer, Refuse, etc...

TABLE 6.23 : Responses to C 3	
Cost of basic services are reasonably priced i.e. Lights, Water, Sewer, Refuse, etc...	Number of Participants
Strongly Agree	0
Agree	50
Neutral	15
Disagree	117
Strongly Disagree	6
Don't Know	12

A majority of the responses illustrated disagreement with the above statement. When analysed along type of dwelling it was found to exist with sixty-three percent of homeowners, sixty-one percent of renters, and sixty-six percent of people living in informal settlements disagreeing with the statement. Fourty-three percent of people living with family (Other Type of Residence) did not have any opinion on this statement as opposed to only twenty-six percent disagreeing possibly due to the fact that they would not be responsible for handling utility costs in the house.

Figure 6.15: Cost of basic services are reasonably priced i.e Lights, Water, Sewer, Refuse, etc...



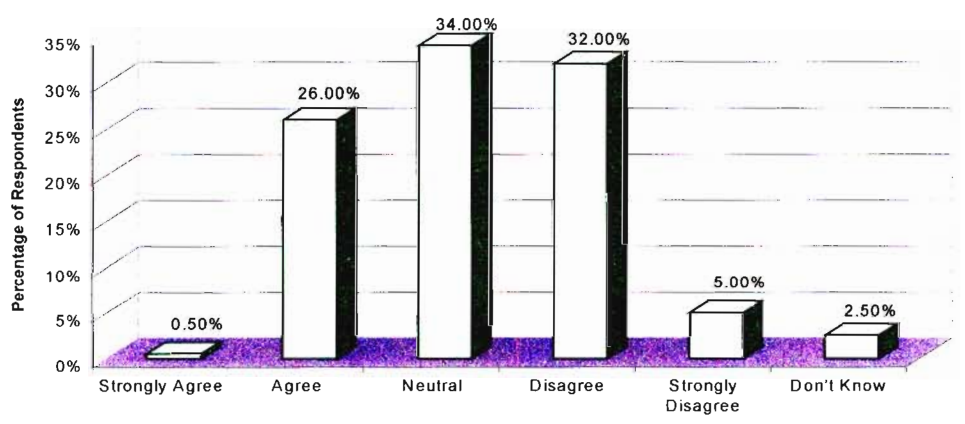
Seventy-two percent of Blacks disagreed with the statement, along with sixty-three percent of Coloureds, fifty-three percent of Indians, and fifty-two percent of Whites. The greatest percentage of respondents that agreed with the above statement was amongst Whites (thirty-five percent) and Indians (twenty-six percent). Responses referred to in respect of type of residence, age and ethnicity have been included in the appendices and appear as Appendix 3 (Comparison based on Type of Residence), Appendix 4 (Comparison based on Age) and Appendix 5 (Comparison based on Ethnicity).

6.4.4. C 4. The Municipality has a good level of service

TABLE 6.23 : Responses to C 4	
The Municipality has a good level of service	**Number of Participants**
Strongly Agree	1
Agree	52
Neutral	68
Disagree	64
Strongly Disagree	10
Don't Know	5

A number of people wished to remain neutral (thirty-four percent) with regard to this statement. Possibly due to the mixed feelings people have on the municipality's service levels, and a wait and see approach as the next municipal election is to be held in 2006. However if one looks at the graph below a very close pattern is displayed between the categories of Agree, Neutral and Disagree with the greatest number of responses close and not spread out. It is also interesting to note that thirty-two percent of respondents disagreed with the statement. Further analysis reveals that the greatest category of those dissatisfied is Coloureds (fifty percent) and four-four percent of Blacks remain neutral.

Figure 6.16: The Municipality has a good level of service



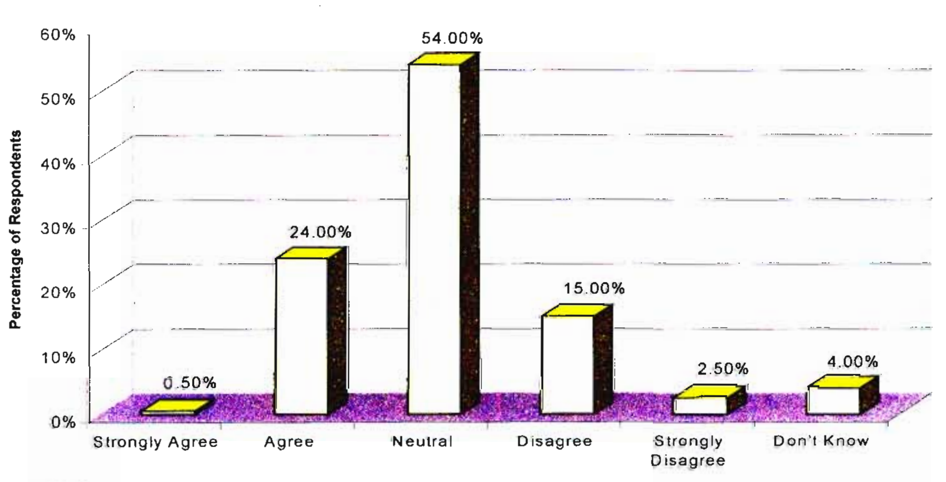
Analysis based on the type of residence displayed no major variance amongst the various dwelling types. However twenty two percent of people living with family (Other Type of Residence) fell into the category of don't know, probably for the same reason as explained in C3. Responses referred to in respect of type of residence, age and ethnicity have been included in the appendices and appear as Appendix 3 (Comparison based on Type of Residence), Appendix 4 (Comparison based on Age) and Appendix 5 (Comparison based on Ethnicity).

6.4.5. C 5. The Municipal staff are helpful and explain issues properly

TABLE 6.24 : Responses to C 5	
The Municipal staff are helpful and explain issues properly	**Number of Participants**
Strongly Agree	1
Agree	48
Neutral	108
Disagree	30
Strongly Disagree	5
Don't Know	8

Respondents did not have a strong feeling about the statement with fifty-four percent remaining neutral. However the opinion tended more towards agreement with the statement. Analysis based on ethnicity revealed that very little variance existed between the various ethnic groupings, on their opinions with regards to the statement. However a greater number of Whites (thirty-three percent), and Indians (twenty-three percent) tended to agree with the statement.

Figure 6.17: The Municipal staff are helpful and explain issues properly



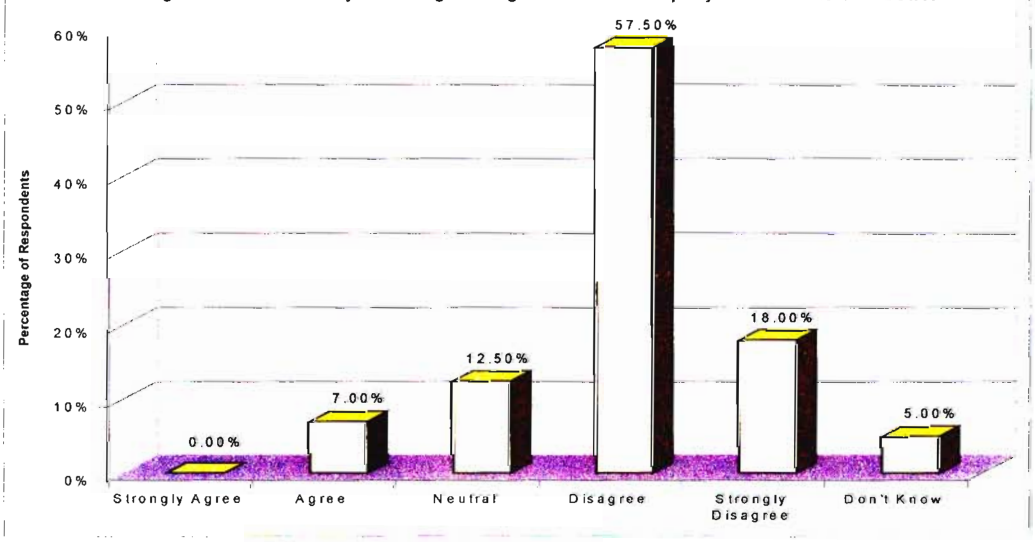
A greater number of those renting (fifty percent) disagreed with this statement, twenty-two percent of people living with family (Other Type of Residence) did not know a majority of those who fell in this category were students, who probably have not needed to deal with the staff at the municipality. Responses referred to in respect of type of residence, age and ethnicity have been included in the appendices and appear as Appendix 3 (Comparison based on Type of Residence), Appendix 4 (Comparison based on Age) and Appendix 5 (Comparison based on Ethnicity).

6.4.6. C 6. The city is doing enough to create employment for its residents

TABLE 6.25 : Responses to C 6	
The city is doing enough to create employment for its residents	Number of Participants
Strongly Agree	0
Agree	14
Neutral	25
Disagree	115
Strongly Disagree	36
Don't Know	10

Fifty-seven percent of those interviewed expressed disagreement with this statement, illustrating a high dissatisfaction level in terms of effort put into job creation by the municipality. Due to the lack of job opportunities available presently in the city, as the major growth in Pietermaritzburg is possibly only due to the reinstatement as the capital of Kwa Zulu Natal and the subsequent movement of a number of government departments back to Pietermaritzburg.

Figure 6.18: The city is doing enough to create employment for its residents



The highest level of disagreement was amongst the Coloured community with seventy percent disagreeing and nineteen percent strongly disagreeing. Among the other ethnic groups opinions seemed to track each other with very little variance between them. People living in informal settlements expressed total disagreement with the statement as could be expected. Between homeowners and people who are renting tracked each other with minute variance between them. Responses referred to in respect of type of residence, age and ethnicity have been included in the appendices and appear as Appendix 3 (Comparison based on Type of Residence), Appendix 4 (Comparison based on Age) and Appendix 5 (Comparison based on Ethnicity).

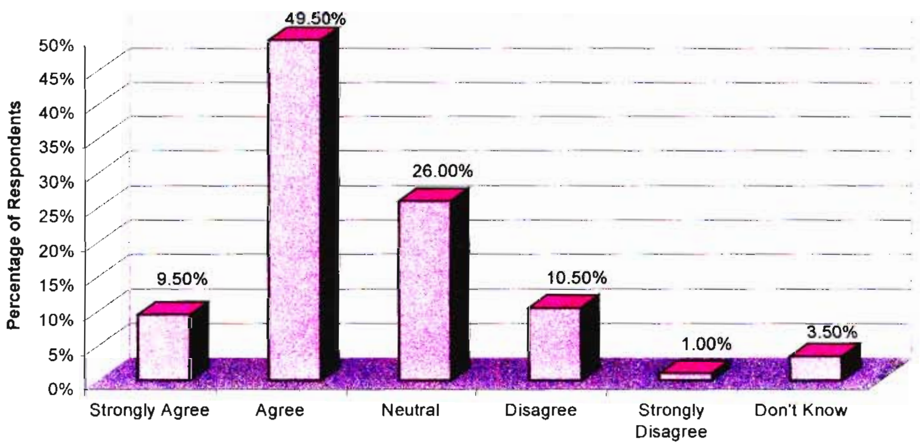
6.4.7. C 7. The city has adequate tourist attractions to promote tourism

TABLE 6.26 : Responses to C 7	
The city has adequate tourist attractions to promote tourism	Number of Participants
Strongly Agree	19
Agree	99
Neutral	52
Disagree	21
Strongly Disagree	2
Don't Know	7

The opinions with regards to this statement tended towards general agreement amid respondents with close to fifty percent in agreement and ten percent in strong agreement with the statement. Twenty six percent of respondents remained neutral, reasoning that some attractions are not marketed to their full potential.

Amongst people living with family (Other Type of Residence) the tendency was towards neutral to strongly disagree. As most of the people interviewed in this segment were students and between the ages of 19-35 it would seem that their reasoning was based on a lack of youth and nightlife based activities available in the city. Responses referred to in respect of type of residence, age and ethnicity have been included in the appendices and appear as Appendix 3 (Comparison based on Type of Residence), Appendix 4 (Comparison based on Age) and Appendix 5 (Comparison based on Ethnicity).

Figure 6.19: The city has adequate tourist attractions to promote tourism

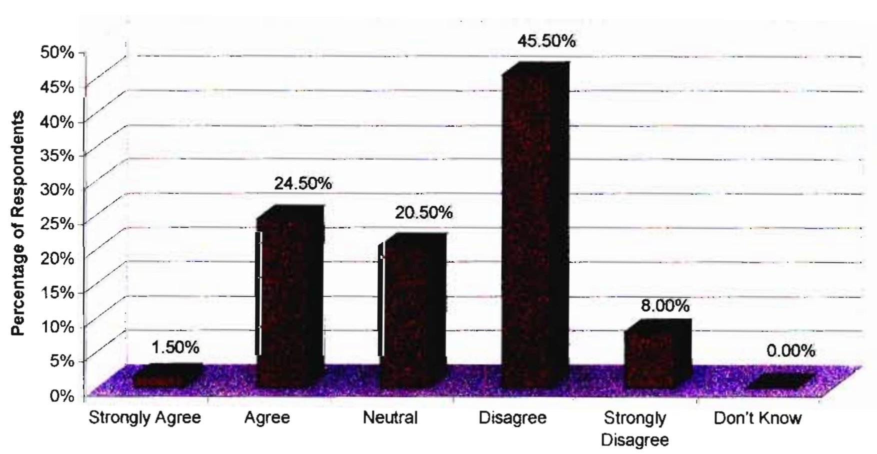


6.4.8. C 8. The city's road network is good

TABLE 6.27 : Responses to C 8	
The city's road network is good	**Number of Participants**
Strongly Agree	3
Agree	49
Neutral	41
Disagree	91
Strongly Disagree	16
Don't Know	0

Respondents tended to disagree with this statement, most citing deteriorating roads and traffic congestion as reasons for their feelings towards the road infrastructure. The highest percentage of those disagreeing came from amongst the Black ethnic grouping (fifty-eight percent), and the Coloured ethnic grouping (fifty-three percent). Responses referred to in respect of type of residence, age and ethnicity have been included in the appendices and appear as Appendix 3 (Comparison based on Type of Residence), Appendix 4 (Comparison based on Age) and Appendix 5 (Comparison based on Ethnicity).

Figure 6.20: The city's road network is good



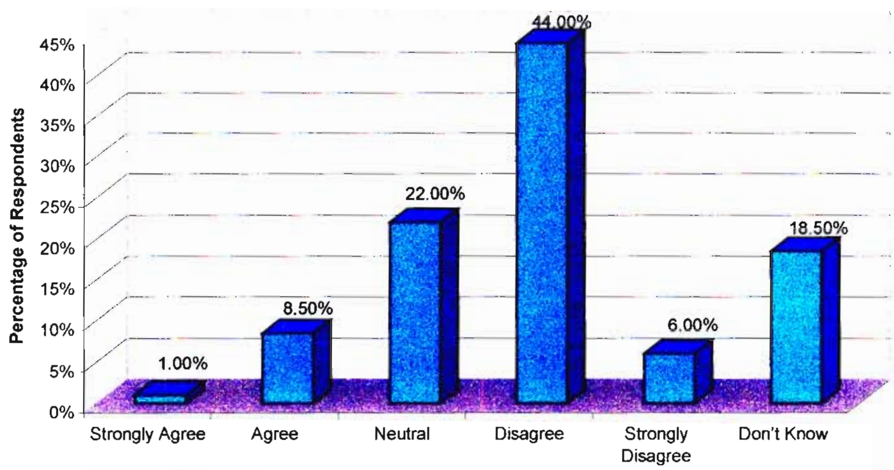
6.4.9. C 9. The city's rail network is good

TABLE 6.28 : Responses to C 9	
The city's rail network is good	**Number of Participants**
Strongly Agree	2
Agree	17
Neutral	44
Disagree	88
Strongly Disagree	12
Don't Know	37

The majority of respondents disagreed with this statement (fourty-four percent). Nineteen percent did not know, as could be expected, with the rest of South Africa, as this is not a major method of public transport, with the exception of the Metro Rail system present in Durban and Johannesburg. This is apparent, as the only point of rail service in the city is the central train station at the top of Church Street.

Train usage in Pietermaritzburg and the rest of South Africa is predominantly freight and goods trains. This is visible, as there are a number of rail sidings in the adjoining industrial locations of Pietermaritzburg. Responses referred to in respect of type of residence, age and ethnicity have been included in the appendices and appear as Appendix 3 (Comparison based on Type of Residence), Appendix 4 (Comparison based on Age) and Appendix 5 (Comparison based on Ethnicity).

Figure 6.21: The city's rail network is good



6.4.10. C 10. The city's air network is good

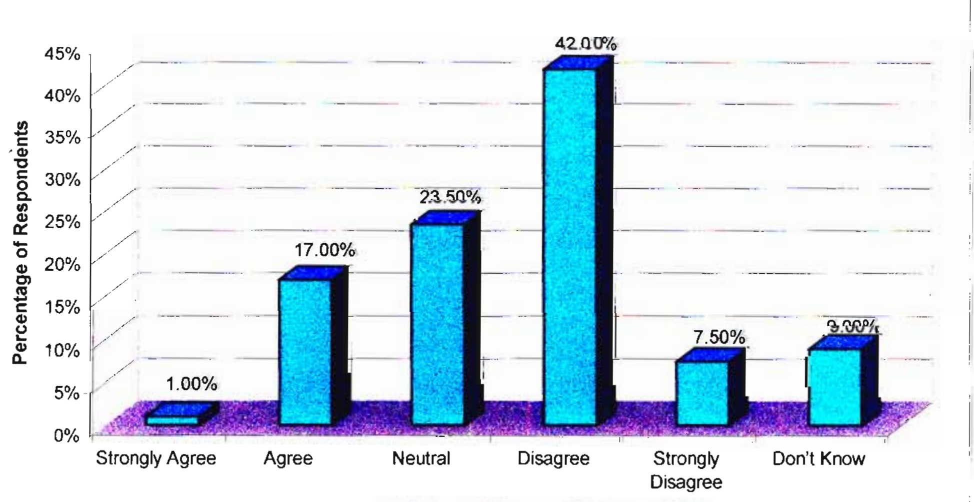
TABLE 6.29 : Responses to C 10

The city's air network is good	Number of Participants
Strongly Agree	2
Agree	34
Neutral	47
Disagree	84
Strongly Disagree	15
Don't Know	18

Fourty two percent of respondents disagreed with this statement as most respondents felt that the cost and availability of flights to and from Pietermaritzburg was poor. However one should remember that the airport facilities in Pietermaritzburg (known as Oribi Airport) is designed as a regional airport and as such caters for more small charter planes and freight planes rather than the large commercial airlines.

Respondents often compared Oribi with airport facilities at Durban, which is an international airport. Even though this is not a reasonable comparison, it was made none the less. This is a possible reason as to why respondents felt negatively about the airport. The greatest disagreement came from Coloureds with sixty three percent and the least disagreement was from the Whites. Responses referred to in respect of type of residence, age and ethnicity have been included in the appendices and appear as Appendix 3 (Comparison based on Type of Residence), Appendix 4 (Comparison based on Age) and Appendix 5 (Comparison based on Ethnicity).

Figure 6.22: The city's air network is good



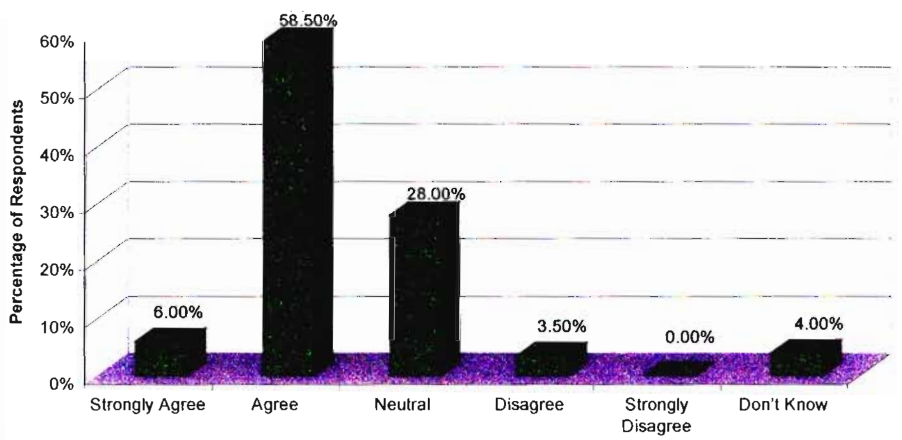
6.4.11. C 11. The city is currently going through a boom phase

TABLE 6.30 : Responses to C 11	
The city is currently going through a boom phase	**Number of Participants**
Strongly Agree	12
Agree	117
Neutral	56
Disagree	7
Strongly Disagree	0
Don't Know	8

Respondents were positive about the outlook for Pietermaritzburg's growth prospects with fifty-eight percent in agreement and six percent in strong agreement with the statement. While twenty eight percent tended to remain neutral. This demonstrates that the marketing awareness of progress made in the economic fields of the city is good.

Agreement was highest amongst Blacks with seventy percent of Black respondents agreeing, while Whites had the highest percentage of neutral responses (thirty-three percent). All those interviewed living in informal settlements, seventy percent of people living with family (Other Type of Residence) were in agreement. While respondents who were homeowners and those who are renting opinions seemed to track each other closley. Responses referred to in respect of type of residence, age and ethnicity have been included in the appendices and appear as Appendix 3 (Comparison based on Type of Residence), Appendix 4 (Comparison based on Age) and Appendix 5 (Comparison based on Ethnicity).

Figure 6.23 : The city is currently going through a boom phase

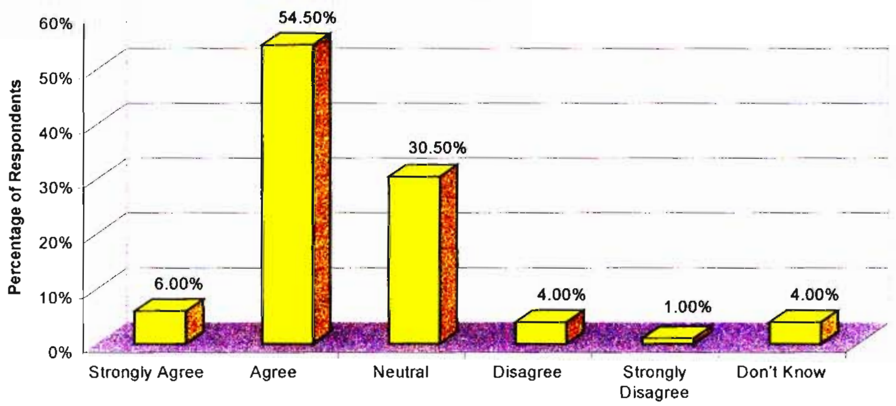


6.4.12. C 12. Pietermaritzburg is an excellent place to stay

TABLE 6.31 : Responses to C 12	
Pietermaritzburg is an excellent place to stay	**Number of Participants**
Strongly Agree	12
Agree	109
Neutral	61
Disagree	8
Strongly Disagree	2
Don't Know	8

Fifty-four percent of respondents agreed with the statement. This statement is a good dertiminant of brand loyalty as it can be related to the loyalty to the product and the likelihood of brand switching. Of concern are those who are neutral to the statement, this group could swing either way when it comes to relocating.

Figure 6.24: Pietermaritzburg is an excellent place to stay.



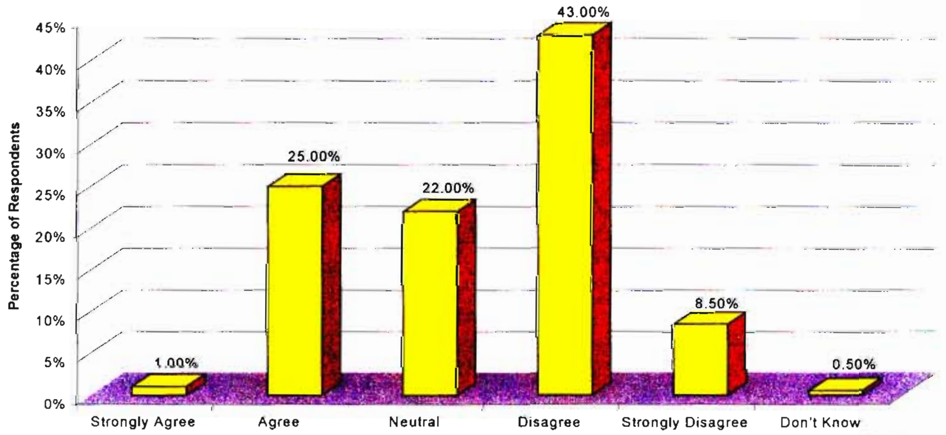
Thirty-eight percent of homeowners were neutral and twenty two percent of people living with family (Other Type of Residence) were neutral. While seventy percent of Blacks agreed with the statement twenty percent more than any other ethnic grouping. However nine percent of Coloureds and Indians, with four percent of Whites in strong agreement with the statement. No Blacks were in strong agreement. Responses referred to in respect of type of residence, age and ethnicity have been included in the appendices and appear as Appendix 3 (Comparison based on Type of Residence), Appendix 4 (Comparison based on Age) and Appendix 5 (Comparison based on Ethnicity).

6.4.13. C 13. Pietermaritzburg has first class hospitals and medical services

TABLE 6.32 : Responses to C 13	
Pietermaritzburg has first class hospitals and medical services	**Number of Participants**
Strongly Agree	2
Agree	50
Neutral	44
Disagree	86
Strongly Disagree	17
Don't Know	1

A majority of respondents tended towards disagreement with fourty-three percent disagreeing and close to nine percent strongly disagreeing. There is a great disparity between public and private hospitals and the level of service offered by these institutions; the respondents echoed this sentiment. These issues have been highlighted in numerous news and current events programs, and are not limited to Pietermaritzburg.

Figure 6.25: Pietermaritzburg has first class hospitals and medical services.



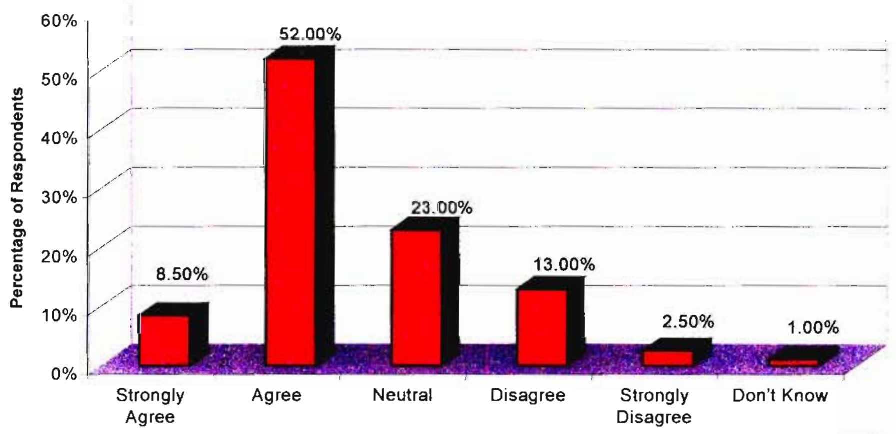
Fourty nine percent of people renting, fourty percent of homeowners disagreed with the statement. A greater number of Blacks (fifty-six percent) and Coloureds (fifty-nine percent) disagreed with this statement. While Whites (thirty-three percent – agree and thirty-one percent neutral) and Indians (twenty-six percent – agree and twenty-two percent neutral) tended towards agreement. Responses referred to in respect of type of residence, age and ethnicity have been included in the appendices and appear as Appendix 3 (Comparison based on Type of Residence), Appendix 4 (Comparison based on Age) and Appendix 5 (Comparison based on Ethnicity).

6.4.14. C 14. Shopping & Recreational venues are conveniently located in Pietermaritzburg

TABLE 6.33 : Responses to C 14	
Shopping & recreational venues are conveniently located in Pietermaritzburg	Number of Participants
Strongly Agree	17
Agree	104
Neutral	46
Disagree	26
Strongly Disagree	5
Don't Know	2

A majority of respondents interviewed agreed with the statement, illustrating that the town is conveniently designed for ease of use.

Figure 6.26: Shopping and recreational venues are conveniently located in Pietermaritzburg.



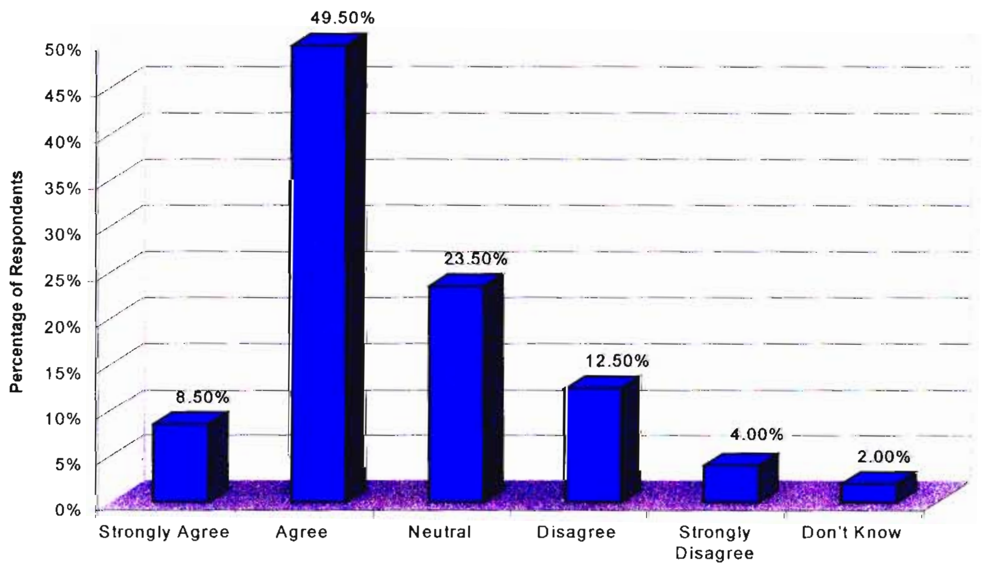
Trends based on ethnicity showed little variance in their opinions. However analysis based on type of residence showed that twenty two percent of respondents who fell into the category "Other Type of Residence" strongly disagreed. Further analysis revealed that this grouping consisted mainly of students and those under the age of 26 years old. Most of these respondents rely on public transport, which could possibly be a reason for their response, as malls such as Cascades and Liberty Midlands Mall have poor public transport available to them. (Noted in C2 above) Responses referred to in respect of type of residence, age and ethnicity have been included in the appendices and appear as Appendix 3 (Comparison based on Type of Residence), Appendix 4 (Comparison based on Age) and Appendix 5 (Comparison based on Ethnicity).

6.4.15. C 15. Pietermaritzburg has adequate recreational venues

TABLE 6.34 : Responses to C 15	
Pietermaritzburg has adequate recreational venues	Number of Participants
Strongly Agree	17
Agree	99
Neutral	47
Disagree	25
Strongly Disagree	8
Don't Know	4

As with C 14 above, analysis revealed a higher level of agreement with this statement. However similarly the majority of those disagreeing were in the age group below 26 years. Most respondents citing a lack of night life and early closing times of most venues in Pietermaritzburg.

Figure 6.27: Pietermaritzburg has adequate recreational venues



Generally analysis based on ethnic groupings and type of households revealed similar levels of agreement and disagreement between these various categories. Responses referred to in respect of type of residence, age and ethnicity have been included in the appendices and appear as Appendix 3 (Comparison based on Type of Residence), Appendix 4 (Comparison based on Age) and Appendix 5 (Comparison based on Ethnicity).

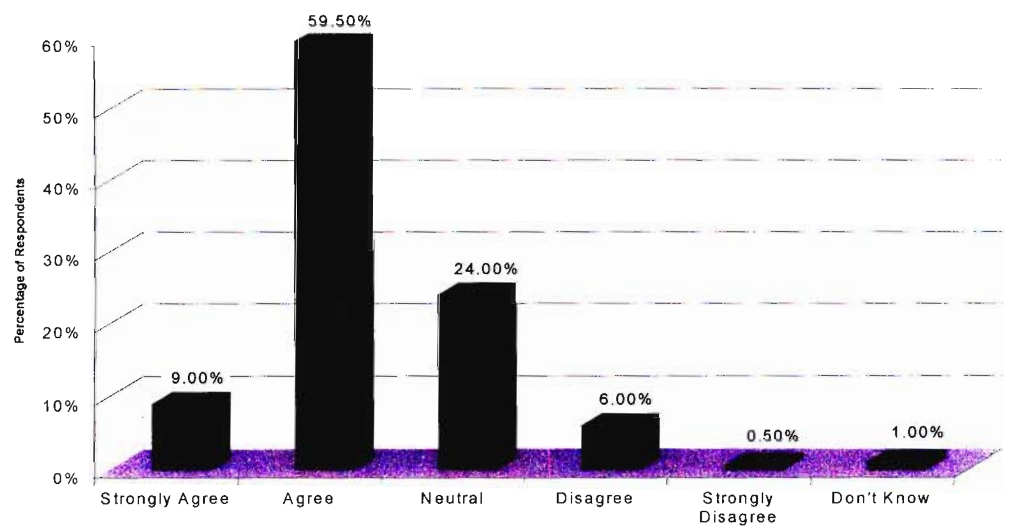
6.4.16. C 16. Pietermaritzburg has adequate retail outlets

TABLE 6.35 : Responses to C 16	
Pietermaritzburg has adequate retail outlets	**Number of Participants**
Strongly Agree	18
Agree	119
Neutral	48
Disagree	12
Strongly Disagree	1
Don't Know	2

As with C 15 above the majority of respondents were in agreement with the statement. This shows that respondents generally felt that the city's current retail outlets available in the city are adequate to their needs.

Those that disagreed were in the age groupings below 26. A possible reasoning for this sentient could be attributed to the lack of designer retail outlets, certain clothing and restaurants that do not have a presence in Pietermaritzburg. Responses referred to in respect of type of residence, age and ethnicity have been included in the appendices and appear as Appendix 3 (Comparison based on Type of Residence), Appendix 4 (Comparison based on Age) and Appendix 5 (Comparison based on Ethnicity).

Figure 6.28: Pietermaritzburg has adequate retail outlets

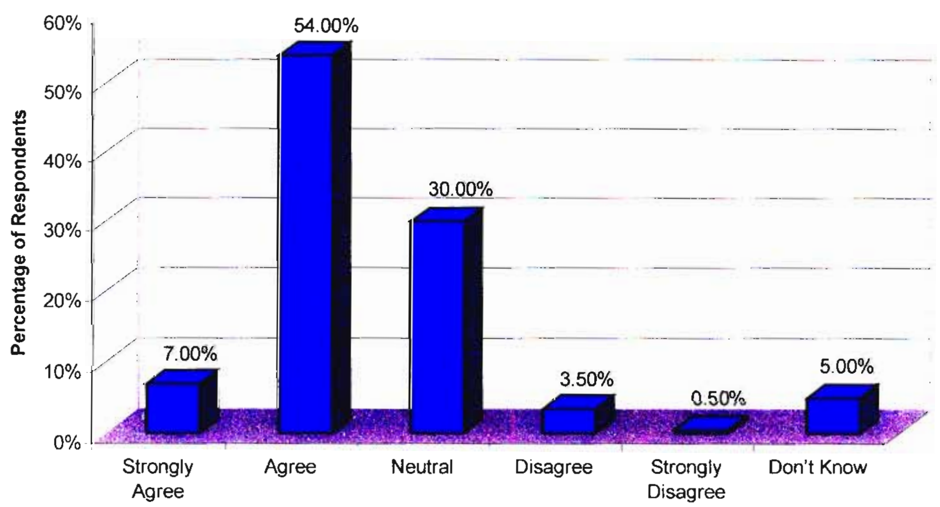


6.4.17. C 17. The people of Pietermaritzburg in general are helpful and friendly

TABLE 6.36 : Responses to C 17	
The people of Pietermaritzburg in general are helpful and friendly	Number of Participants
Strongly Agree	14
Agree	108
Neutral	60
Disagree	7
Strongly Disagree	1
Don't Know	10

While it could be argued that the statement is moot, due to the fact that respondents are basically rating themselves, the writer had to take responses at face value and assume that respondents would be honest in their opinions. This is visible as four percent of the residents did not feel that residents were either helpful or friendly. Generally residents felt their fellow residents in Pietermaritzburg are courteous and helpful generally, with sixty one percent of respondents had varying agreement with the statement. Responses referred to in respect of type of residence, age and ethnicity have been included in the appendices and appear as Appendix 3 (Comparison based on Type of Residence), Appendix 4 (Comparison based on Age) and Appendix 5 (Comparison based on Ethnicity).

Figure 6.29: The people of Pietermaritzburg in general are helpful and friendly

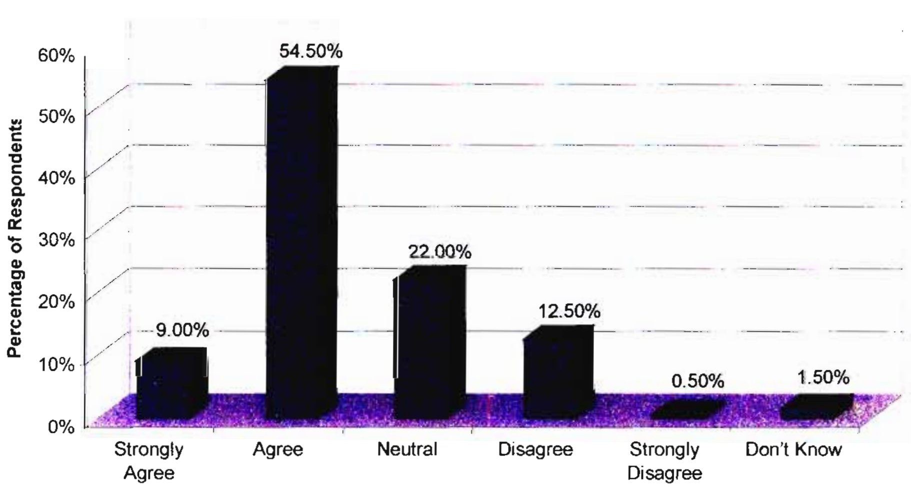


6.4.18. C 18. Pietermaritzburg is a well laid out town, with places easily located

TABLE 6.37 : Responses to C 18	
Pietermaritzburg is a well laid out town, with places easily located	Number of Participants
Strongly Agree	18
Agree	109
Neutral	44
Disagree	25
Strongly Disagree	1
Don't Know	3

Respondents tended to agree with this statement with roughly sixty four percent in varying agreement with the statement. However thirteen percent of the respondents disagreed. The highest level of disagreement from an individual ethnic group was from black respondents, with twenty one percent in disagreement, and from type of residence the highest was nineteen percent recorded from respondents that were renting. Responses referred to in respect of type of residence, age and ethnicity have been included in the appendices and appear as Appendix 3 (Comparison based on Type of Residence), Appendix 4 (Comparison based on Age) and Appendix 5 (Comparison based on Ethnicity).

Figure 6.30: Pietermaritzburg is a well laid out town, with places easily located

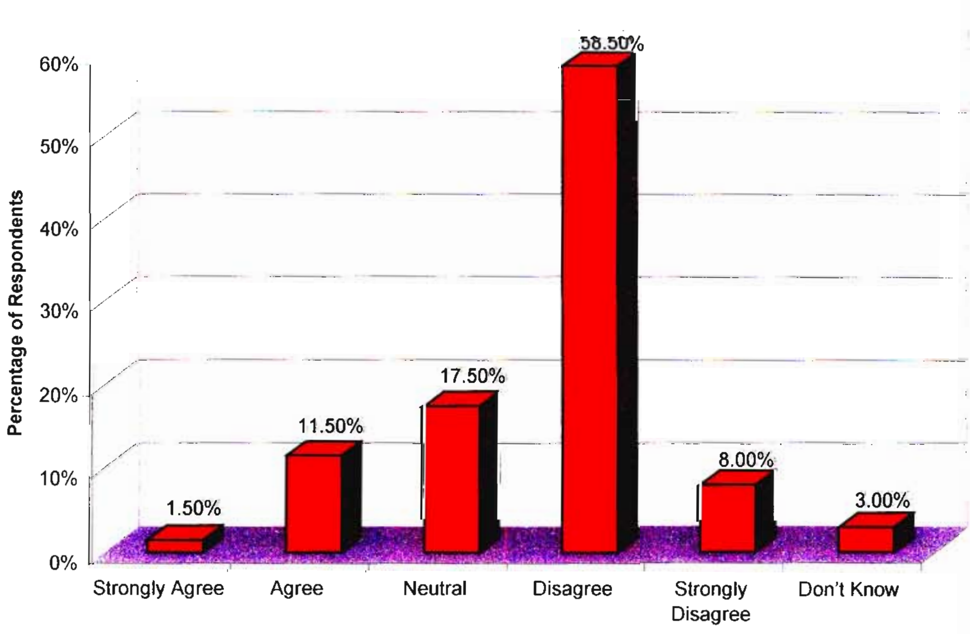


6.4.19. C 19. Pietermaritzburg is still a "sleepy hollow"

TABLE 6.38 : Responses to C 19	
Pietermaritzburg is still a "sleepy hollow"	**Number of Participants**
Strongly Agree	3
Agree	23
Neutral	35
Disagree	117
Strongly Disagree	16
Don't Know	6

Fifty one percent of respondents felt that this label did not suit Pietermaritzburg anymore. There was a minority, which felt that the label given as still appropriate to the city, with eleven and a half percent in agreement and one and a half percent in strong agreement with the statement. Sixty eight percent of respondents that utilised rental accommodation agreed with the statement while twenty six percent of those residing either with relatives or parents were in agreement with this statement. Further analysis revealed that all respondents under nineteen were in agreement, which links to their opinions with regards to opinions on adequacy of recreational and retail outlets. Responses referred to in respect of type of residence, age and ethnicity have been included in the appendices and appear as Appendix 3 (Comparison based on Type of Residence), Appendix 4 (Comparison based on Age) and Appendix 5 (Comparison based on Ethnicity).

Figure 6.31: Pietermaritzburg is still a "sleepy hollow"

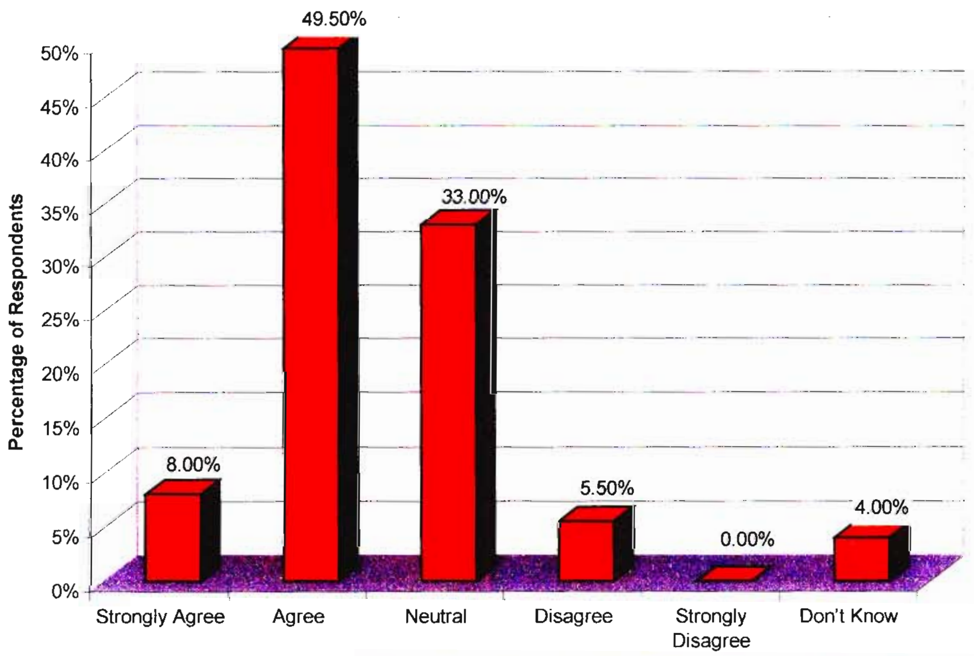


6.4.20. C 20. I am proud to be from Pietermaritzburg

TABLE 6.39 : Responses to C 20	
I am proud to be from Pietermaritzburg	**Number of Participants**
Strongly Agree	16
Agree	99
Neutral	66
Disagree	11
Strongly Disagree	0
Don't Know	8

Approximately sixty percent of respondents agreed in varying levels with this statement. Sixty percent of respondents renting felt strong agreement with this statement while thirty nine percent of respondents residing with either parents or relatives did not share this opinion in varying degrees. Sixty five percent of Blacks agreed with the statement, while on average the other race groups had at least a twenty eight percent neutral response. Responses referred to in respect of type of residence, age and ethnicity have been included in the appendices and appear as Appendix 3 (Comparison based on Type of Residence), Appendix 4 (Comparison based on Age) and Appendix 5 (Comparison based on Ethnicity).

Figure 6.32: I am proud to be from Pietermaritzburg

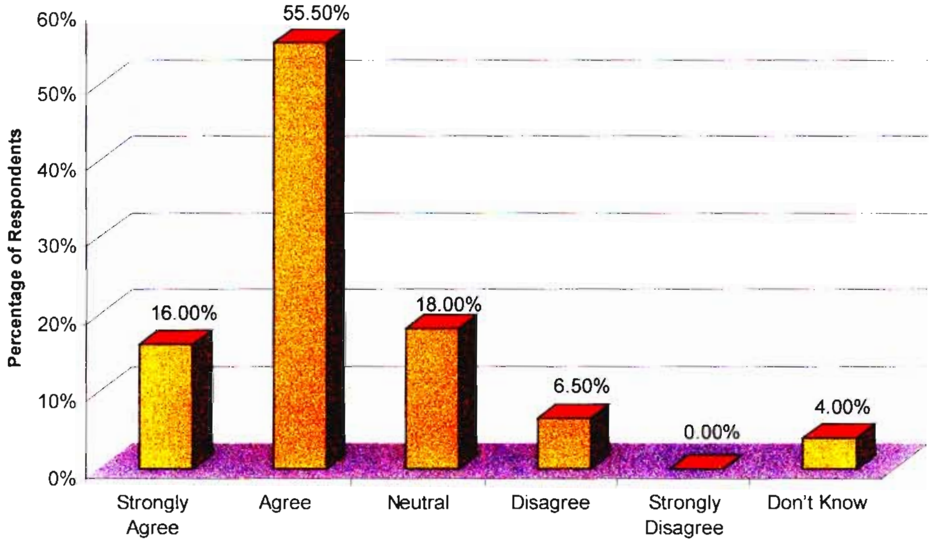


6.4.21. C 21. Would you recommend Pietermaritzburg to people wanting a place to live

TABLE 6.40 : Responses to C 21	
Would you recommend Pietermaritzburg to people wanting a place to live	Number of Participants
Strongly Agree	32
Agree	111
Neutral	36
Disagree	13
Strongly Disagree	0
Don't Know	8

A resounding positive response to this statement was received, with seventy one percent of respondents' opinions in varying agreement with this statement. The greatest response came from Blacks with seventy percent in agreement with the statement. While twenty one percent of Indians strongly agreed. Twenty two percent of respondents residing with parents or relatives also disagreed with the statement. Fifty percent of those under 19 also disagreed with this statement. Responses referred to in respect of type of residence, age and ethnicity have been included in the appendices and appear as Appendix 3 (Comparison based on Type of Residence), Appendix 4 (Comparison based on Age) and Appendix 5 (Comparison based on Ethnicity).

Figure 6.33: Would you recommend Pietermaritzburg to people wanting a place to live



6.5. Section D

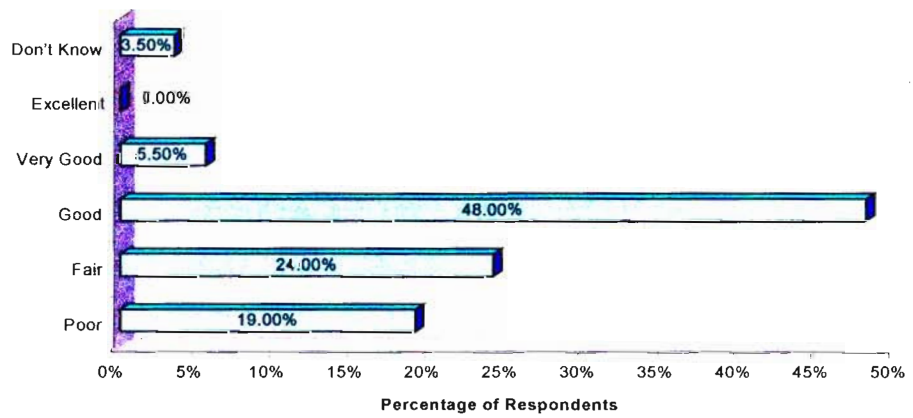
This section of the questionnaire was setup to rate respondents attitudes towards given statements. These were determined utilising Maslow's Hierarchy of Needs using determinants from physiological to belongingness needs, these statements were used to rate customer's satisfaction, and to determine how effectively their needs are being met with regards to levels of services provided. Numerous tables were utilised in the discussion, these have been included as appendices (APPENDIX 3 to 5)

6.5.1. D1 Service provided by Public Transport Service

TABLE 6.41: Responses To D1		
Service provided by Public Transport Service		Number of Participants
1	Poor	38
2	Fair	48
3	Good	96
4	Very Good	11
5	Excellent	0
0	Don't Know	7

Fourty-eight percent of all respondents interviewed were of the opinion that the public transport system was good, which translates to neutrality towards the issue. However responses tended toward poor with fourty three percent of respondents dissatisfied with the service provided. The majority of Black and Indian respondents were dissatisfied with seventy and thirty eight per cent of those interviewed expressing this, while White and Coloured respondents tended towards neutrality on this issue. Responses referred to in respect of type of residence, age and ethnicity have been included in the appendices and appear as Appendix 3 (Comparison based on Type of Residence), Appendix 4 (Comparison based on Age) and Appendix 5 (Comparison based on Ethnicity).

Figure 6.34: Service provided by Public Transport



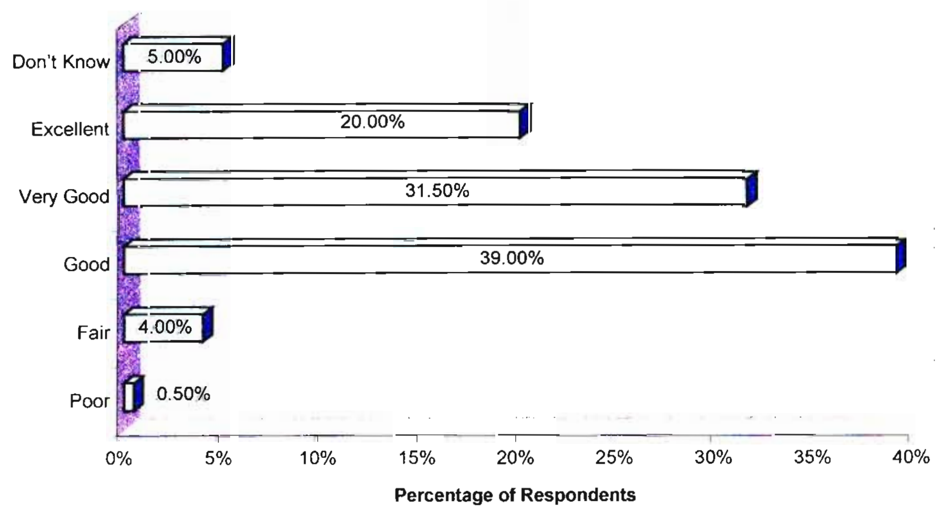
6.5.2. D2 Service provided by Fire Department

TABLE 6.42: Responses To D2		
Service provided by Fire Department		Number of Participants
1	Poor	1
2	Fair	8
3	Good	78
4	Very Good	63
5	Excellent	40
0	Don't Know	10

Responses tended towards excellent, with fifty one percent of respondents being of the opinion that service was very good to excellent. Thirty nine percent of respondents elected to remain neutral. Fifty six percent of Black and Indian respondents were positive in their opinion of the Fire Department.

Respondent who were homeowners and those renting also scored the service provided by the fire department positively. While the responses of the various age categories followed a similar pattern, hence the response was not dependent on age as a variable. Responses referred to in respect of type of residence, age and ethnicity have been included in the appendices and appear as Appendix 3 (Comparison based on Type of Residence), Appendix 4 (Comparison based on Age) and Appendix 5 (Comparison based on Ethnicity).

Figure 6.35: Service provided by Fire Department



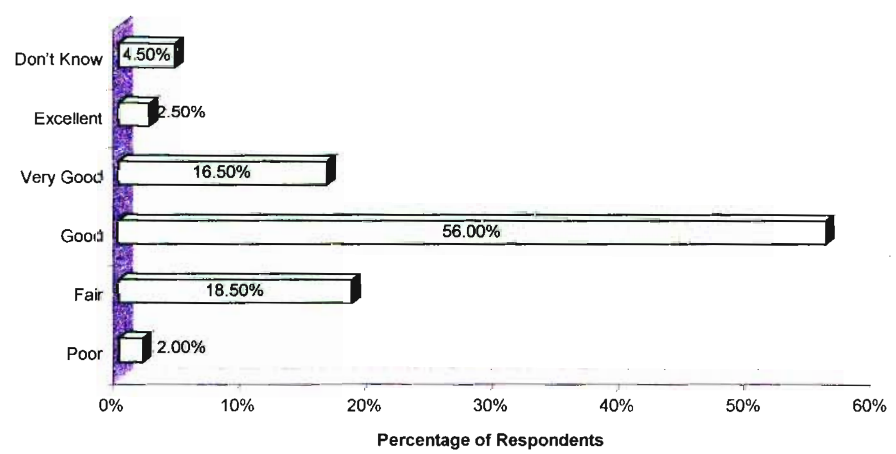
6.5.3. D3 Service provided by Electrical Services

TABLE 6.43: Responses To D3		
Service provided by Electrical Services		Number of Participants
1	Poor	4
2	Fair	37
3	Good	112
4	Very Good	33
5	Excellent	5
0	Don't Know	9

Fifty six percent of respondents felt that the overall service of the Pietermaritzburg electricity department was good. However approximately twenty percent of respondents felt that service was poor in varying levels, as compared with nineteen percent of respondents who had a positive experience.

Further analysis based on ethnicity of respondents revealed little variation amongst the various groupings. Analysis based on residence and age also revealed limited variation. Responses referred to in respect of type of residence, age and ethnicity have been included in the appendices and appear as Appendix 3 (Comparison based on Type of Residence), Appendix 4 (Comparison based on Age) and Appendix 5 (Comparison based on Ethnicity).

Figure 6.36: Service provided by Electrical Services



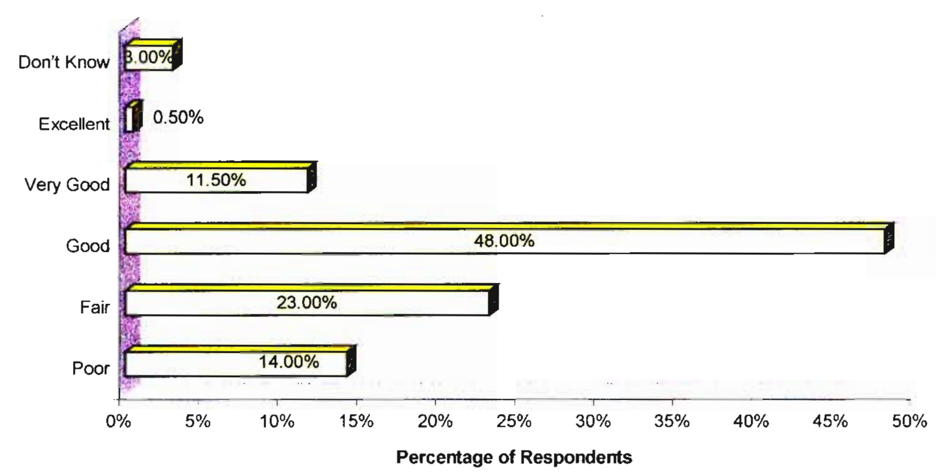
6.5.4. D4 Camera Surveillance System

TABLE 6.43: Responses To D4		
Camera Surveillance System		Number of Participants
1	Poor	28
2	Fair	46
3	Good	96
4	Very Good	23
5	Excellent	1
0	Don't Know	6

Responses varied in this category as some respondents felt that the camera system installed does very little to deter crime, or have not directly felt the impact of the system in their lives. Resulting in a broad band of responses from poor to excellent, tending towards poor with thirty seven percent of respondents giving the system a fair to poor rating.

Analysis based on respondents residence, revealed that fourty four percent of those renting felt that the system was very good. While nineteen percent of Blacks felt the system was poor. Responses referred to in respect of type of residence, age and ethnicity have been included in the appendices and appear as Appendix 3 (Comparison based on Type of Residence), Appendix 4 (Comparison based on Age) and Appendix 5 (Comparison based on Ethnicity).

Figure 6.37: Camera Surveillance System



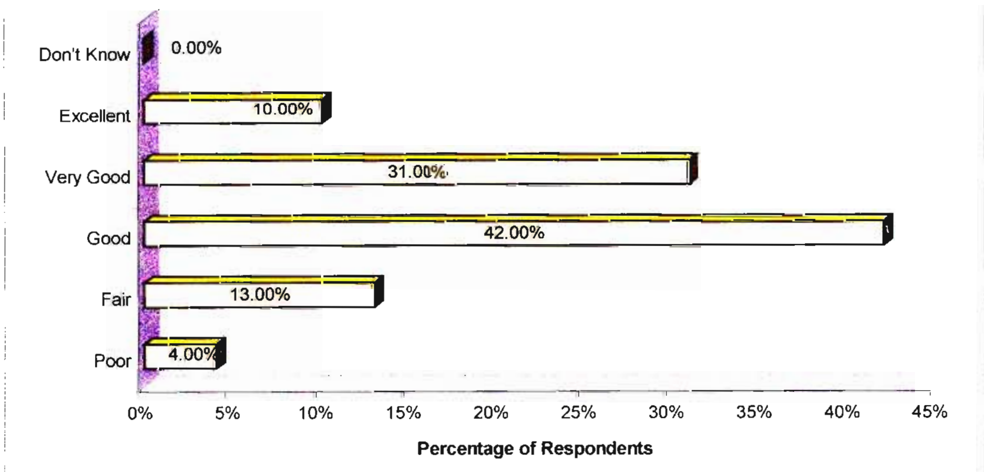
6.5.5. D5 Location of Shops, Malls and Entertainment venues in PMB

TABLE 6.44: Responses To D5		
Location of Shops, Malls and Entertainment venues in PMB		Number of Participants
1	Poor	8
2	Fair	26
3	Good	84
4	Very Good	62
5	Excellent	20
0	Don't Know	0

The general consensus was that Pietermaritzburg has well laid out Shopping and Entertainment areas, which are easily accessible. Fourty two percent of respondents' felt the locality was good, while fourty one percent of respondents felt it was very good to excellent.

Homeowners were the most positive with regards to their responses. While Whites and Indians scored highly, with approximately thirty percent of respondents choosing very good to excellent. Responses referred to in respect of type of residence, age and ethnicity have been included in the appendices and appear as Appendix 3 (Comparison based on Type of Residence), Appendix 4 (Comparison based on Age) and Appendix 5 (Comparison based on Ethnicity).

Figure 6.38: Location of Shops, Malls and Entertainment venues in PMB



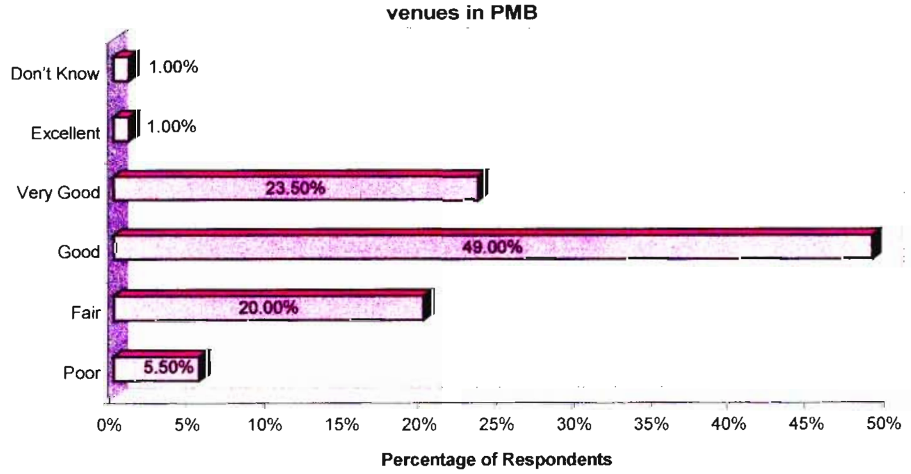
6.5.6. D6 Location of Sports Venues, Parks and other Recreational venues in PMB

TABLE 6.46: Responses To D6		
Location of Sports Venues, Parks and other Recreational venues in PMB		Number of Participants
1	Poor	11
2	Fair	40
3	Good	98
4	Very Good	47
5	Excellent	2
0	Don't Know	2

Fourty nine percent of respondents felt that the locality of sports and recreational facilities was good. But twenty five percent of respondents felt that facilities were actually fair to poor in their localities. Fourty two percent of black respondents felt that the location of facilities was fair to poor, while eighty eight percent of white respondents had the opinion that venue localities were very good to excellent.

However one must note that a majority of the Black respondents originated from the Capital Centre in the central town, with the taxi rank outside, while more White respondents originated from Liberty Midlands Mall and Nedbank Plaza. A possibility for the result could be just a lack of adequate transportation to get to the venues. Responses referred to in respect of type of residence, age and ethnicity have been included in the appendices and appear as Appendix 3 (Comparison based on Type of Residence), Appendix 4 (Comparison based on Age) and Appendix 5 (Comparison based on Ethnicity).

Figure 6.39: Location of Sports Venues, Parks and other Recreational venues in PMB



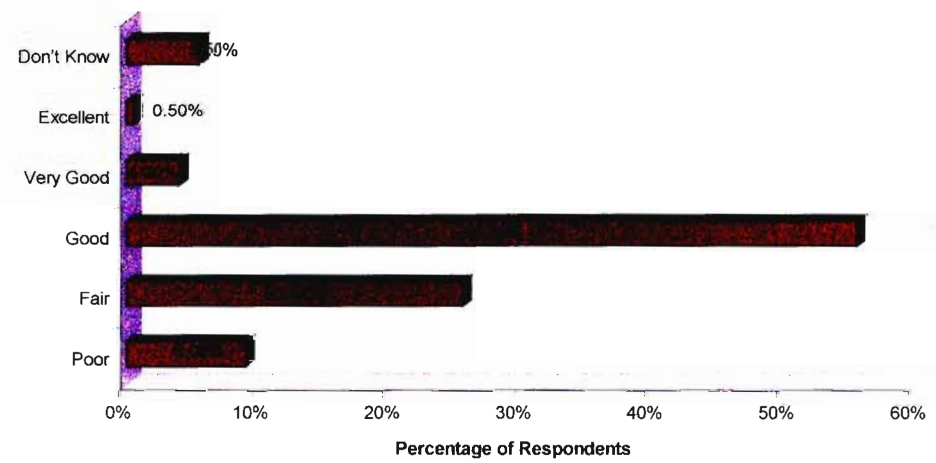
6.5.7. D7 Safety at work

TABLE 6.47: Responses To D7		
Safety at work		Number of Participants
1	Poor	18
2	Fair	51
3	Good	111
4	Very Good	8
5	Excellent	1
0	Don't Know	11

Fifty five percent of respondents were of the opinion that work place safety was good. However further analysis revealed thirty four percent of respondents felt safety was between fair and poor at their work places.

Fourty percent of respondent who rented felt that safety was between fair and poor. Black respondents were the highest percentage of respondents based on ethnicity who felt safety was between fair and poor, with a fourty seven percent response rate. Responses referred to in respect of type of residence, age and ethnicity have been included in the appendices and appear as Appendix 3 (Comparison based on Type of Residence), Appendix 4 (Comparison based on Age) and Appendix 5 (Comparison based on Ethnicity).

Figure 6.40: Safety at work

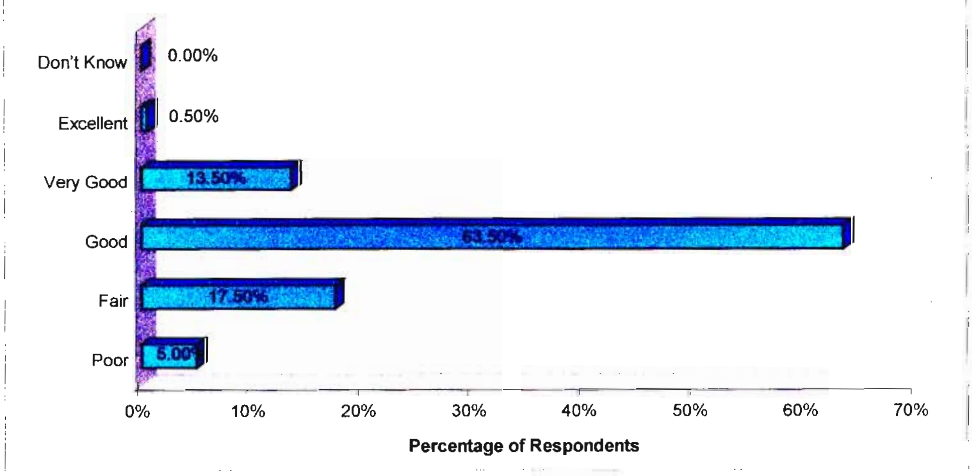


6.5.8. D8 Activities in Pietermaritzburg

TABLE 6.48: Responses To D8		
Activities in Pietermaritzburg		Number of Participants
1	Poor	10
2	Fair	35
3	Good	127
4	Very Good	27
5	Excellent	1
0	Don't Know	0

Level of activities available in Pietermaritzburg was considered ample with sixty three percent of respondents giving the statement a rating of good. Pietermaritzburg has events and activities throughout the year, however most respondents felt that the city could use more nighttime events, to liven up the city's nightlife, as most venues and events close early. This view was mainly prevalent in the younger age group categories from the under 19 grouping up to the grouping twenty-six to thirty five grouping. Responses referred to in respect of type of residence, age and ethnicity have been included in the appendices and appear as Appendix 3 (Comparison based on Type of Residence), Appendix 4 (Comparison based on Age) and Appendix 5 (Comparison based on Ethnicity).

Figure 6.41: Activities in Pietermaritzburg



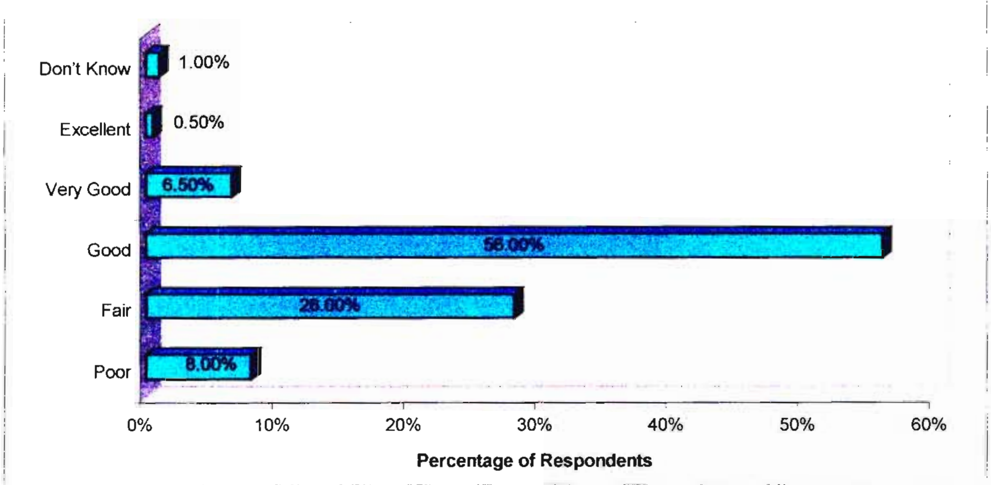
6.5.9. D9 Service provided by Police and Safety Services

TABLE 6.49: Responses To D9		
Service provided by Police and Safety Services		Number of Participants
1	Poor	16
2	Fair	56
3	Good	112
4	Very Good	13
5	Excellent	1
0	Don't Know	2

The majority of respondents felt that the level of service provided by the city's police and safety services was good. Thirty six percent however were negative with regards to the levels of service afforded by the police.

Thirty two percent and fourty four percent of homeowners and those renting respectively were negative with regards to the levels of service afforded by the police with responses ranging from fair to poor. Based on ethnicity, White respondents had the highest rate of negativity with fourty two percent rating the police fair to poor. Responses referred to in respect of type of residence, age and ethnicity have been included in the appendices and appear as Appendix 3 (Comparison based on Type of Residence), Appendix 4 (Comparison based on Age) and Appendix 5 (Comparison based on Ethnicity).

Figure 6.42: Service provided by Police and Safety Services



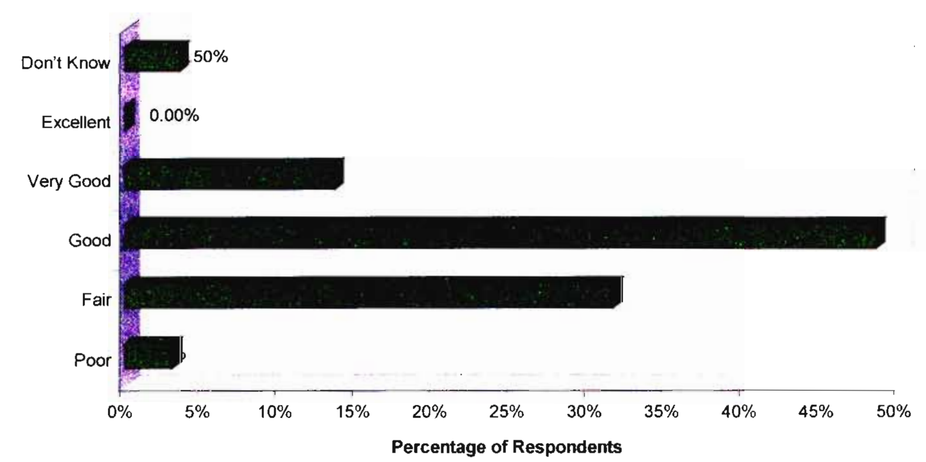
6.5.10. D10 Service provided by Health and Sanitation Services

TABLE 6.50: Responses To D10		
Service provided by Health and Sanitation Services		Number of Participants
1	Poor	6
2	Fair	63
3	Good	97
4	Very Good	27
5	Excellent	0
0	Don't Know	7

A broad range of responses was received by those interviewed. The greatest response of Fourty eight percent was that the service was good with thirty one percent of respondent feeling that the services were fair.

Fourty two percent of black respondents disagreed with the statement with responses ranging from fair to poor, while nineteen percent of coloured and white respondents feeling the service was good. Thirty percent of respondents living either with relatives or parents also felt service was fair to poor. Responses referred to in respect of type of residence, age and ethnicity have been included in the appendices and appear as Appendix 3 (Comparison based on Type of Residence), Appendix 4 (Comparison based on Age) and Appendix 5 (Comparison based on Ethnicity).

Figure 6.43: Service provided by Health and Sanitation Services



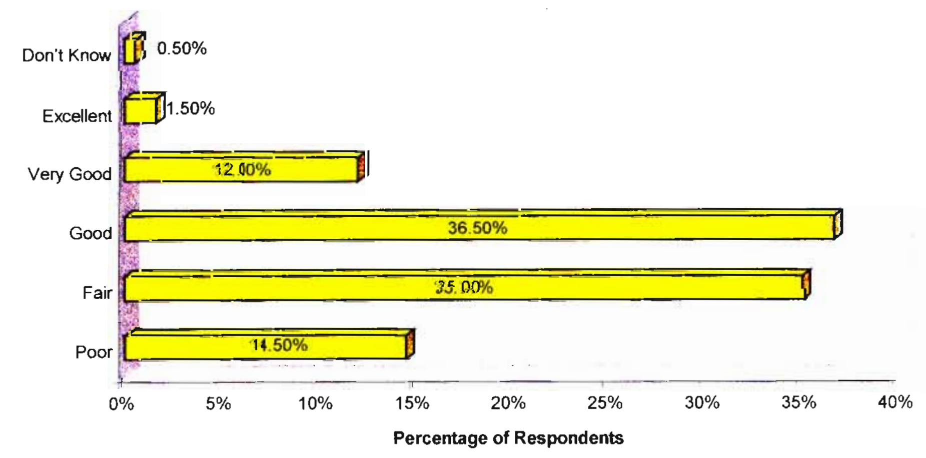
6.5.11. D11 Street lighting

TABLE 6.51: Responses To D11		
Street lighting		Number of Participants
1	Poor	29
2	Fair	70
3	Good	73
4	Very Good	24
5	Excellent	3
0	Don't Know	1

Responses tended towards poor regarding the available street lighting for the city and its suburbs, with close to fifty percent of respondents feeling that lighting was fair to poor. This is an aspect that Pietermaritzburg has to look at with serious intent.

Sixty seven percent of those living in informal settlements and sixty one percent of those living with relatives or parents responses ranged from fair to poor. Sixty eight percent of Black respondents and fifty four percent of Indian also had responses ranging from fair to poor. Responses referred to in respect of type of residence, age and ethnicity have been included in the appendices and appear as Appendix 3 (Comparison based on Type of Residence), Appendix 4 (Comparison based on Age) and Appendix 5 (Comparison based on Ethnicity).

Figure 6.44: Street lighting



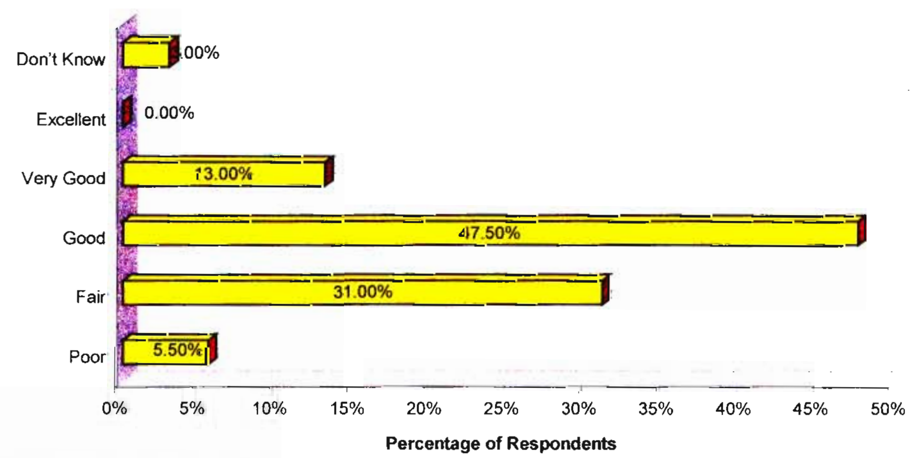
6.5.12. D12 Service provided by Local Government

TABLE 6.52: Responses To D12		
Service provided by Local Government		Number of Participants
1	Poor	11
2	Fair	62
3	Good	95
4	Very Good	26
5	Excellent	0
0	Don't Know	6

Fourty seven percent of respondents felt that the level service provided by local government was adequate. Approximately thirty six percent of respondents had negative sentiments towards the statement, either responding between the range of fair to poor.

Analysis based on ethnicity revealed no major difference of opinion between the groupings. Neither was the variance of responses based on type of residence. Making this issue a universal one, not dependant on factors of ethnicity or respondents residence. Responses referred to in respect of type of residence, age and ethnicity have been included in the appendices and appear as Appendix 3 (Comparison based on Type of Residence), Appendix 4 (Comparison based on Age) and Appendix 5 (Comparison based on Ethnicity).

Figure 6.45: Service provided by Local Government



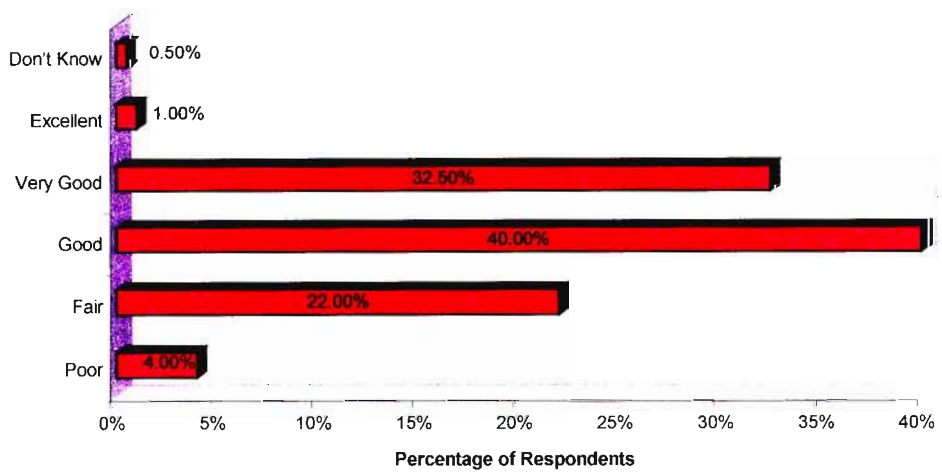
6.5.13. D13 Location of Schools and Educational Institutes in PMB

TABLE 6.53: Responses To D13		
Location of Schools and Educational Institutes in PMB		Number of Participants
1	Poor	8
2	Fair	44
3	Good	80
4	Very Good	65
5	Excellent	2
0	Don't Know	1

Fourty percent of respondents' felt that the localities of schools in their areas were good while thirty two percent felt that the locality of these institutions was very good. While twenty six percent of respondents had opinions ranging from fair to poor, with regards to the locations of schools in their respective neighborhoods.

Indians had the most positive response with fourty percent in agreement with the statement (very good to excellent), while thirty three percent of White respondents had a negative response (fair to poor). Thirty six percent of homeowners also had a positive opinion statement (very good to excellent). Responses referred to in respect of type of residence, age and ethnicity have been included in the appendices and appear as Appendix 3 (Comparison based on Type of Residence), Appendix 4 (Comparison based on Age) and Appendix 5 (Comparison based on Ethnicity).

Figure 6.46: Location of Schools and Educational Institutes in PMB



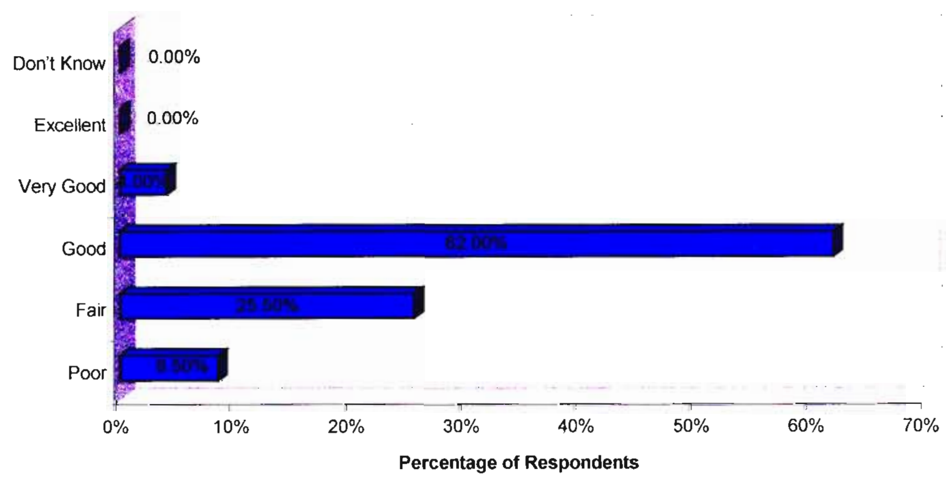
6.5.14. D14 Safety in your home/neighborhood

TABLE 6.54: Responses To D14		
Safety in your home/neighborhood		Number of Participants
1	Poor	17
2	Fair	51
3	Good	124
4	Very Good	8
5	Excellent	0
0	Don't Know	0

Sixty two percent of respondents were of the opinion that home/neighborhood safety was good. However further analysis revealed thirty four percent of respondents felt safety was between fair and poor at their home/neighborhood.

Fourty three percent of respondent who resided with relatives or parents felt that safety was between fair and poor. Black respondents were the highest percentage of respondents based on ethnicity who felt safety was between fair and poor, with a thirty nine percent response rate. Responses referred to in respect of type of residence, age and ethnicity have been included in the appendices and appear as Appendix 3 (Comparison based on Type of Residence), Appendix 4 (Comparison based on Age) and Appendix 5 (Comparison based on Ethnicity).

Figure 6.47: Safety in your home/neighborhood



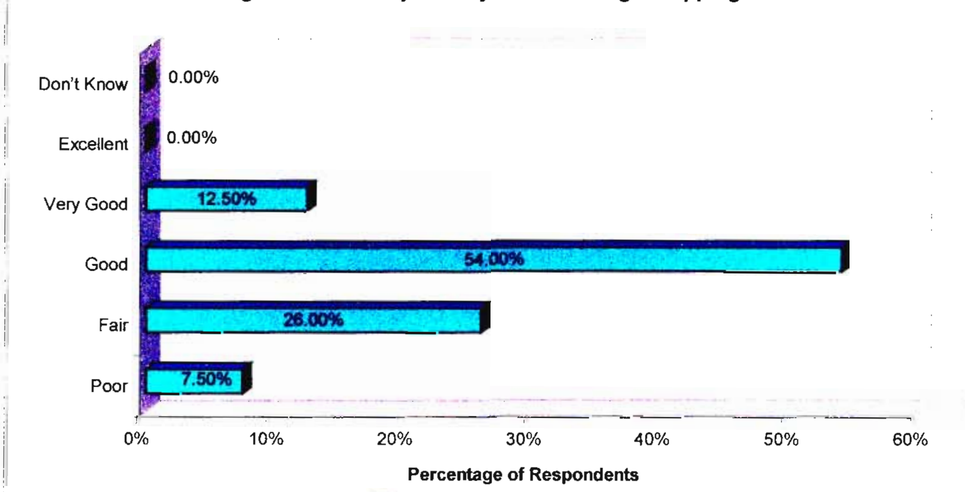
6.5.15. D15 Safety when you are out e.g. Shopping

TABLE 6.55: Responses To D15		
Safety when you are out e.g. Shopping		Number of Participants
1	Poor	15
2	Fair	52
3	Good	108
4	Very Good	25
5	Excellent	0
0	Don't Know	0

Fifty four percent of respondents were of the opinion that safety when you are out was good. However further analysis revealed thirty three percent of respondents felt safety was between fair and poor when they went out.

Thirty seven percent of respondents who rented felt that safety was between fair and poor. Both Black and White respondents were the highest percentage of respondents based on ethnicity who felt safety was between fair and poor, with a thirty five percent response rate. Responses referred to in respect of type of residence, age and ethnicity have been included in the appendices and appear as Appendix 3 (Comparison based on Type of Residence), Appendix 4 (Comparison based on Age) and Appendix 5 (Comparison based on Ethnicity).

Figure 6.48: Safety when you are out e.g. Shopping

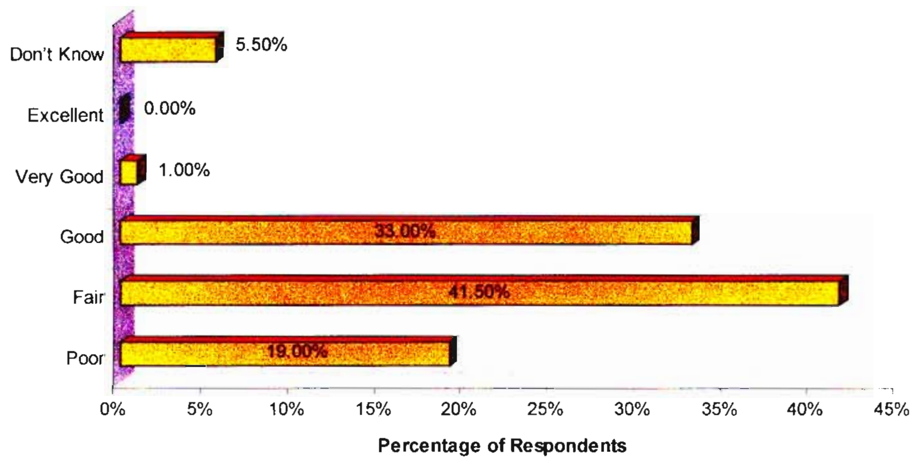


6.5.16. D16 Other: City pollution and cleanliness

TABLE 6.56: Responses To D16		
Other: City pollution and cleanliness		Number of Participants
1	Poor	38
2	Fair	83
3	Good	66
4	Very Good	2
5	Excellent	0
0	Don't Know	11

Although this wasn't an issue originally considered when undertaking this survey it came out quite strongly. Many respondents feel that the city can do with "a good clean up", and that the city's pollution levels need to be reduced. The responses received tended towards poor with regards to the level of cleanliness and pollution. Responses referred to in respect of type of residence, age and ethnicity have been included in the appendices and appear as Appendix 3 (Comparison based on Type of Residence), Appendix 4 (Comparison based on Age) and Appendix 5 (Comparison based on Ethnicity).

Figure 6.49: Other: Pollution and Cleanliness



6.6. Section F

This section consisted of one open-ended question. This allowed a completely unstructured response from respondents, allowing them to answer in an unlimited number of ways. This was done in order to determine what their comments regarding the city they might have, and allowed the writer an opportunity to thank the respondents for participating in the survey.

Although respondents were given an opportunity to give there own input, none of them wished to do so. Therefore there is nothing to report from this section of the questionnaire.

After analysing the data from the various sections of the questionnaire, the writer was able to extrapolate the pertinent finding and use them to form conclusions and ultimately recommendations. These will be dealt with in the following chapters.

CHAPTER 7
CONCLUSION

From the analysis of the findings in Chapter 6, and taking into account the relevant literature that has been reviewed in this dissertation, the writer has extrapolated the key findings. Accordingly these findings were placed into the context of the literature, and then related to the specific objectives as discussed in Chapter 5.

7.1. City Marketing and Branding

7.1.1. Develop an effective marketing strategy and a Clear Advertising Strategy

Positioning is the act of designing and communicating what the city's has to offer so that it occupies a distinct place of value with your target markets (Ries *et al*, 1981, p 83). Trying to be all things to all people, can lead to it standing for nothing meaningful in the mind of customers (Baker, 2004, p1). A clear position has to be formulated. Failing to base the brand on its strongest and most distinctive benefits could dilute the message and present a weak and irrelevant proposition. After you have agreed on the positioning of the brand, including benefits, core messages, personality, and associations, an advertising campaign needs to be implemented (Baker, 2004, p1). Advertising needs to fall in one of four basic types *i.e*: Informative, Persuasive, Comparative and Reminder Advertising. (Kotler, 1999, p452)

In regards to the above the city's logo and slogan is well known to respondents with both scoring recognition above seventy percent. This factor implies that the logo and slogan are distinctive in the minds of respondents and that the marketing, advertising, and branding channels utilised for these items has been reasonably successful to respondents.

However sixty five percent of respondents felt that the city's slogan "The City of Choice" should change, and approximately sixty three percent felt that the city is not effectively marketed, this illustrates that the market positioning of the city is either weak or ineffective in the mindsets of respondents.

7.1.2. <u>Determining Market Positioning</u>

Highlighting a product attribute that is unimportant to a particular buying group is not only a waste of advertising revenue but also a lost opportunity (Hutt *et al*, 1998, p479). To focus on the tag line is to follow a derivation of the positioning statement and run the risk of missing vital elements of the brand platform (Baker, 2004, p2).

The negative sentiment of respondents in terms of the city's marketing, can be attributed to the city focusing on the tag line "The City of Choice", and trying to get this positioning statement to fit all buying groups i.e: visitors, residents and workers; business and industry; and export markets (Haider, 1993, p 48). Even though this statement is not unique and distinctive to the city of Pietermaritzburg.

Further to this, the city has not effectively marketed itself in terms of convenience in respect to the cost of living as a majority of respondents (fifty three percent) had varying levels of disagreement with the statement "The cost of living in Pietermaritzburg is low". Neither was it felt that the city is doing enough to create employment opportunities for its residents, as respondents were overwhelmingly negative when asked their opinion.

However respondents were more positive in their responses to statements regarding their feelings towards the current economic situation in Pietermaritzburg, and their opinion on whether Pietermaritzburg is an excellent place to reside in. An analysis of the Political, Social, Economic and Technological factors effecting the city should be carried out. The survey had limited questions in this regard.

7.1.3. <u>Analysis of Macro influences to the organisational environment. (Political, Economic, Social, Technological)</u>

Like all entities the city operates within an environment, with a set of forces that are beyond an organisation's boundaries (Jones *et al*, 1998,69). The city needs to analyse these forces in order to determine the opportunities and threats that face it.

Political Forces – These were not analysed by the questionnaire, nor in the dissertation, and as such cannot be commented upon.

Economic Forces – Interest rates, inflation, unemployment, economic growth that effects the general health and well being of the nation as well as the general region (Jones *et al*, 1998, 77). Respondents felt that while it was expensive to live in Pietermaritzburg, the city is currently experiencing an upswing in economic activity, with approximately sixty four percent in varying agreement that the city is currently going through a boom phase. But the city is not doing enough to create job opportunities for its residents.

Social – Consideration must also be given to the demographic forces which focuses on the outcomes of change in the changing attitudes towards, the characteristics of the population such as age, gender, ethnic origin, race, sexual orientation and social class (Jones *et al*, 1998,80). Socio culturally, respondents felt that the city was indeed an excellent place to stay, respondents felt most positive regarding their needs for adequate services provided by the Municipality, for instance the positive response to whether they would recommend Pietermaritzburg as a place to stay (Chapter 6, 6.4.21).

Technological – Neither the questionnaire nor dissertation as a whole, cover the issues of technology in city marketing, as the questionnaire covered more social, cultural and economic issues.

Fulfilling customers needs is the central tenet of marketing, by understanding these needs a compelling marketing position can be formed (Kotler, 1999, p 4). Adopting a compelling market position based on its single strongest proposition from the customer's perspective needs to be the goal. This will require the Municipality to market the city effectively based on these propositions.

These campaigns need to be well funded and budgeted for (Lambin, 2000, p448), a possible source of income is to invite stakeholders with similar interests to that of the city (the various stakeholders have been discussed in Chapter 2).

Even though eighty two percent of respondents felt that the city's marketing should be the responsibility of the municipality, this task requires funding and Stakeholders could reduce this financial burden upon the municipality. Stakeholders need to be assured of the greater benefits from this proven approach of satisfying the customer i.e. the residents first. (Baker, 2004, p2). The municipality needs to align in marketing channels.

7.2. Selecting and Managing the Marketing Channels

The channel of distribution is the cities "bridge" to the market (Hutt *et al*, 1998, p375). No longer can a destination brand be described in terms of advertising awareness alone, other mediums of marketing such as personal selling need to be also considered when developing a marketing program (Baker, 2004, p3).

As both the logo and slogan is well known to the majority of the respondents, it could be argued that the current channels the municipality utilises are effective. The municipality needs to ensure that the city is positioned for a competitive advantage through differentiation.

7.3. The City as Product with a Package of Benefits

One can see that the city can be marketed as if it was a product offering a bundle of services to the consumer. Lambin (2000, p 111) states that from a consumer point of view, a product or brand can be defined as a "bundle of attributes" which provides the consumer with the functional value of "core service" specific to that class of product. These services or lack thereof would either increase or decrease the desirability of the locality.

7.3.1. **Core Product** - The main benefit provided by a product, its core service or basic functional value Lambin (2000, p 111), this could loosely be defined as the city's infrastructure. The measures utilised to determine whether the city is providing a good core product are as follows:

D1 Service provided by Public Transport Service

Fourty-eight percent of all respondents interviewed were of the opinion that the public transport system was good, which translates to neutrality towards the issue.

However responses tended toward poor with fourty three percent of respondents dissatisfied with the service provided.

D2 Service provided by Fire Department

Responses tended towards excellent, with fifty one percent of respondents being of the opinion that service was very good to excellent. Thirty nine percent of respondents elected to remain neutral.

D3 Service provided by Electrical Services

Fifty six percent of respondents felt that the overall service of the Pietermaritzburg electricity department was good. However approximately twenty percent of respondents felt that service was poor in varying levels, as compared with nineteen percent of respondents who had a positive experience.

D10 Service provided by Health and Sanitation Services

A broad range of responses was received by those interviewed. The greatest response of Fourty eight percent was that the service was good with thirty one percent of respondent feeling that the services were fair.

D11 Street lighting

Responses tended towards poor regarding the available street lighting for the city and its suburbs, with close to fifty percent of respondents feeling that lighting was fair to poor. This is an aspect that Pietermaritzburg has to look at with serious intent.

Respondents overall attitude seems to be that the core services provided by the Municipality requires serious attention as the only service to score highly was the fire department, other than that none of the respondents felt that the city is providing excellent service.

7.3.2. **Actual Product** - Represents the minimum expectations by a consumer, which normally comes with a generic product Lambin (2000, p 111). The measures utilised to determine whether the city is providing a good core product are as follows:

C2 Pietermaritzburg has a good public transport system
Numerous respondents disagreed with the statement (sixty four percent).

C3 Cost of basic services are reasonably priced i.e. Lights, Water, Sewer, Refuse, etc…
A majority of the responses illustrated disagreement with the above statement. When analysed along type of dwelling it was found to exist with sixty-three percent of homeowners, sixty-one percent of renters, and sixty-six percent of people living in informal settlements disagreeing with the statement.

C4 The Municipality has a good level of service
A number of people wished to remain neutral (thirty-four percent) with regard to this statement. Possibly due to the mixed feelings people have on the municipality's service levels, and a wait and see approach as the next municipal election is to be held in 2006.

C5 The Municipal staff are helpful and explain issues properly
Respondents did not have a strong feeling about the statement with fifty-four percent remaining neutral.

C13 Pietermaritzburg has first class hospitals and medical services
A majority of respondents tended towards disagreement with fourty-three percent disagreeing and close to nine percent strongly disagreeing. There is a great disparity between public and private hospitals and the level of service offered by these institutions, this sentiment was echoed by the respondents.

Respondents generally felt neutral sentiments towards the above measures; this can be translated as adopting a wait and see attitude.

7.3.3. **Augmented Product** - Includes what is offered in addition to what the consumer thinks he needs or has become accustomed to expect Lambin (2000, p 111), continuing from the example above the augmented product of the dwelling would be the locality and desirability of the neighborhood in which the dwelling is situated in.

C14 Shopping and recreational venues are conveniently located in Pietermaritzburg
A majority of respondents interviewed agreed with the statement, illustrating that the town is conveniently designed for ease of use.

C15 Pietermaritzburg has adequate recreational venues
As with C 14 above, analysis revealed a higher level of agreement with this statement. However similarly the majority of those disagreeing were in the age group below 26 years. Most respondents citing a lack of night life and early closing times of most venues in Pietermaritzburg.

C16 Pietermaritzburg has adequate retail outlets
As with C 15 above the majority of respondents were in agreement with the statement. This shows that respondents generally felt that the city is well laid out and that people find it convenient to utilise the current retail outlets available in the city.

C18 Pietermaritzburg is a well-laid out town, with places easily located
Respondents tended to agree with this statement with roughly sixty four percent in varying agreement with the statement.

While respondents tended to agree with the statements and sentiment was again neutral, an underlying pattern of responses tending towards the negative end of the scale was detected.

Throughout the three levels of product packaging it is visible that while respondents tended to be neutral, the responses overall tended towards the negative end of the scales utilised to measure responses. An underlying dissatisfaction with the product is visible.

7.4. <u>Maslow's Hierarchy of Needs</u>

An arrangement of five basic needs that, according to Maslow, motivate behavior. Maslow proposed that the lowest level of unmet needs is the prime motivator and that only one level of needs is motivational at a time. (Jones *et al*, 1998, p 379).

Of the needs as stated by Maslow the city can provide certain physiological needs to residents. But can definitely provide for the need for safety and belongingness, which then will allow residents to deal with the higher need groups of esteem and self-actualisation. Below an analysis of safety and belongings needs was performed:

7.4.1. **Safety needs** - Needs for security, stability, and a safe environment

D4 Camera Surveillance System

Responses varied in this category as some respondents felt that the camera system installed does very little to deter crime, or have not directly felt the impact of the system in their lives. Resulting in a broad band of responses from poor to excellent, tending towards poor with thirty seven percent of respondents giving the system a fair to poor rating.

D7 Safety at work

Fifty five percent of respondents were of the opinion that work place safety was good. However further analysis revealed thirty four percent of respondents felt safety was between fair and poor at their work places.

D9 Service provided by Police and Safety Services

The majority of respondents felt that the level of service provided by the city's police and safety services was good. Thirty six percent however were negative with regards to the levels of service afforded by the police.

D14 Safety in your home/neighborhood

Sixty two percent of respondents were of the opinion that home/neighborhood safety was good. However further analysis revealed thirty four percent of respondents felt safety was between fair and poor at their home/neighborhood.

D15 Safety when you are out e.g. Shopping

Fifty four percent of respondents were of the opinion that safety when you are out was good. However further analysis revealed thirty three percent of respondents felt safety was between fair and poor when they went out.

Overall respondents felt that their environment was safe, this issue grips South Africa as a whole, as a number of people have installed numerous security measure and systems for their personal security. However, even with all these devices responses only rarely produced a response of excellent.

7.4.2. **Belongingness needs** - Needs for social interaction, friendship, affection and love.

D5 Location of Shops, Malls and Entertainment venues in PMB

The general consensus was that Pietermaritzburg has well laid out Shopping and Entertainment areas, which are easily accessible. Fourty two percent of respondents' felt the locality was good, while fourty one percent of respondents felt it was very good to excellent.

D6 Location of Sports Venues, Parks and other Recreational venues in PMB

Fourty nine percent of respondents felt that the locality of sports and recreational facilities was good. But twenty five percent of respondents felt that facilities were actually fair to poor in their localities.

D8 Activities in Pietermaritzburg

Level of activities available in Pietermaritzburg was considered ample with sixty three percent of respondents giving the statement a rating of good. Pietermaritzburg has events and activities throughout the year, however most respondents felt that the city could use more nighttime events, to liven up the city's nightlife, as most venues and events close early.

D13 Location of Schools and Educational Institutes in PMB

Fourty percent of respondents' felt that the localities of schools in their areas were good while thirty two percent felt that the locality of these institutions was very good. While twenty six percent of respondents had opinions ranging from fair to poor, with regards to the locations of schools in their respective neighborhoods.

The city scored well in respect of facilitating the need to belong. With a number of respondents rating activities and localities of cultural and social places highly. This is a positive for the city.

7.5. Customer Satisfaction & Consumer Retention

Customer satisfaction can be defined as the extent to which a products perceived performance matches consumer expectations of the said product. Therefore if the product's performance falls short of the consumer's expectations the consumer will be dissatisfied (Kotler, 1999, p547). A measure of consumer loyalty and satisfaction was used to determine whether the city is achieving customer satisfaction and retention amongst respondents.

C12 Pietermaritzburg is an excellent place to stay.
Fifty-four percent of respondents agreed with the statement. This statement is a good dertiminant of brand loyalty as it can be related to the loyalty to the product and the likelihood of brand switching. Of concern are those who are neutral to the statement, this group could swing either way when it comes to relocating.

C19 Pietermaritzburg is still a "sleepy hollow"
Fifty one percent of respondents felt that this label did not suit Pietermaritzburg anymore. There was a minority, which felt that the label given as still appropriate to the city, with eleven and a half percent in agreement and one and a half percent in strong agreement with the statement.

C20 I am proud to be from Pietermaritzburg
Approximately sixty percent of respondent agreed in varying levels with this statement.

C21 Would you recommend Pietermaritzburg to people wanting a place to live
A resounding positive response to this statement was received, with seventy one percent of respondents' opinions in varying agreement with this statement.

From the above it would seem that respondents are loyal toward the city, and are generally satisfied with the city as a place to stay as seventy one percent of respondents would recommend Pietermaritzburg as a place to stay, and sixty one percent were proud to be associated with the city. The old title of "Pietermaritzburg is a sleepy hollow" needs to be addressed by the city municipality or the city's marketing team.

7.6. Research Objectives

From the key findings and the relevant literature reviewed in this chapter, the following can be concluded in terms of the objectives of this dissertation.

7.6.1. To investigate the current perceptions of Pietermaritzburg residents towards the city.

From the findings analysed in Chapter 6 and the subsequent process for analysis of these findings dealt with in Chapter 5, the above objective can be addressed as follows: The general perception is that the city is a good place to live, and that it is currently going through a boom phase. However the city infrastructure is not able to sustain continued growth with a lack of both housing and basic facilities to its residents. A number of respondents felt that of the current infrastructure is adequate at best. This can be viewed as fulfilling the first two tiers of Maslow's Hierarchy of Needs, as discussed in Chapter 3.

7.6.2. To evaluate the efforts of the Pietermaritzburg city council in marketing the city from the viewpoint of the residents.

From the findings analysed in Chapter 6 and the subsequent process for analysis of these findings dealt with in Chapter 5, the above objective can be addressed as follows: The Pietermaritzburg municipality needs to develop a better advertising campaign in order to retain and attract residents, and other markets segments, as discussed above. While the city's logo was recognised by respondents, the level of agreement with the slogan and the overall marketing required change, as respondents felt that the city is not well marketed.

Fourty four percent of respondents disagreed that the cost of living in Pietermaritzburg was low as compared to other cities. This could be translated as lower switching costs for those residents contemplating leaving the city, as they would not feel aggrieved should they be required to move to another city. Residents also feel that the Municipality is not doing enough to attract outside investors and driving job creation on the whole. The municipality is not utilising the city's branding assets as described in Chapter 2 (2.2.1 to 2.2.7) effectively.

7.6.3. To recognise where Pietermaritzburg needs to improve its marketing and level of service.

From the findings analysed in Chapter 6 and the subsequent process for analysis of these findings dealt with in Chapter 5, the above objective can be addressed as follows: The services provided by Pietermaritzburg are adequate in terms of responses by respondents to the questionnaire. However respondents felt that the transport network was poor and that public transportation in particular wasn't good, with sixty four percent of respondents expressing the opinion that the city needs to improve.

These networks and facilities need to improve in the medium to long term as the city itself is growing and as a result whatever spare capacity it has will be utilised creating a greater strain on the city to provide these services. A number of other infrastructure issues also appeared to cause the overall rating of the municipality's service be rated poorly. Another example of, which is the street lighting, which residents felt required urgent attention along with the levels of pollution experienced in the city.

7.6.4. To evaluate how recognisable the Pietermaritzburg logo is and the slogan "the city of choice" is from the perspective of its residents.

From the findings analysed in Chapter 6 and the subsequent process for analysis of these findings dealt with in Chapter 5, the above objective can be addressed as follows: Seventy five percent of all respondents recognised the logo and seventy four percent of respondents were in agreement with the slogan "Pietermaritzburg, city of choice". This translates to a fair number of people recognising the logo and statement.

Overall the view of the city from the respondent was neutral in many aspect in terms of levels and quality of service provided. However from the point of view of loyalty towards the city as a whole, as respondents were with the products augmented services as it filled a number of belongingness needs of respondents.

From these findings and conclusion utilising relevant literature to form these conclusions, the writer has drawn up recommendations that the city could possibly use to improve and maintain its image and services.

CHAPTER 8
RECOMMENDATIONS

From the conclusions reached in the previous chapter, the writer can make the following recommendations, based on the objectives set out in Chapter 5 of this dissertation. Taking into consideration that the over all the view of the city from the respondent was neutral in many aspects in terms of levels and quality of service provided. However in terms of loyalty towards the city as a whole, respondents were happy.

8.1. The City as a Product with a Package of Benefits

As concluded in the previous chapter, by analysing the three levels of product, respondents tended to be neutral in their responses. The responses overall tended towards the negative end of the scales utilised to measure responses. An underlying dissatisfaction with the product is visible.

8.1.1. **Core Product** - Respondents overall attitude seems to be that the core services provided by the Municipality requires serious attention as the only service to score highly was the fire department, other than that none of the respondents felt that the city is providing excellent service.

8.1.2. **Actual Product** - Respondents generally felt neutral sentiments towards the above measures; this can be translated as adopting a wait and see attitude.

8.1.3. **Augmented Product** - While respondents tended to agree with the statements and sentiment was again neutral, an underlying pattern of responses tending towards the negative end of the scale was detected.

Product quality needs to be improved, product quality can be defined as the ability of a product to perform its functions; it includes the product's overall durability, reliability, precision, ease of operation and repair, an other valued attributes (Kotler, 1999, p 244). A total quality strategy should be put in place in order to ensure service quality, Lambin (2000, p 504) lays out some components in creating a total quality strategy, these include: Competence, Reliability, Responsiveness, Accessibility, Understanding, Communication, Credibility, Security, Courtesy and Tangibility (Lambin, 2000, p 505)

8.2. City Marketing and Branding

8.2.1. Current marketing channels seem to be effective, as the logo and slogan seem to be well recognised. However the slogan in particular requires change as it does not reflect a true market position, of Pietermaritzburg as it is not distinctive. As such the slogan should be changed in order to better suit the city. Message development is a complex and critical task in advertising, and should incorporate the following determining the advertising objectives, evaluating the buying criteria of the target audience, and analysing the most appropriate language, format and style for presenting the message (Hutt and Speh, 1998, p479).

8.2.2. The municipality should bear in mind that any differentiation should follow the guidelines laid down by Kotler (1999, p 224):

8.2.2.1. *Important*: The difference delivers a highly valued benefit to target consumers an example of which is the fact that the city is the Capital of Kwa Zulu Natal.

8.2.2.2. *Distinctive*: Competitors do not offer the difference, or the company can offer it in a more distinctive way and example of which can be Mahatma Ghandi's symbolic train ride and subsequent ejection at the Pietermaritzburg Station, which many view as the catalyst to creating his passive resistance philosophy.

8.2.2.3. *Superior*: the difference is superior to other ways that consumers might obtain the same benefit, and example would be to provide superior amenities and venues like the Msunduzi Waterfront development (Pietermaritzburg – Capital City, 2005, p47).

8.2.2.4. *Communicable*: The difference is visible and communicable to consumers, a continuation from the example given in 8.2.2.3 above would be advertising this Waterfront development.

8.2.2.5. *Preemptive*: Competitors cannot easily copy the difference, an example would be having a Mahatma Ghandi city tour which could possibly start at the train station where he was thrown off. As this difference did not happen anywhere else in the world.

8.2.2.6. *Affordable*: Consumers can afford to pay for the difference, creating a tour (discussed above) would be affordable and eventually self sustainable.

8.2.2.7. *Profitable* The city can introduce the difference profitably.

8.2.3. It should then determine a market positioning strategy that fits in with this vision. Analysis of the city's macro-environment needs to be performed and the opportunities and threats apparent in this environment should be highlighted (Jones *et al*, 1998,69).

8.2.4. Current marketing channels employed by the municipality seem to be working well, however the municipality should research other mediums of marketing such as personal selling need to be also considered when developing a marketing program (Baker, 2004, p3).

8.2.5. The city should set up a budget plan for marketing activities (Lambin, 2000, p488), as well as determine how it can create stakeholder "buy-ins" (Duffy, 2003, p 50) to possible stakeholders in order to create a profitable relationships for both partners.

8.2.6. Analysis should also be carried out in order to determine whether the municipality currently has the required skill levels internally to perform the function of marketing the city. Should the skills audit prove negative, the municipality should outsource this task to an organisation geared for such activities (Hutt and Speh, 1998, p 345).

8.2.7. Finally control measures should be installed in order to ensure that the marketing strategy and vision remains congruent (Baker, 2004, p3)

8.3. Customer Satisfaction & Consumer Retention

Generally respondents were satisfied with the city as a place to stay as seventy one percent of respondents would recommend Pietermaritzburg as a place to stay, and sixty one percent were proud to be associated with the city. The old title of "Pietermaritzburg is a sleepy hollow" needs to be addressed by the city municipality or the city's marketing team.

8.3.1. The municipality should create a customer care call center, in order to answer and handle customer queries and complaints.

8.3.2. The municipality should develop a questionnaire in order to determine whether the customers needs are being met (Blanchard *et al*, 1993, p8).

8.3.3. It should instill in its employees that customers are the reason for them coming to work (Adreini, 2004, p 60)

8.3.4. The municipality should tie bonuses and performance incentives to customer satisfaction (Novo, 2004, para 2)

8.4. General Recommendations

There were many positives from respondents' opinions to questions asked in the questionnaire and a number of conclusions and recommendations have been made. The writer feels that an in depth study into the opinions of residents of Pietermaritzburg taking into account all the macro environmental factors (Political, Social, Economic and Technological) (Jones *et al*, 1998, p 5) would produce a definite understanding of residents feelings towards the city as a product.

This was one of the obvious limitations of the study, further limitations and recommendations for future research shall be discussed in the next chapter.

CHAPTER 9

LIMITATIONS AND RECOMDATIONS FOR FUTURE RESEARCH

FINAL CONCLUSIONS

With all research their exists limitations, based on the type of study and the depth of the study (Lambin, 2000, p 150). This is not necessarily a negativity in terms of research, as it allows the researcher to define avenues for further research in the field and helps contextualise the findings and recommendations made within the report.

9.1. Limitations

The following limitations are noted in the research:

9.1.1. Time constraints were the major issue when this study was conducted, due to this limited time frame in which this study was undertaken.

9.1.2. Interviewers conducting the interviews had limited training and briefing on interview methods.

9.1.3. Limited research in the field of city marketing.

9.1.4. Distraction – Respondents sometimes got distracted when the interviewer asked them questions and wrote their responses at the same time.

9.1.5. Researcher bias exists when preconceived notions and opinions of the dissertation's writers are allowed to interfere with the outcomes of the study, as the writer is also a resident of Pietermaritzburg.

9.1.6. Interviewer bias, while all attempts were made to limit this factor, it is endemic of the personal interview survey method. An example of this bias was the interviewer found it easier to approach people who spoke English as a first language, as opposed to people who did not However bias control measures were implemented these included:

9.1.6.1. Utilising a semi-structured questionnaire, to reduce the writers' pre-conceived notions on the subject

9.1.6.2. An attempt to interview a diverse ethnic background was undertaken in order to represent the population mix of Pietermaritzburg.

9.1.6.3. Questions were read in a neutral tone of voice in order to ease participants' minds.

9.1.7. The choice of scale utilised in the questionnaire for sections C and D, the writer utilised a five point rating scale, a seven point rating scale would have provided greater detail in the final analysis.

9.1.8. Language limitation, as the survey was conducted in English. This precluded a number of respondents who did not speak English fluently or could not understand the questions put forward.

9.1.9. Authority to conduct interviews: Shopping centres is private property and as such permission needs to be given in order to conduct a survey, although the writer attempted to get more centres involved not many were receptive to allowing a survey to be conducted on their property, limiting the number of locations.

9.1.10. The study was exploratory, in order to be able to extrapolate definite views into this subject more in-depth research needs to be carried out.

9.1.11. Financial and Time factor constraints.

9.2. Further Research

Further Research, to obtain a greater perspective of the perceptions of Pietermaritzburg service levels and its marketing program can be undertaken, into the other target markets as laid out by (Heller, 1993, p 48):

9.2.1. visitors (business and pleasure);

9.2.2. business and industry; and

9.2.3. export markets (i.e. consumers of the goods and services produced by the place or region).

Research can also be conducted in terms of customer satisfaction in relation to the service provided by the municipality. Using a more descriptive approach.

9.3. Overall Conclusions

Matson (1994, p35) posed the question "Can city's market themselves like Coke and Pepsi?", after going through the relevant literature and conducting the research contained within this dissertation the answer has to be a resounding yes, cities can utilise marketing techniques and be marketed just like any other product.

While the amount of literature available on city marketing is limited and, the writer had to look to generic marketing strategies available through authors like Lambin, Hutt and Kotler *et al.* However there was a visible relationship between what was written as generic marketing strategies and what can be applied to cities. It was also learnt that there are specific organisations that deal specifically with the promotion of cities as products such as Placebrands and Interbrand.

Residents of the city of Pietermaritzburg, generally felt that core services provided by the municipality needs improvement, however they felt that overall the city was a good place to stay. This has to be viewed in a positive light and implies that should the city improve these core services the city would elevate its status from being a good place to stay towards an excellent place to stay.

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APPENDIX 1

MUNICIPAL POPULATION STATISTICS

Statistics South Africa
POPULATION BY GENDER
CENSUS 2001

	Male	Female	Total
Ward 1	6 515	7 407	13 923
Ward 2	11 503	13 176	24 679
Ward 3	6 541	7 524	14 065
Ward 4	7 560	9 013	16 573
Ward 5	4 607	5 406	10 014
Ward 6	6 889	8 071	14 960
Ward 7	8 135	9 371	17 506
Ward 8	6 882	8 055	14 937
Ward 9	4 829	5 730	10 558
Ward 10	4 801	5 527	10 328
Ward 11	7 504	8 787	16 292
Ward 12	3 764	4 525	8 290
Ward 13	4 984	5 547	10 531
Ward 14	9 260	10 577	19 838
Ward 15	8 881	10 599	19 480
Ward 16	5 795	6 942	12 737
Ward 17	6 676	7 723	14 399
Ward 18	10 518	12 102	22 620
Ward 19	5 600	6 569	12 169
Ward 20	7 420	8 973	16 393
Ward 21	2 685	3 377	6 062
Ward 22	6 955	8 397	15 352
Ward 23	7 030	7 950	14 981
Ward 24	7 007	8 077	15 084
Ward 25	5 473	6 699	12 172
Ward 26	9 181	7 523	16 704
Ward 27	4 364	5 351	9 715
Ward 28	9 841	10 507	20 349
Ward 29	10 987	12 073	23 059
Ward 30	10 038	10 820	20 858
Ward 31	6 315	6 882	13 197
Ward 32	5 735	6 021	11 756
Ward 33	6 215	7 443	13 658
Ward 34	8 663	9 604	18 267
Ward 35	5 780	6 750	12 530
Ward 36	8 640	9 396	18 035
Ward 37	5 597	5 502	11 099
Total	259 168	293 998	553 166

Hello, I would like to take a moment of your time and ask you some questions, I am conducting a survey, which will be the basis of my research in my dissertation. Please answer the following questionnaire as accurately and as honestly as possible. For the questions that require a choice, please clearly ring or check a single box that best represents your position.

Location	Nedbank Plaza		Capital Centre		Liberty Midlands Mall	
Do you live in PMB?	Yes		No		If no where do you live?:	
Type of residence:	Home Owner		Renting			
	Informal settlement		Other:			

Sector Of Employment	Local Government		Farming	
	Provincial Government		Educational Institutions	
	Central Government		Electricity/Gas/Water	
	Real Estate/Business Services		Social/Personal Services	
	Manufacturing/Logistics		Catering/Accommodation	
	Wholesale/Retail		Student/Unemployed	
	Agriculture/Foresty/Hunting		Other:	

CITY OF CHOICE PIETERMARITZBURG MSUNDUZI	Do you recognise the logo?	Yes		No	
	Do You Agree with the statement "PMB City of Choice"?	Yes		No	
	Should PMB change its slogan?	Yes		No	
	Do you think the city is well marketed?	Yes		No	
	Who do you feel should be responsible for marketing the city?	The Municipality		Private Sector	
		Central Government		Other:	

How do you feel about the following statements?

The cost of living in Pietermaritzburg is Low	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
Pietermaritzburg has a good public transport system	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
Cost of basic services are reasonably priced i.e Lights, Water, Sewer, Refuse, etc…	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
The Municipality has a good level of service	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
The Municipal staff are helpful and explain issues properly	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
The city is doing enough to create employment for its residents	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
The city has adequate tourist attractions to promote tourism	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
The city's road network is good	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
The city's rail network is good	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
The city's air network is good	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
The city is currently going through a boom phase	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
Pietermaritzburg is an excellent place to stay.	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know

Pietermaritzburg has first class hospitals and medical services	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
Shopping and recreational venues are conveniently located in Pietermaritzburg	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
Pietermaritzburg has adequate recreational venues	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
Pietermaritzburg has adequate retail outlets	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
The people of Pietermaritzburg in general are helpful and friendly	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
Pietermaritzburg is a well laid out town, with places easily located	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
Pietermaritzburg is still a "sleepy hollow"	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
I am proud to be from Pietermaritzburg	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
Would you recommend Pietermaritzburg to people wanting a place to live	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know

The following section evaluates the services and amenities in Pietermaritzburg based on a scale from 1 to 5. Please rate the following on a scale of 1 to 5 (1 being POOR, 2 being FAIR, 3 being GOOD, 4 being VERY GOOD, and 5 being EXCELLENT and 0 being Don't know)

Service provided by Public Transport Service							Service provided by Police and Safety Services						
Service provided by Fire Department							Service provided by Health and Sanitation Services						
Service provided by Electrical Services							Street lighting						
Camera Surveillance System							Service provided by Local Government						
Location of Shops, Malls and Entertainment venues in PMB							Location of Schools and Educational Institutes in PMB						
Location of Sports Venues, Parks and other Recreational venues in PMB							Safety in your home/neighborhood						
Safety at work							Safety when you are out e.g. Shopping						
Activities in Pietermaritzburg							Other:						

The following questions are for statistical purposes:

Sex	Male		Female		Age	< 19		19-25		26-35		36-45	46-55	56-65	65 >
Ethnicity	Black		Coloured		Indian		White		Other						
Nationality	S. A. Citizen		Other		If Other then what Country:										

Thank you for participating in my survey, would you like to add any comments on your general perceptions of the city, or any other general comments that you might have:

____

____

____

☺ Once again thank you and have a nice day ☺

APPENDIX 2 QUESTIONAIRE

Type Of Residence	Count
Home Owner	117
Renting	57
Informal Settlement	3
Other	23

C 1	The Cost of Living in Pietermaritzburg is Low					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Home Owner	3	1	40	14	51	8
Renting	2	0	12	5	31	7
Informal Settlement	0	0	0	1	1	1
Other	5	0	6	5	5	2

C 2	Pietermaritzburg has a good public transport					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Home Owner	2	0	12	20	74	9
Renting	2	0	3	7	34	11
Informal Settlement	0	0	0	1	1	1
Other	0	0	0	1	19	3

C 3	Cost of basic services are reasonably, priced i.e. Light, Water, Sewer, Refuse					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Home Owner	2	0	29	8	74	4
Renting	0	0	17	4	35	1
Informal Settlement	0	0	0	0	2	1
Other	10	0	4	3	6	0

C 4	The Municipality has a good level of service					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Home Owner	0	1	33	39	40	4
Renting	0	0	15	19	19	4
Informal Settlement	0	0	0	2	0	1
Other	5	0	4	8	5	1

C 5	Municipal Staff are Helpfull and Explain Issues Properly					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Home Owner	1	1	29	71	11	4
Renting	1	0	15	24	17	0
Informal Settlement	1	0	0	2	0	0
Other	5	0	4	11	2	1

C 6	The city is doing enough to create employment for its residents					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Home Owner	3	0	9	14	70	21
Renting	3	0	5	9	33	7
Informal Settlement	0	0	0	0	2	1
Other	4	0	0	2	10	7

C 7	The city has adequate tourist attractions					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Home Owner	2	14	54	39	8	0
Renting	3	3	32	9	10	0
Informal Settlement	1	0	2	0	0	0
Other	1	2	11	4	3	2

C 8	The City's road network is good					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Home Owner	0	1	27	30	52	7
Renting	0	2	15	6	29	5
Informal Settlement	0	0	1	1	1	0
Other	0	0	6	4	9	4

C 9	The City's rail network is good

C 1	The Cost of Living in Pietermaritzburg is Low					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Home Owner	3%	1%	34%	12%	44%	7%
Renting	4%	0%	21%	9%	54%	12%
Informal Settlement	0%	0%	0%	33%	33%	33%
Other	22%	0%	26%	22%	22%	9%

C 2	Pietermaritzburg has a good public transport					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Home Owner	2%	0%	10%	17%	63%	8%
Renting	4%	0%	5%	12%	60%	19%
Informal Settlement	0%	0%	0%	33%	33%	33%
Other	0%	0%	0%	4%	83%	13%

C 3	Cost of basic services are reasonably, priced i.e. Light, Water, Sewer, Refuse					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Home Owner	2%	0%	25%	7%	63%	3%
Renting	0%	0%	30%	7%	61%	2%
Informal Settlement	0%	0%	0%	0%	67%	33%
Other	43%	0%	17%	13%	26%	0%

C 4	The Municipality has a good level of service					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Home Owner	0%	1%	28%	33%	34%	3%
Renting	0%	0%	26%	33%	33%	7%
Informal Settlement	0%	0%	0%	67%	0%	33%
Other	22%	0%	17%	35%	22%	4%

C 5	Municipal Staff are Helpfull and Explain Issues Properly					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Home Owner	1%	1%	25%	61%	9%	3%
Renting	2%	0%	26%	42%	30%	0%
Informal Settlement	33%	0%	0%	67%	0%	0%
Other	22%	0%	17%	48%	9%	4%

C 6	The city is doing enough to create employment for its residents					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Home Owner	3%	0%	8%	12%	60%	18%
Renting	5%	0%	9%	16%	58%	12%
Informal Settlement	0%	0%	0%	0%	67%	33%
Other	17%	0%	0%	9%	43%	30%

C 7	The city has adequate tourist attractions					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Home Owner	2%	12%	46%	33%	7%	0%
Renting	5%	5%	56%	16%	18%	0%
Informal Settlement	33%	0%	67%	0%	0%	0%
Other	4%	9%	48%	17%	13%	9%

C 8	The City's road network is good					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Home Owner	0%	1%	23%	26%	44%	6%
Renting	0%	4%	26%	11%	51%	9%
Informal Settlement	0%	0%	33%	33%	33%	0%
Other	0%	0%	26%	17%	39%	17%

C 9	The City's rail network is good

	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Home Owner	18	1	10	32	50	6
Renting	13	1	6	8	27	2
Informal Settlement	0	0	1	0	1	1
Other	6	0	0	4	10	3

C 10	The City's air network is good					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Home Owner	8	1	19	34	47	8
Renting	4	1	9	11	30	2
Informal Settlement	1	0	1	0	0	1
Other	5	0	5	2	7	4

C 11	The city is currently going through a boom phase					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Home Owner	4	8	60	42	3	0
Renting	2	3	38	10	4	0
Informal Settlement	0	0	3	0	0	0
Other	2	1	16	4	0	0

C 12	Pietermaritzburg is an excellent place to stay					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Home Owner	4	8	56	45	4	0
Renting	2	3	37	11	3	1
Informal Settlement	0	0	3	0	0	0
Other	2	1	13	5	1	1

C 13	Pietermaritzburg has first class hospitals and medical services					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Home Owner	1	1	26	32	47	10
Renting	0	1	15	8	28	5
Informal Settlement	0	0	2	0	1	0
Other	0	0	7	4	10	2

C 14	Shopping and recreational venues are conveniently located					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Home Owner	1	13	56	35	12	0
Renting	1	2	35	6	13	0
Informal Settlement	0	0	3	0	0	0
Other	0	2	10	5	1	5

C 15	Pietermaritzburg has adequate recreational venues					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Home Owner	1	13	54	37	11	1
Renting	2	2	32	6	14	1
Informal Settlement	1	0	2	0	0	0
Other	0	2	11	4	0	6

C 16	Pietermaritzburg has adequate retail outlets					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Home Owner	1	14	60	37	5	0
Renting	1	2	44	7	3	0
Informal Settlement	0	0	3	0	0	0
Other	0	2	12	4	4	1

C 17	People of Pietermaritzburg in general are helpful and friendly					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Home Owner	5	8	57	43	4	0
Renting	2	5	35	13	2	0
Informal Settlement	0	0	3	0	0	0
Other	3	1	13	4	1	1

C 18	Pietermaritzburg is a well laid out town with places easily located					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Home Owner	1	13	57	33	13	0
Renting	1	3	34	8	11	0

	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Home Owner	15%	1%	9%	27%	43%	5%
Renting	23%	2%	11%	14%	47%	4%
Informal Settlement	0%	0%	33%	0%	33%	33%
Other	26%	0%	0%	17%	43%	13%

C 10	The City's air network is good					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Home Owner	7%	1%	16%	29%	40%	7%
Renting	7%	2%	16%	19%	53%	4%
Informal Settlement	33%	0%	33%	0%	0%	33%
Other	22%	0%	22%	9%	30%	17%

C 11	The city is currently going through a boom phase					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Home Owner	3%	7%	51%	36%	3%	0%
Renting	4%	5%	67%	18%	7%	0%
Informal Settlement	0%	0%	100%	0%	0%	0%
Other	9%	4%	70%	17%	0%	0%

C 12	Pietermaritzburg is an excellent place to stay					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Home Owner	3%	7%	48%	38%	3%	0%
Renting	4%	5%	65%	19%	5%	2%
Informal Settlement	0%	0%	100%	0%	0%	0%
Other	9%	4%	57%	22%	4%	4%

C 13	Pietermaritzburg has first class hospitals and medical services					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Home Owner	1%	1%	22%	27%	40%	9%
Renting	0%	2%	26%	14%	49%	9%
Informal Settlement	0%	0%	67%	0%	33%	0%
Other	0%	0%	30%	17%	43%	9%

C 14	Shopping and recreational venues are conveniently located					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Home Owner	1%	11%	48%	30%	10%	0%
Renting	2%	4%	61%	11%	23%	0%
Informal Settlement	0%	0%	100%	0%	0%	0%
Other	0%	9%	43%	22%	4%	22%

C 15	Pietermaritzburg has adequate recreational venues					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Home Owner	1%	11%	46%	32%	9%	1%
Renting	4%	4%	56%	11%	25%	2%
Informal Settlement	33%	0%	67%	0%	0%	0%
Other	0%	9%	48%	17%	0%	26%

C 16	Pietermaritzburg has adequate retail outlets					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Home Owner	1%	12%	51%	32%	4%	0%
Renting	2%	4%	77%	12%	5%	0%
Informal Settlement	0%	0%	100%	0%	0%	0%
Other	0%	9%	52%	17%	17%	4%

C 17	People of Pietermaritzburg in general are helpful and friendly					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Home Owner	4%	7%	49%	37%	3%	0%
Renting	4%	9%	61%	23%	4%	0%
Informal Settlement	0%	0%	100%	0%	0%	0%
Other	13%	4%	57%	17%	4%	4%

C 18	Pietermaritzburg is a well laid out town with places easily located					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Home Owner	1%	11%	49%	28%	11%	0%
Renting	2%	5%	60%	14%	19%	0%

Informal Settlement	0	0	3	0	0	0
Other	1	2	15	3	1	1

C 19	Pietermaritzburg is still a "sleepy hollow"					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Home Owner	3	2	9	27	65	11
Renting	1	1	7	6	39	3
Informal Settlement	0	0	1	0	2	0
Other	2	0	6	2	11	2

C 20	I am proud to be from Pietermaritzburg					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Home Owner	4	9	53	48	3	0
Renting	2	4	34	13	4	0
Informal Settlement	0	1	2	0	0	0
Other	2	2	10	5	4	0

C 21	Would you recommend Pietermaritzburg to people wanting a place to live					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Home Owner	4	20	66	24	3	0
Renting	2	5	35	10	5	0
Informal Settlement	0	1	2	0	0	0
Other	2	6	8	2	5	0

D 1	Service Provided by Public Transport Services					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
Home Owner	4	17	30	61	5	0
Renting	1	13	16	23	4	0
Informal Settlement	0	1	2	0	0	0
Other	2	7	0	12	2	0

D 2	Service Provided by Fire Department					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
Home Owner	1	1	3	53	37	22
Renting	4	0	5	18	21	9
Informal Settlement	0	0	0	1	0	2
Other	5	0	0	6	5	7

D 3	Service Provided by Electrical Services					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
Home Owner	2	2	22	68	20	3
Renting	2	1	12	34	8	0
Informal Settlement	1	0	1	1	0	0
Other	4	1	2	9	5	2

D 4	Camera Surveillance System					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
Home Owner	1	17	24	60	14	1
Renting	1	9	18	25	4	0
Informal Settlement	1	0	0	2	0	0
Other	3	2	4	9	5	0

D 5	Location of Shops, Malls & Entertainment venues					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
Home Owner	0	4	10	55	36	12
Renting	0	0	14	18	19	6
Informal Settlement	0	0	1	2	0	0
Other	0	4	1	9	7	2

D 6	Location of Sports Venues, Parks & Other Recreational Venues					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
Home Owner	0	6	18	63	29	1
Renting	2	1	18	21	15	0
Informal Settlement	0	0	2	1	0	0

Informal Settlement	0%	0%	100%	0%	0%	0%
Other	4%	9%	65%	13%	4%	4%

C 19	Pietermaritzburg is still a "sleepy hollow"					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Home Owner	3%	2%	8%	23%	56%	9%
Renting	2%	2%	12%	11%	68%	5%
Informal Settlement	0%	0%	33%	0%	67%	0%
Other	9%	0%	26%	9%	48%	9%

C 20	I am proud to be from Pietermaritzburg					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Home Owner	3%	8%	45%	41%	3%	0%
Renting	4%	7%	60%	23%	7%	0%
Informal Settlement	0%	33%	67%	0%	0%	0%
Other	9%	9%	43%	22%	17%	0%

C 21	Would you recommend Pietermaritzburg to people wanting a place to live					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Home Owner	3%	17%	56%	21%	3%	0%
Renting	4%	9%	61%	18%	9%	0%
Informal Settlement	0%	33%	67%	0%	0%	0%
Other	9%	26%	35%	9%	22%	0%

D 1	Service Provided by Public Transport Services					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
Home Owner	3%	15%	26%	52%	4%	0%
Renting	2%	23%	28%	40%	7%	0%
Informal Settlement	0%	33%	67%	0%	0%	0%
Other	9%	30%	0%	52%	9%	0%

D 2	Service Provided by Fire Department					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
Home Owner	1%	1%	3%	45%	32%	19%
Renting	7%	0%	9%	32%	37%	16%
Informal Settlement	0%	0%	0%	33%	0%	67%
Other	22%	0%	0%	26%	22%	30%

D 3	Service Provided by Electrical Services					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
Home Owner	2%	2%	19%	58%	17%	3%
Renting	4%	2%	21%	60%	14%	0%
Informal Settlement	33%	0%	33%	33%	0%	0%
Other	17%	4%	9%	39%	22%	9%

D 4	Camera Surveillance System					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
Home Owner	1%	15%	21%	51%	12%	1%
Renting	2%	16%	32%	44%	7%	0%
Informal Settlement	33%	0%	0%	67%	0%	0%
Other	13%	9%	17%	39%	22%	0%

D 5	Location of Shops, Malls & Entertainment venues					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
Home Owner	0%	3%	9%	47%	31%	10%
Renting	0%	0%	25%	32%	33%	11%
Informal Settlement	0%	0%	33%	67%	0%	0%
Other	0%	17%	4%	39%	30%	9%

D 6	Location of Sports Venues, Parks & Other Recreational Venues					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
Home Owner	0%	5%	15%	54%	25%	1%
Renting	4%	2%	32%	37%	26%	0%
Informal Settlement	0%	0%	67%	33%	0%	0%

Other	0	4	2	13	3	1

D 7	Safety At Work					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
Home Owner	4	6	29	73	5	0
Renting	4	8	15	27	2	1
Informal Settlement	0	1	1	1	0	0
Other	3	3	6	10	1	0

D 8	Activities In Pietermaritzburg					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
Home Owner	0	3	16	80	17	1
Renting	0	1	14	36	6	0
Informal Settlement	0	0	2	1	0	0
Other	0	6	3	10	4	0

D 9	Service Provided by Police and Safety Services					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
Home Owner	1	9	28	72	6	1
Renting	0	2	23	27	5	0
Informal Settlement	0	1	0	2	0	0
Other	1	4	5	11	2	0

D 10	Service Provided by Health and Sanitation Services					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
Home Owner	1	2	35	63	16	0
Renting	2	2	22	23	8	0
Informal Settlement	0	1	0	2	0	0
Other	4	1	6	9	3	0

D 11	Street Lighting					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
Home Owner	1	18	40	40	16	2
Renting	0	6	18	25	7	1
Informal Settlement	0	2	1	0	0	0
Other	0	3	11	8	1	0

D 12	Service Provided by Local Government					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
Home Owner	1	5	31	65	15	0
Renting	1	4	24	20	8	0
Informal Settlement	0	1	0	2	0	0
Other	4	1	7	8	3	0

D 13	Location of Schools and Educational Institution in PMB					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
Home Owner	0	3	22	50	40	2
Renting	0	2	17	20	18	0
Informal Settlement	0	0	1	2	0	0
Other	1	3	4	8	7	0

D 14	Safety in your Home/Neighbourhood					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
Home Owner	0	6	29	77	5	0
Renting	0	7	15	33	2	0
Informal Settlement	0	1	0	2	0	0
Other	0	3	7	12	1	0

D 15	Safety when you are out e.g. Shopping					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
Home Owner	0	6	30	66	15	0
Renting	0	5	16	31	5	0
Informal Settlement	0	1	1	1	0	0
Other	0	3	5	10	5	0

D 16	Other: Cleanliness and Pollution

Other	0%	17%	9%	57%	13%	4%

D 7	Safety At Work					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
Home Owner	3%	5%	25%	62%	4%	0%
Renting	7%	14%	26%	47%	4%	2%
Informal Settlement	0%	33%	33%	33%	0%	0%
Other	13%	13%	26%	43%	4%	0%

D 8	Activities In Pietermaritzburg					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
Home Owner	0%	3%	14%	68%	15%	1%
Renting	0%	2%	25%	63%	11%	0%
Informal Settlement	0%	0%	67%	33%	0%	0%
Other	0%	26%	13%	43%	17%	0%

D 9	Service Provided by Police and Safety Services					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
Home Owner	1%	8%	24%	62%	5%	1%
Renting	0%	4%	40%	47%	9%	0%
Informal Settlement	0%	33%	0%	67%	0%	0%
Other	4%	17%	22%	48%	9%	0%

D 10	Service Provided by Health and Sanitation Services					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
Home Owner	1%	2%	30%	54%	14%	0%
Renting	4%	4%	39%	40%	14%	0%
Informal Settlement	0%	33%	0%	67%	0%	0%
Other	17%	4%	26%	39%	13%	0%

D 11	Street Lighting					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
Home Owner	1%	15%	34%	34%	14%	2%
Renting	0%	11%	32%	44%	12%	2%
Informal Settlement	0%	67%	33%	0%	0%	0%
Other	0%	13%	48%	35%	4%	0%

D 12	Service Provided by Local Government					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
Home Owner	1%	4%	26%	56%	13%	0%
Renting	2%	7%	42%	35%	14%	0%
Informal Settlement	0%	33%	0%	67%	0%	0%
Other	17%	4%	30%	35%	13%	0%

D 13	Location of Schools and Educational Institution in PMB					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
Home Owner	0%	3%	19%	43%	34%	2%
Renting	0%	4%	30%	35%	32%	0%
Informal Settlement	0%	0%	33%	67%	0%	0%
Other	4%	13%	17%	35%	30%	0%

D 14	Safety in your Home/Neighbourhood					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
Home Owner	0%	5%	25%	66%	4%	0%
Renting	0%	12%	26%	58%	4%	0%
Informal Settlement	0%	33%	0%	67%	0%	0%
Other	0%	13%	30%	52%	4%	0%

D 15	Safety when you are out e.g. Shopping					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
Home Owner	0%	5%	26%	56%	13%	0%
Renting	0%	9%	28%	54%	9%	0%
Informal Settlement	0%	33%	33%	33%	0%	0%
Other	0%	13%	22%	43%	22%	0%

D 16	Other: Cleanliness and Pollution

	Dont Know	Poor	Fair	Good	Very Good	Excellent
Home Owner	5	22	51	38	1	0
Renting	4	9	21	22	1	0
Informal Settlement	0	1	1	1	0	0
Other	2	6	10	5	0	0

	Dont Know	Poor	Fair	Good	Very Good	Excellent
Home Owner	4%	19%	44%	32%	1%	0%
Renting	7%	16%	37%	39%	2%	0%
Informal Settlement	0%	33%	33%	33%	0%	0%
Other	9%	26%	43%	22%	0%	0%

Age	Count
< 19	4
19-25	47
26-35	51
36-45	48
46-55	21
55-65	17
65 >	12

C 1	The Cost of Living in Pietermaritzburg is Low					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
< 19	2	0	0	1	0	1
19-25	3	0	14	5	19	6
26-35	2	1	16	4	24	4
36-45	2	0	15	8	20	3
46-55	0	0	7	3	11	0
55-65	0	0	4	2	10	1
65 >	1	0	2	2	4	3

C 2	Pietermaritzburg has a good public transport					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
< 19	0	0	0	0	2	2
19-25	1	0	3	5	33	5
26-35	2	0	5	6	30	8
36-45	1	0	3	11	29	4
46-55	0	0	2	2	16	1
55-65	0	0	1	3	10	3
65 >	0	0	1	2	8	1

C 3	Cost of basic services are reasonably, priced i.e. Light, Water, Sewer, Refuse					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
< 19	2	0	0	1	0	1
19-25	9	0	10	3	24	1
26-35	0	0	16	0	33	2
36-45	1	0	14	3	30	0
46-55	0	0	7	2	12	0
55-65	0	0	2	4	10	1
65 >	0	0	1	2	8	1

C 4	The Municipality has a good level of service					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
< 19	3	0	0	0	0	1
19-25	2	0	10	19	14	2
26-35	0	0	15	19	13	4
36-45	0	0	17	16	14	1
46-55	0	0	2	9	10	0
55-65	0	1	3	3	8	2
65 >	0	0	5	2	5	0

C 5	Municipal Staff are Helpfull and Explain Issues Properly					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
< 19	3	0	0	0	1	0
19-25	4	0	11	24	8	0
26-35	0	0	13	25	10	3
36-45	0	0	15	26	6	1
46-55	0	0	1	17	3	0
55-65	1	1	3	10	1	1
65 >	0	0	5	6	1	0

C 6	The city is doing enough to create employment for its residents					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
< 19	1	0	0	0	2	1
19-25	3	0	2	6	27	9
26-35	2	0	7	6	28	8
36-45	2	0	4	3	31	8

C 1	The Cost of Living in Pietermaritzburg is Low					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
< 19	50.0%	0.0%	0.0%	25.0%	0.0%	25.0%
19-25	6.4%	0.0%	29.8%	10.6%	40.4%	12.8%
26-35	3.9%	2.0%	31.4%	7.8%	47.1%	7.8%
36-45	4.2%	0.0%	31.3%	16.7%	41.7%	6.3%
46-55	0.0%	0.0%	33.3%	14.3%	52.4%	0.0%
55-65	0.0%	0.0%	23.5%	11.8%	58.8%	5.9%
65 >	8.3%	0.0%	16.7%	16.7%	33.3%	25.0%

C 2	Pietermaritzburg has a good public transport					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
< 19	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%
19-25	2.1%	0.0%	6.4%	10.6%	70.2%	10.6%
26-35	3.9%	0.0%	9.8%	11.8%	58.8%	15.7%
36-45	2.1%	0.0%	6.3%	22.9%	60.4%	8.3%
46-55	0.0%	0.0%	9.5%	9.5%	76.2%	4.8%
55-65	0.0%	0.0%	5.9%	17.6%	58.8%	17.6%
65 >	0.0%	0.0%	8.3%	16.7%	66.7%	8.3%

C 3	Cost of basic services are reasonably, priced i.e. Light, Water, Sewer, Refuse					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
< 19	50.0%	0.0%	0.0%	25.0%	0.0%	25.0%
19-25	19.1%	0.0%	21.3%	6.4%	51.1%	2.1%
26-35	0.0%	0.0%	31.4%	0.0%	64.7%	3.9%
36-45	2.1%	0.0%	29.2%	6.3%	62.5%	0.0%
46-55	0.0%	0.0%	33.3%	9.5%	57.1%	0.0%
55-65	0.0%	0.0%	11.8%	23.5%	58.8%	5.9%
65 >	0.0%	0.0%	8.3%	16.7%	66.7%	8.3%

C 4	The Municipality has a good level of service					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
< 19	75.0%	0.0%	0.0%	0.0%	0.0%	25.0%
19-25	4.3%	0.0%	21.3%	40.4%	29.8%	4.3%
26-35	0.0%	0.0%	29.4%	37.3%	25.5%	7.8%
36-45	0.0%	0.0%	35.4%	33.3%	29.2%	2.1%
46-55	0.0%	0.0%	9.5%	42.9%	47.6%	0.0%
55-65	0.0%	5.9%	17.6%	17.6%	47.1%	11.8%
65 >	0.0%	0.0%	41.7%	16.7%	41.7%	0.0%

C 5	Municipal Staff are Helpfull and Explain Issues Properly					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
< 19	75.0%	0.0%	0.0%	0.0%	25.0%	0.0%
19-25	8.5%	0.0%	23.4%	51.1%	17.0%	0.0%
26-35	0.0%	0.0%	25.5%	49.0%	19.6%	5.9%
36-45	0.0%	0.0%	31.3%	54.2%	12.5%	2.1%
46-55	0.0%	0.0%	4.8%	81.0%	14.3%	0.0%
55-65	5.9%	5.9%	17.6%	58.8%	5.9%	5.9%
65 >	0.0%	0.0%	41.7%	50.0%	8.3%	0.0%

C 6	The city is doing enough to create employment for its residents					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
< 19	25.0%	0.0%	0.0%	0.0%	50.0%	25.0%
19-25	6.4%	0.0%	4.3%	12.8%	57.4%	19.1%
26-35	3.9%	0.0%	13.7%	11.8%	54.9%	15.7%
36-45	4.2%	0.0%	8.3%	6.3%	64.6%	16.7%

46-55	1	0	0	7	12	1
55-65	1	0	1	3	7	5
65 >	0	0	0	0	8	4

C 7	The city has adequate tourist attractions					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
< 19	0	0	0	0	2	2
19-25	2	5	26	7	7	0
26-35	2	4	25	14	6	0
36-45	2	5	25	11	5	0
46-55	0	2	10	9	0	0
55-65	0	2	8	6	1	0
65 >	1	1	5	5	0	0

C 8	The City's road network is good					
	Strongly Agree	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
< 19	0	0	2	0	1	1
19-25	2	0	13	7	22	3
26-35	1	0	12	10	23	5
36-45	0	0	11	10	24	3
46-55	0	0	6	6	8	1
55-65	0	0	3	3	9	2
65 >	0	0	2	5	4	1

C 9	The City's rail network is good					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
< 19	3	0	0	0	1	0
19-25	8	2	4	10	21	2
26-35	15	0	3	11	16	6
36-45	9	0	4	9	24	2
46-55	0	0	4	6	10	1
55-65	1	0	2	3	10	1
65 >	1	0	0	5	6	0

C 10	The City's air network is good					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
< 19	2	0	1	0	1	0
19-25	7	2	8	8	19	3
26-35	3	0	12	12	20	4
36-45	4	0	5	10	25	4
46-55	0	0	4	7	7	3
55-65	2	0	3	5	6	1
65 >	0	0	1	5	6	0

C 11	The city is currently going through a boom phase					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
< 19	0	0	3	0	1	0
19-25	2	4	33	7	1	0
26-35	3	1	32	14	1	0
36-45	2	3	27	13	3	0
46-55	0	1	11	9	0	0
55-65	0	2	8	6	1	0
65 >	1	1	3	7	0	0

C 12	Pietermaritzburg is an excellent place to stay					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
< 19	0	0	1	1	1	1
19-25	2	3	33	8	0	1
26-35	3	2	28	15	3	0
36-45	2	3	27	15	1	0
46-55	0	1	10	9	1	0
55-65	0	2	6	7	2	0
65 >	1	1	4	6	0	0

C 13	Pietermaritzburg has first class hospitals and medical services					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

46-55	4.8%	0.0%	0.0%	33.3%	57.1%	4.8%
55-65	5.9%	0.0%	5.9%	17.6%	41.2%	29.4%
65 >	0.0%	0.0%	0.0%	0.0%	66.7%	33.3%

C 7	The city has adequate tourist attractions					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
< 19	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%
19-25	4.3%	10.6%	55.3%	14.9%	14.9%	0.0%
26-35	3.9%	7.8%	49.0%	27.5%	11.8%	0.0%
36-45	4.2%	10.4%	52.1%	22.9%	10.4%	0.0%
46-55	0.0%	9.5%	47.6%	42.9%	0.0%	0.0%
55-65	0.0%	11.8%	47.1%	35.3%	5.9%	0.0%
65 >	8.3%	8.3%	41.7%	41.7%	0.0%	0.0%

C 8	The City's road network is good					
	Strongly Agree	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
< 19	0.0%	0.0%	50.0%	0.0%	25.0%	25.0%
19-25	4.3%	0.0%	27.7%	14.9%	46.8%	6.4%
26-35	2.0%	0.0%	23.5%	19.6%	45.1%	9.8%
36-45	0.0%	0.0%	22.9%	20.8%	50.0%	6.3%
46-55	0.0%	0.0%	28.6%	28.6%	38.1%	4.8%
55-65	0.0%	0.0%	17.6%	17.6%	52.9%	11.8%
65 >	0.0%	0.0%	16.7%	41.7%	33.3%	8.3%

C 9	The City's rail network is good					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
< 19	75.0%	0.0%	0.0%	0.0%	25.0%	0.0%
19-25	17.0%	4.3%	8.5%	21.3%	44.7%	4.3%
26-35	29.4%	0.0%	5.9%	21.6%	31.4%	11.8%
36-45	18.8%	0.0%	8.3%	18.8%	50.0%	4.2%
46-55	0.0%	0.0%	19.0%	28.6%	47.6%	4.8%
55-65	5.9%	0.0%	11.8%	17.6%	58.8%	5.9%
65 >	8.3%	0.0%	0.0%	41.7%	50.0%	0.0%

C 10	The City's air network is good					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
< 19	50.0%	0.0%	25.0%	0.0%	25.0%	0.0%
19-25	14.9%	4.3%	17.0%	17.0%	40.4%	6.4%
26-35	5.9%	0.0%	23.5%	23.5%	39.2%	7.8%
36-45	8.3%	0.0%	10.4%	20.8%	52.1%	8.3%
46-55	0.0%	0.0%	19.0%	33.3%	33.3%	14.3%
55-65	11.8%	0.0%	17.6%	29.4%	35.3%	5.9%
65 >	0.0%	0.0%	8.3%	41.7%	50.0%	0.0%

C 11	The city is currently going through a boom phase					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
< 19	0.0%	0.0%	75.0%	0.0%	25.0%	0.0%
19-25	4.3%	8.5%	70.2%	14.9%	2.1%	0.0%
26-35	5.9%	2.0%	62.7%	27.5%	2.0%	0.0%
36-45	4.2%	6.3%	56.3%	27.1%	6.3%	0.0%
46-55	0.0%	4.8%	52.4%	42.9%	0.0%	0.0%
55-65	0.0%	11.8%	47.1%	35.3%	5.9%	0.0%
65 >	8.3%	8.3%	25.0%	58.3%	0.0%	0.0%

C 12	Pietermaritzburg is an excellent place to stay					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
< 19	0.0%	0.0%	25.0%	25.0%	25.0%	25.0%
19-25	4.3%	6.4%	70.2%	17.0%	0.0%	2.1%
26-35	5.9%	3.9%	54.9%	29.4%	5.9%	0.0%
36-45	4.2%	6.3%	56.3%	31.3%	2.1%	0.0%
46-55	0.0%	4.8%	47.6%	42.9%	4.8%	0.0%
55-65	0.0%	11.8%	35.3%	41.2%	11.8%	0.0%
65 >	8.3%	8.3%	33.3%	50.0%	0.0%	0.0%

C 13	Pietermaritzburg has first class hospitals and medical services					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
< 19	0	0	1	0	2	1
19-25	0	2	14	7	23	1
26-35	0	0	11	14	19	7
36-45	0	0	14	8	23	3
46-55	0	0	5	6	9	1
55-65	1	0	3	5	6	2
65 >	0	0	2	4	4	2

C 14	Shopping and recreational venues are conveniently located					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
< 19	0	0	1	0	0	3
19-25	0	4	28	8	6	1
26-35	0	4	25	13	8	1
36-45	1	5	28	8	6	0
46-55	0	2	9	8	2	0
55-65	0	1	8	6	2	0
65 >	1	1	5	3	2	0

C 15	Pietermaritzburg has adequate recreational venues					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
< 19	0	0	1	0	0	3
19-25	1	4	26	8	5	3
26-35	0	4	25	13	8	1
36-45	2	5	26	8	7	0
46-55	0	2	9	8	2	0
55-65	0	1	7	6	2	1
65 >	1	1	5	4	1	0

C 16	Pietermaritzburg has adequate retail outlets					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
< 19	0	0	2	0	1	1
19-25	0	4	29	9	5	0
26-35	0	4	35	11	1	0
36-45	1	5	31	8	3	0
46-55	0	2	10	8	1	0
55-65	0	2	7	7	1	0
65 >	1	1	5	5	0	0

C 17	People of Pietermaritzburg in general are helpful and friendly					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
< 19	1	0	2	1	0	0
19-25	2	5	29	8	3	0
26-35	3	2	30	13	2	1
36-45	2	4	26	14	2	0
46-55	0	1	10	10	0	0
55-65	1	1	8	7	0	0
65 >	1	1	3	7	0	0

C 18	Pietermaritzburg is a well laid out town with places easily located					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
< 19	1	0	2	1	0	0
19-25	0	5	29	8	5	0
26-35	0	5	25	12	8	1
36-45	1	4	29	9	5	0
46-55	0	2	8	7	4	0
55-65	0	1	9	5	2	0
65 >	1	1	7	2	1	0

C 19	Pietermaritzburg is still a "sleepy hollow"					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
< 19	0	0	4	0	0	0
19-25	2	2	6	5	28	4
26-35	3	0	6	9	29	4
36-45	1	0	2	7	34	4
46-55	0	0	4	5	11	1
55-65	0	0	1	5	9	2

	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
< 19	0.0%	0.0%	25.0%	0.0%	50.0%	25.0%
19-25	0.0%	4.3%	29.8%	14.9%	48.9%	2.1%
26-35	0.0%	0.0%	21.6%	27.5%	37.3%	13.7%
36-45	0.0%	0.0%	29.2%	16.7%	47.9%	6.3%
46-55	0.0%	0.0%	23.8%	28.6%	42.9%	4.8%
55-65	5.9%	0.0%	17.6%	29.4%	35.3%	11.8%
65 >	0.0%	0.0%	16.7%	33.3%	33.3%	16.7%

C 14	Shopping and recreational venues are conveniently located					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
< 19	0.0%	0.0%	25.0%	0.0%	0.0%	75.0%
19-25	0.0%	8.5%	59.6%	17.0%	12.8%	2.1%
26-35	0.0%	7.8%	49.0%	25.5%	15.7%	2.0%
36-45	2.1%	10.4%	58.3%	16.7%	12.5%	0.0%
46-55	0.0%	9.5%	42.9%	38.1%	9.5%	0.0%
55-65	0.0%	5.9%	47.1%	35.3%	11.8%	0.0%
65 >	8.3%	8.3%	41.7%	25.0%	16.7%	0.0%

C 15	Pietermaritzburg has adequate recreational venues					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
< 19	0.0%	0.0%	25.0%	0.0%	0.0%	75.0%
19-25	2.1%	8.5%	55.3%	17.0%	10.6%	6.4%
26-35	0.0%	7.8%	49.0%	25.5%	15.7%	2.0%
36-45	4.2%	10.4%	54.2%	16.7%	14.6%	0.0%
46-55	0.0%	9.5%	42.9%	38.1%	9.5%	0.0%
55-65	0.0%	5.9%	41.2%	35.3%	11.8%	5.9%
65 >	8.3%	8.3%	41.7%	33.3%	8.3%	0.0%

C 16	Pietermaritzburg has adequate retail outlets					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
< 19	0.0%	0.0%	50.0%	0.0%	25.0%	25.0%
19-25	0.0%	8.5%	61.7%	19.1%	10.6%	0.0%
26-35	0.0%	7.8%	68.6%	21.6%	2.0%	0.0%
36-45	2.1%	10.4%	64.6%	16.7%	6.3%	0.0%
46-55	0.0%	9.5%	47.6%	38.1%	4.8%	0.0%
55-65	0.0%	11.8%	41.2%	41.2%	5.9%	0.0%
65 >	8.3%	8.3%	41.7%	41.7%	0.0%	0.0%

C 17	People of Pietermaritzburg in general are helpful and friendly					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
< 19	25.0%	0.0%	50.0%	25.0%	0.0%	0.0%
19-25	4.3%	10.6%	61.7%	17.0%	6.4%	0.0%
26-35	5.9%	3.9%	58.8%	25.5%	3.9%	2.0%
36-45	4.2%	8.3%	54.2%	29.2%	4.2%	0.0%
46-55	0.0%	4.8%	47.6%	47.6%	0.0%	0.0%
55-65	5.9%	5.9%	47.1%	41.2%	0.0%	0.0%
65 >	8.3%	8.3%	25.0%	58.3%	0.0%	0.0%

C 18	Pietermaritzburg is a well laid out town with places easily located					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
< 19	25.0%	0.0%	50.0%	25.0%	0.0%	0.0%
19-25	0.0%	10.6%	61.7%	17.0%	10.6%	0.0%
26-35	0.0%	9.8%	49.0%	23.5%	15.7%	2.0%
36-45	2.1%	8.3%	60.4%	18.8%	10.4%	0.0%
46-55	0.0%	9.5%	38.1%	33.3%	19.0%	0.0%
55-65	0.0%	5.9%	52.9%	29.4%	11.8%	0.0%
65 >	8.3%	8.3%	58.3%	16.7%	8.3%	0.0%

C 19	Pietermaritzburg is still a "sleepy hollow"					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
< 19	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%
19-25	4.3%	4.3%	12.8%	10.6%	59.6%	8.5%
26-35	5.9%	0.0%	11.8%	17.6%	56.9%	7.8%
36-45	2.1%	0.0%	4.2%	14.6%	70.8%	8.3%
46-55	0.0%	0.0%	19.0%	23.8%	52.4%	4.8%
55-65	0.0%	0.0%	5.9%	29.4%	52.9%	11.8%

65 >	0	1	0	4	6	1

C 20	I am proud to be from Pietermaritzburg					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
< 19	0	0	2	0	2	0
19-25	2	6	25	12	2	0
26-35	3	2	27	14	5	0
36-45	2	4	26	15	1	0
46-55	0	1	10	10	0	0
55-65	0	2	6	8	1	0
65 >	1	1	3	7	0	0

C 21	Would you recommend Pietermaritzburg to people wanting a place to live					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
< 19	0	0	2	0	2	0
19-25	2	11	24	7	3	0
26-35	3	6	31	7	4	0
36-45	2	8	28	9	1	0
46-55	0	3	12	5	1	0
55-65	0	2	9	4	2	0
65 >	1	2	5	4	0	0

D 1	Service Provided by Public Transport Services					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
< 19	1	3	0	0	0	0
19-25	0	9	9	24	5	0
26-35	0	11	14	23	3	0
36-45	3	10	12	22	1	0
46-55	0	0	8	12	1	0
55-65	2	4	4	7	0	0
65 >	1	1	1	8	1	0

D 2	Service Provided by Fire Department					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
< 19	3	0	0	1	0	0
19-25	5	0	0	17	11	14
26-35	0	0	4	16	21	10
36-45	1	1	2	18	18	8
46-55	0	0	1	10	7	3
55-65	1	0	1	9	4	2
65 >	0	0	0	7	2	3

D 3	Service Provided by Electircal Services					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
< 19	3	0	0	1	0	0
19-25	4	1	6	26	8	2
26-35	0	1	8	31	11	0
36-45	0	1	10	30	6	1
46-55	0	0	4	14	3	0
55-65	2	1	5	6	3	0
65 >	0	0	4	4	2	2

D 4	Camera Surveillance System					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
< 19	2	0	1	1	0	0
19-25	1	7	9	22	8	0
26-35	1	6	13	24	7	0
36-45	0	10	13	21	4	0
46-55	0	1	3	15	2	0
55-65	2	3	2	9	0	1
65 >	0	1	5	4	2	0

D 5	Location of Shops, Malls & Entertainment venues					
	Dont Know	Poor	Fair	Good	Very Good	Excellent

65 >	0.0%	8.3%	0.0%	33.3%	50.0%	8.3%

C 20	I am proud to be from Pietermaritzburg					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
< 19	0.0%	0.0%	50.0%	0.0%	50.0%	0.0%
19-25	4.3%	12.8%	53.2%	25.5%	4.3%	0.0%
26-35	5.9%	3.9%	52.9%	27.5%	9.8%	0.0%
36-45	4.2%	8.3%	54.2%	31.3%	2.1%	0.0%
46-55	0.0%	4.8%	47.6%	47.6%	0.0%	0.0%
55-65	0.0%	11.8%	35.3%	47.1%	5.9%	0.0%
65 >	8.3%	8.3%	25.0%	58.3%	0.0%	0.0%

C 21	Would you recommend Pietermaritzburg to people wanting a place to live					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
< 19	0.0%	0.0%	50.0%	0.0%	50.0%	0.0%
19-25	4.3%	23.4%	51.1%	14.9%	6.4%	0.0%
26-35	5.9%	11.8%	60.8%	13.7%	7.8%	0.0%
36-45	4.2%	16.7%	58.3%	18.8%	2.1%	0.0%
46-55	0.0%	14.3%	57.1%	23.8%	4.8%	0.0%
55-65	0.0%	11.8%	52.9%	23.5%	11.8%	0.0%
65 >	8.3%	16.7%	41.7%	33.3%	0.0%	0.0%

D 1	Service Provided by Public Transport Services					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
< 19	25.0%	75.0%	0.0%	0.0%	0.0%	0.0%
19-25	0.0%	19.1%	19.1%	51.1%	10.6%	0.0%
26-35	0.0%	21.6%	27.5%	45.1%	5.9%	0.0%
36-45	6.3%	20.8%	25.0%	45.8%	2.1%	0.0%
46-55	0.0%	0.0%	38.1%	57.1%	4.8%	0.0%
55-65	11.8%	23.5%	23.5%	41.2%	0.0%	0.0%
65 >	8.3%	8.3%	8.3%	66.7%	8.3%	0.0%

D 2	Service Provided by Fire Department					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
< 19	75.0%	0.0%	0.0%	25.0%	0.0%	0.0%
19-25	10.6%	0.0%	0.0%	36.2%	23.4%	29.8%
26-35	0.0%	0.0%	7.8%	31.4%	41.2%	19.6%
36-45	2.1%	2.1%	4.2%	37.5%	37.5%	16.7%
46-55	0.0%	0.0%	4.8%	47.6%	33.3%	14.3%
55-65	5.9%	0.0%	5.9%	52.9%	23.5%	11.8%
65 >	0.0%	0.0%	0.0%	58.3%	16.7%	25.0%

D 3	Service Provided by Electircal Services					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
< 19	75.0%	0.0%	0.0%	25.0%	0.0%	0.0%
19-25	8.5%	2.1%	12.8%	55.3%	17.0%	4.3%
26-35	0.0%	2.0%	15.7%	60.8%	21.6%	0.0%
36-45	0.0%	2.1%	20.8%	62.5%	12.5%	2.1%
46-55	0.0%	0.0%	19.0%	66.7%	14.3%	0.0%
55-65	11.8%	5.9%	29.4%	35.3%	17.6%	0.0%
65 >	0.0%	0.0%	33.3%	33.3%	16.7%	16.7%

D 4	Camera Surveillance System					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
< 19	50.0%	0.0%	25.0%	25.0%	0.0%	0.0%
19-25	2.1%	14.9%	19.1%	46.8%	17.0%	0.0%
26-35	2.0%	11.8%	25.5%	47.1%	13.7%	0.0%
36-45	0.0%	20.8%	27.1%	43.8%	8.3%	0.0%
46-55	0.0%	4.8%	14.3%	71.4%	9.5%	0.0%
55-65	11.8%	17.6%	11.8%	52.9%	0.0%	5.9%
65 >	0.0%	8.3%	41.7%	33.3%	16.7%	0.0%

D 5	Location of Shops, Malls & Entertainment venues					
	Dont Know	Poor	Fair	Good	Very Good	Excellent

< 19	0	2	0	2	0	0
19-25	0	2	7	16	17	5
26-35	0	2	6	21	15	7
36-45	0	2	5	25	15	1
46-55	0	0	3	9	6	3
55-65	0	0	4	5	4	4
65 >	0	0	1	6	5	0

D 6	Location of Sports Venues, Parks & Other Recreational Venues					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
< 19	0	2	1	1	0	0
19-25	1	2	10	22	12	0
26-35	0	2	10	23	15	1
36-45	1	3	7	28	8	1
46-55	0	1	8	8	4	0
55-65	0	1	4	7	5	0
65 >	0	0	0	9	3	0

D 7	Safety At Work					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
< 19	4	0	0	0	0	0
19-25	2	5	9	29	2	0
26-35	0	4	15	28	3	1
36-45	0	4	16	26	2	0
46-55	1	2	4	14	0	0
55-65	3	3	2	9	0	0
65 >	1	0	5	5	1	0

D 8	Activities in Pietermaritzburg					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
< 19	0	3	0	1	0	0
19-25	0	4	7	27	9	0
26-35	0	2	13	32	4	0
36-45	0	1	4	36	7	0
46-55	0	0	3	16	2	0
55-65	0	0	7	7	2	1
65 >	0	0	1	8	3	0

D 9	Service Provided by Police and Safety Services					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
< 19	1	1	1	1	0	0
19-25	0	4	12	25	6	0
26-35	0	4	14	30	3	0
36-45	0	2	12	32	2	0
46-55	0	1	9	10	1	0
55-65	1	4	2	10	0	0
65 >	0	0	6	4	1	1

D 10	Service Provided by Health and Sanitation Services					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
< 19	3	0	1	0	0	0
19-25	3	1	13	22	8	0
26-35	0	1	16	27	7	0
36-45	0	1	16	26	5	0
46-55	0	1	8	10	2	0
55-65	1	2	2	9	3	0
65 >	0	0	7	3	2	0

D 11	Street Lighting					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
< 19	0	0	3	1	0	0
19-25	0	4	18	17	8	0
26-35	0	8	13	22	7	1
36-45	0	9	16	15	8	0
46-55	0	3	8	9	0	1
55-65	1	3	7	4	1	1

< 19	0.0%	50.0%	0.0%	50.0%	0.0%	0.0%
19-25	0.0%	4.3%	14.9%	34.0%	36.2%	10.6%
26-35	0.0%	3.9%	11.8%	41.2%	29.4%	13.7%
36-45	0.0%	4.2%	10.4%	52.1%	31.3%	2.1%
46-55	0.0%	0.0%	14.3%	42.9%	28.6%	14.3%
55-65	0.0%	0.0%	23.5%	29.4%	23.5%	23.5%
65 >	0.0%	0.0%	8.3%	50.0%	41.7%	0.0%

D 6	Location of Sports Venues, Parks & Other Recreational Venues					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
< 19	0.0%	50.0%	25.0%	25.0%	0.0%	0.0%
19-25	2.1%	4.3%	21.3%	46.8%	25.5%	0.0%
26-35	0.0%	3.9%	19.6%	45.1%	29.4%	2.0%
36-45	2.1%	6.3%	14.6%	58.3%	16.7%	2.1%
46-55	0.0%	4.8%	38.1%	38.1%	19.0%	0.0%
55-65	0.0%	5.9%	23.5%	41.2%	29.4%	0.0%
65 >	0.0%	0.0%	0.0%	75.0%	25.0%	0.0%

D 7	Safety At Work					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
< 19	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
19-25	4.3%	10.6%	19.1%	61.7%	4.3%	0.0%
26-35	0.0%	7.8%	29.4%	54.9%	5.9%	2.0%
36-45	0.0%	8.3%	33.3%	54.2%	4.2%	0.0%
46-55	4.8%	9.5%	19.0%	66.7%	0.0%	0.0%
55-65	17.6%	17.6%	11.8%	52.9%	0.0%	0.0%
65 >	8.3%	0.0%	41.7%	41.7%	8.3%	0.0%

D 8	Activities in Pietermaritzburg					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
< 19	0.0%	75.0%	0.0%	25.0%	0.0%	0.0%
19-25	0.0%	8.5%	14.9%	57.4%	19.1%	0.0%
26-35	0.0%	3.9%	25.5%	62.7%	7.8%	0.0%
36-45	0.0%	2.1%	8.3%	75.0%	14.6%	0.0%
46-55	0.0%	0.0%	14.3%	76.2%	9.5%	0.0%
55-65	0.0%	0.0%	41.2%	41.2%	11.8%	5.9%
65 >	0.0%	0.0%	8.3%	66.7%	25.0%	0.0%

D 9	Service Provided by Police and Safety Services					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
< 19	25.0%	25.0%	25.0%	25.0%	0.0%	0.0%
19-25	0.0%	8.5%	25.5%	53.2%	12.8%	0.0%
26-35	0.0%	7.8%	27.5%	58.8%	5.9%	0.0%
36-45	0.0%	4.2%	25.0%	66.7%	4.2%	0.0%
46-55	0.0%	4.8%	42.9%	47.6%	4.8%	0.0%
55-65	5.9%	23.5%	11.8%	58.8%	0.0%	0.0%
65 >	0.0%	0.0%	50.0%	33.3%	8.3%	8.3%

D 10	Service Provided by Health and Sanitation Services					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
< 19	75.0%	0.0%	25.0%	0.0%	0.0%	0.0%
19-25	6.4%	2.1%	27.7%	46.8%	17.0%	0.0%
26-35	0.0%	2.0%	31.4%	52.9%	13.7%	0.0%
36-45	0.0%	2.1%	33.3%	54.2%	10.4%	0.0%
46-55	0.0%	4.8%	38.1%	47.6%	9.5%	0.0%
55-65	5.9%	11.8%	11.8%	52.9%	17.6%	0.0%
65 >	0.0%	0.0%	58.3%	25.0%	16.7%	0.0%

D 11	Street Lighting					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
< 19	0.0%	0.0%	75.0%	25.0%	0.0%	0.0%
19-25	0.0%	8.5%	38.3%	36.2%	17.0%	0.0%
26-35	0.0%	15.7%	25.5%	43.1%	13.7%	2.0%
36-45	0.0%	18.8%	33.3%	31.3%	16.7%	0.0%
46-55	0.0%	14.3%	38.1%	42.9%	0.0%	4.8%
55-65	5.9%	17.6%	41.2%	23.5%	5.9%	5.9%

65 >	0	2	5	5	0	0

65 >	0.0%	16.7%	41.7%	41.7%	0.0%	0.0%

D 12	Service Provided by Local Government					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
< 19	3	0	1	0	0	0
19-25	2	2	18	17	8	0
26-35	0	3	13	29	6	0
36-45	0	3	13	27	5	0
46-55	0	0	10	10	1	0
55-65	1	2	1	9	4	0
65 >	0	1	6	3	2	0

D 12	Service Provided by Local Government					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
< 19	75.0%	0.0%	25.0%	0.0%	0.0%	0.0%
19-25	4.3%	4.3%	38.3%	36.2%	17.0%	0.0%
26-35	0.0%	5.9%	25.5%	56.9%	11.8%	0.0%
36-45	0.0%	6.3%	27.1%	56.3%	10.4%	0.0%
46-55	0.0%	0.0%	47.6%	47.6%	4.8%	0.0%
55-65	5.9%	11.8%	5.9%	52.9%	23.5%	0.0%
65 >	0.0%	8.3%	50.0%	25.0%	16.7%	0.0%

D 13	Location of Schools and Educational Institution in PMB					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
< 19	0	2	1	1	0	0
19-25	1	2	11	18	15	0
26-35	0	0	14	19	17	1
36-45	0	2	10	24	11	1
46-55	0	0	5	10	6	0
55-65	0	2	0	6	9	0
65 >	0	0	3	2	7	0

D 13	Location of Schools and Educational Institution in PMB					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
< 19	0.0%	50.0%	25.0%	25.0%	0.0%	0.0%
19-25	2.1%	4.3%	23.4%	38.3%	31.9%	0.0%
26-35	0.0%	0.0%	27.5%	37.3%	33.3%	2.0%
36-45	0.0%	4.2%	20.8%	50.0%	22.9%	2.1%
46-55	0.0%	0.0%	23.8%	47.6%	28.6%	0.0%
55-65	0.0%	11.8%	0.0%	35.3%	52.9%	0.0%
65 >	0.0%	0.0%	25.0%	16.7%	58.3%	0.0%

D 14	Safety in your Home/Neighbourhood					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
< 19	0	2	0	2	0	0
19-25	0	2	18	26	1	0
26-35	0	6	9	32	4	0
36-45	0	3	17	28	0	0
46-55	0	1	2	18	0	0
55-65	0	3	3	9	2	0
65 >	0	0	2	9	1	0

D 14	Safety in your Home/Neighbourhood					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
< 19	0.0%	50.0%	0.0%	50.0%	0.0%	0.0%
19-25	0.0%	4.3%	38.3%	55.3%	2.1%	0.0%
26-35	0.0%	11.8%	17.6%	62.7%	7.8%	0.0%
36-45	0.0%	6.3%	35.4%	58.3%	0.0%	0.0%
46-55	0.0%	4.8%	9.5%	85.7%	0.0%	0.0%
55-65	0.0%	17.6%	17.6%	52.9%	11.8%	0.0%
65 >	0.0%	0.0%	16.7%	75.0%	8.3%	0.0%

D 15	Safety when you are out e.g. Shopping					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
< 19	0	2	0	2	0	0
19-25	0	3	8	29	7	0
26-35	0	3	15	25	8	0
36-45	0	3	14	26	5	0
46-55	0	1	6	12	2	0
55-65	0	3	3	10	1	0
65 >	0	0	6	4	2	0

D 15	Safety when you are out e.g. Shopping					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
< 19	0.0%	50.0%	0.0%	50.0%	0.0%	0.0%
19-25	0.0%	6.4%	17.0%	61.7%	14.9%	0.0%
26-35	0.0%	5.9%	29.4%	49.0%	15.7%	0.0%
36-45	0.0%	6.3%	29.2%	54.2%	10.4%	0.0%
46-55	0.0%	4.8%	28.6%	57.1%	9.5%	0.0%
55-65	0.0%	17.6%	17.6%	58.8%	5.9%	0.0%
65 >	0.0%	0.0%	50.0%	33.3%	16.7%	0.0%

D 16	Other: Cleanliness and Pollution					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
< 19	0	2	1	1	0	0
19-25	5	8	19	15	0	0
26-35	2	9	21	18	1	0
36-45	1	9	27	10	1	0
46-55	0	3	6	12	0	0
55-65	3	5	4	5	0	0
65 >	0	2	5	5	0	0

D 16	Other: Cleanliness and Pollution					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
< 19	0.0%	50.0%	25.0%	25.0%	0.0%	0.0%
19-25	10.6%	17.0%	40.4%	31.9%	0.0%	0.0%
26-35	3.9%	17.6%	41.2%	35.3%	2.0%	0.0%
36-45	2.1%	18.8%	56.3%	20.8%	2.1%	0.0%
46-55	0.0%	14.3%	28.6%	57.1%	0.0%	0.0%
55-65	17.6%	29.4%	23.5%	29.4%	0.0%	0.0%
65 >	0.0%	16.7%	41.7%	41.7%	0.0%	0.0%

Etnicity	Count
Black	43
Coloured	32
Indian	77
White	48
Other	0

C 1	The Cost of Living in Pietermaritzburg is Low					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	0	0	10	7	21	5
Coloured	2	0	6	3	17	4
Indian	5	0	25	8	32	7
White	3	1	17	7	18	2

C 2	Pietermaritzburg has a good public transport					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	0	0	1	6	32	4
Coloured	0	0	0	5	23	4
Indian	1	0	4	13	50	9
White	3	0	10	5	23	7

C 3	Cost of basic services are reasonably, priced i.e. Light, Water, Sewer, Refuse					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	0	0	8	2	31	2
Coloured	2	0	5	4	20	1
Indian	8	0	20	7	41	1
White	2	0	17	2	25	2

C 4	The Municipality has a good level of service					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	0	0	7	19	15	2
Coloured	1	0	8	5	16	2
Indian	2	0	20	29	22	4
White	2	1	17	15	11	2

C 5	Municipal Staff are Helpfull and Explain Issues Properly					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	2	0	7	25	7	2
Coloured	1	0	6	18	6	1
Indian	2	1	18	43	12	1
White	3	0	17	22	5	1

C 6	The city is doing enough to create employment for its residents					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	1	0	2	7	27	6
Coloured	0	0	0	3	23	6
Indian	5	0	8	11	40	13
White	4	0	4	4	25	11

C 7	The city has adequate tourist attractions					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	2	0	25	9	7	0
Coloured	3	4	15	8	2	0
Indian	2	9	37	24	4	1
White	0	6	22	11	8	1

C 8	The City's road network is good					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	0	0	7	8	25	3
Coloured	0	1	7	5	17	2
Indian	0	2	17	14	35	9
White	0	0	18	14	14	2

C 9	The City's rail network is good					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

C 1	The Cost of Living in Pietermaritzburg is Low					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	0%	0%	23%	16%	49%	12%
Coloured	6%	0%	19%	9%	53%	13%
Indian	6%	0%	32%	10%	42%	9%
White	6%	2%	35%	15%	38%	4%

C 2	Pietermaritzburg has a good public transport					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	0%	0%	2%	14%	74%	9%
Coloured	0%	0%	0%	16%	72%	13%
Indian	1%	0%	5%	17%	65%	12%
White	6%	0%	21%	10%	48%	15%

C 3	Cost of basic services are reasonably, priced i.e. Light, Water, Sewer, Refuse					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	0%	0%	19%	5%	72%	5%
Coloured	6%	0%	16%	13%	63%	3%
Indian	10%	0%	26%	9%	53%	1%
White	4%	0%	35%	4%	52%	4%

C 4	The Municipality has a good level of service					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	0%	0%	16%	44%	35%	5%
Coloured	3%	0%	25%	16%	50%	6%
Indian	3%	0%	26%	38%	29%	5%
White	4%	2%	35%	31%	23%	4%

C 5	Municipal Staff are Helpfull and Explain Issues Properly					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	5%	0%	16%	58%	16%	5%
Coloured	3%	0%	19%	56%	19%	3%
Indian	3%	1%	23%	56%	16%	1%
White	6%	0%	35%	46%	10%	2%

C 6	The city is doing enough to create employment for its residents					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	2%	0%	5%	16%	63%	14%
Coloured	0%	0%	0%	9%	72%	19%
Indian	6%	0%	10%	14%	52%	17%
White	8%	0%	8%	8%	52%	23%

C 7	The city has adequate tourist attractions					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	5%	0%	58%	21%	16%	0%
Coloured	9%	13%	47%	25%	6%	0%
Indian	3%	12%	48%	31%	5%	1%
White	0%	13%	46%	23%	17%	2%

C 8	The City's road network is good					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	0%	0%	16%	19%	58%	7%
Coloured	0%	3%	22%	16%	53%	6%
Indian	0%	3%	22%	18%	45%	12%
White	0%	0%	38%	29%	29%	4%

C 9	The City's rail network is good					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	6	0	4	8	22	3
Coloured	4	1	3	4	19	1
Indian	17	1	2	17	33	7
White	10	0	8	15	14	1

C 10 The City's air network is good

	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	6	0	6	9	17	5
Coloured	2	1	4	4	20	1
Indian	7	1	11	17	33	8
White	3	0	13	17	14	1

C 11 The city is currently going through a boom phase

	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	0	0	32	9	2	0
Coloured	2	4	17	8	1	0
Indian	3	6	43	23	2	0
White	3	2	25	16	2	0

C 12 Pietermaritzburg is an excellent place to stay

	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	0	0	30	11	1	1
Coloured	2	3	17	10	0	0
Indian	3	7	39	25	2	1
White	3	2	23	15	5	0

C 13 Pietermaritzburg has first class hospitals and medical services

	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	0	0	8	10	24	1
Coloured	0	1	6	5	19	1
Indian	1	1	20	17	27	11
White	0	0	16	12	16	4

C 14 Shopping and recreational venues are conveniently located

	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	0	0	21	10	12	0
Coloured	2	3	16	6	4	1
Indian	0	8	43	19	5	2
White	0	6	24	11	5	2

C 15 Pietermaritzburg has adequate recreational venues

	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	1	0	24	8	9	1
Coloured	3	3	16	7	2	1
Indian	0	8	36	21	8	4
White	0	6	23	11	6	2

C 16 Pietermaritzburg has adequate retail outlets

	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	0	0	28	10	5	0
Coloured	2	3	18	6	3	0
Indian	0	9	45	20	2	1
White	0	6	28	12	2	0

C 17 People of Pietermaritzburg in general are helpful and friendly

	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	0	0	31	10	2	0
Coloured	2	4	17	8	1	0
Indian	5	8	35	26	2	1
White	3	2	25	16	2	0

C 18 Pietermaritzburg is a well laid out town with places easily located

	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	0	0	25	9	9	0
Coloured	2	2	17	6	5	0
Indian	1	10	42	16	7	1

	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	14%	0%	9%	19%	51%	7%
Coloured	13%	3%	9%	13%	59%	3%
Indian	22%	1%	3%	22%	43%	9%
White	21%	0%	17%	31%	29%	2%

C 10 The City's air network is good

	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	14%	0%	14%	21%	40%	12%
Coloured	6%	3%	13%	13%	63%	3%
Indian	9%	1%	14%	22%	43%	10%
White	6%	0%	27%	35%	29%	2%

C 11 The city is currently going through a boom phase

	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	0%	0%	74%	21%	5%	0%
Coloured	6%	13%	53%	25%	3%	0%
Indian	4%	8%	56%	30%	3%	0%
White	6%	4%	52%	33%	4%	0%

C 12 Pietermaritzburg is an excellent place to stay

	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	0%	0%	70%	26%	2%	2%
Coloured	6%	9%	53%	31%	0%	0%
Indian	4%	9%	51%	32%	3%	1%
White	6%	4%	48%	31%	10%	0%

C 13 Pietermaritzburg has first class hospitals and medical services

	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	0%	0%	19%	23%	56%	2%
Coloured	0%	3%	19%	16%	59%	3%
Indian	1%	1%	26%	22%	35%	14%
White	0%	0%	33%	25%	33%	8%

C 14 Shopping and recreational venues are conveniently located

	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	0%	0%	49%	23%	28%	0%
Coloured	6%	9%	50%	19%	13%	3%
Indian	0%	10%	56%	25%	6%	3%
White	0%	13%	50%	23%	10%	4%

C 15 Pietermaritzburg has adequate recreational venues

	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	2%	0%	56%	19%	21%	2%
Coloured	9%	9%	50%	22%	6%	3%
Indian	0%	10%	47%	27%	10%	5%
White	0%	13%	48%	23%	13%	4%

C 16 Pietermaritzburg has adequate retail outlets

	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	0%	0%	65%	23%	12%	0%
Coloured	6%	9%	56%	19%	9%	0%
Indian	0%	12%	58%	26%	3%	1%
White	0%	13%	58%	25%	4%	0%

C 17 People of Pietermaritzburg in general are helpful and friendly

	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	0%	0%	72%	23%	5%	0%
Coloured	6%	13%	53%	25%	3%	0%
Indian	6%	10%	45%	34%	3%	1%
White	6%	4%	52%	33%	4%	0%

C 18 Pietermaritzburg is a well laid out town with places easily located

	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	0%	0%	58%	21%	21%	0%
Coloured	6%	6%	53%	19%	16%	0%
Indian	1%	13%	55%	21%	9%	1%

	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
White	0	6	25	13	4	0

C 19	Pietermaritzburg is still a "sleepy hollow"					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	0	0	6	7	30	0
Coloured	0	1	6	3	20	2
Indian	3	2	5	10	45	12
White	3	0	6	15	22	2

C 20	I am proud to be from Pietermaritzburg					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	0	1	28	12	2	0
Coloured	2	4	16	9	1	0
Indian	3	9	34	28	3	0
White	3	2	21	17	5	0

C 21	Would you recommend Pietermaritzburg to people wanting a place to live					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	0	4	30	7	2	0
Coloured	2	5	18	6	1	0
Indian	3	16	37	16	5	0
White	3	7	26	7	5	0

D 1	Service Provided by Public Transport Services					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
Black	2	9	21	10	1	0
Coloured	1	4	8	16	3	0
Indian	0	16	10	46	5	0
White	4	9	9	24	2	0

D 2	Service Provided by Fire Department					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
Black	3	0	3	13	13	11
Coloured	2	0	0	13	11	6
Indian	2	0	4	28	23	20
White	3	1	1	24	16	3

D 3	Service Provided by Electircal Services					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
Black	3	1	12	23	4	0
Coloured	1	0	2	21	8	0
Indian	2	1	17	42	13	2
White	3	2	6	26	8	3

D 4	Camera Surveillance System					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
Black	1	8	10	21	3	0
Coloured	0	2	9	19	2	0
Indian	2	14	19	32	9	1
White	3	4	8	24	9	0

D 5	Location of Shops, Malls & Entertainment venues					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
Black	0	3	8	20	10	2
Coloured	0	1	7	13	8	3
Indian	0	2	7	32	27	9
White	0	2	4	19	17	6

D 6	Location of Sports Venues, Parks & Other Recreational Venues					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
Black	0	3	15	21	3	1
Coloured	1	2	7	19	3	0
Indian	1	4	15	47	10	0
White	0	2	3	11	31	1

	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
White	0%	13%	52%	27%	8%	0%

C 19	Pietermaritzburg is still a "sleepy hollow"					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	0%	0%	14%	16%	70%	0%
Coloured	0%	3%	19%	9%	63%	6%
Indian	4%	3%	6%	13%	58%	16%
White	6%	0%	13%	31%	46%	4%

C 20	I am proud to be from Pietermaritzburg					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	0%	2%	65%	28%	5%	0%
Coloured	6%	13%	50%	28%	3%	0%
Indian	4%	12%	44%	36%	4%	0%
White	6%	4%	44%	35%	10%	0%

C 21	Would you recommend Pietermaritzburg to people wanting a place to live					
	Dont Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	0%	9%	70%	16%	5%	0%
Coloured	6%	16%	56%	19%	3%	0%
Indian	4%	21%	48%	21%	6%	0%
White	6%	15%	54%	15%	10%	0%

D 1	Service Provided by Public Transport Services					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
Black	5%	21%	49%	23%	2%	0%
Coloured	3%	13%	25%	50%	9%	0%
Indian	0%	21%	13%	60%	6%	0%
White	8%	19%	19%	50%	4%	0%

D 2	Service Provided by Fire Department					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
Black	7%	0%	7%	30%	30%	26%
Coloured	6%	0%	0%	41%	34%	19%
Indian	3%	0%	5%	36%	30%	26%
White	6%	2%	2%	50%	33%	6%

D 3	Service Provided by Electircal Services					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
Black	7%	2%	28%	53%	9%	0%
Coloured	3%	0%	6%	66%	25%	0%
Indian	3%	1%	22%	55%	17%	3%
White	6%	4%	13%	54%	17%	6%

D 4	Camera Surveillance System					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
Black	2%	19%	23%	49%	7%	0%
Coloured	0%	6%	28%	59%	6%	0%
Indian	3%	18%	25%	42%	12%	1%
White	6%	8%	17%	50%	19%	0%

D 5	Location of Shops, Malls & Entertainment venues					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
Black	0%	7%	19%	47%	23%	5%
Coloured	0%	3%	22%	41%	25%	9%
Indian	0%	3%	9%	42%	35%	12%
White	0%	4%	8%	40%	35%	13%

D 6	Location of Sports Venues, Parks & Other Recreational Venues					
	Dont Know	Poor	Fair	Good	Very Good	Excellent
Black	0%	7%	35%	49%	7%	2%
Coloured	3%	6%	22%	59%	9%	0%
Indian	1%	5%	19%	61%	13%	0%
White	0%	4%	6%	23%	65%	2%

D 7 Safety At Work

	Dont Know	Poor	Fair	Good	Very Good	Excellent
Black	2	6	14	21	0	0
Coloured	1	0	8	21	2	0
Indian	4	9	15	45	3	1
White	4	3	14	24	3	0

D 8 Activities In Pietermaritzburg

	Dont Know	Poor	Fair	Good	Very Good	Excellent
Black	0	2	13	27	1	0
Coloured	0	1	2	26	3	0
Indian	0	4	14	47	11	1
White	0	3	6	27	12	0

D 9 Service Provided by Police and Safety Services

	Dont Know	Poor	Fair	Good	Very Good	Excellent
Black	0	3	13	27	0	0
Coloured	0	1	9	17	5	0
Indian	0	5	21	44	6	1
White	2	7	13	24	2	0

D 10 Service Provided by Health and Sanitation Services

	Dont Know	Poor	Fair	Good	Very Good	Excellent
Black	2	1	17	22	1	0
Coloured	1	0	10	15	6	0
Indian	1	3	23	40	10	0
White	3	2	13	20	10	0

D 11 Street Lighting

	Dont Know	Poor	Fair	Good	Very Good	Excellent
Black	0	14	15	11	3	0
Coloured	0	1	16	15	0	0
Indian	0	11	31	25	9	1
White	1	3	8	22	12	2

D 12 Service Provided by Local Government

	Dont Know	Poor	Fair	Good	Very Good	Excellent
Black	1	3	15	23	1	0
Coloured	1	1	11	13	6	0
Indian	1	4	22	39	11	0
White	3	3	14	20	8	0

D 13 Location of Schools and Educational Institution in PMB

	Dont Know	Poor	Fair	Good	Very Good	Excellent
Black	0	1	12	20	10	0
Coloured	0	1	6	16	9	0
Indian	1	2	14	29	30	1
White	0	4	12	15	16	1

D 14 Safety in your Home/Neighbourhood

	Dont Know	Poor	Fair	Good	Very Good	Excellent
Black	0	4	13	25	1	0
Coloured	0	3	8	20	1	0
Indian	0	7	19	47	4	0
White	0	3	11	32	2	0

D 15 Safety when you are out e.g. Shopping

	Dont Know	Poor	Fair	Good	Very Good	Excellent
Black	0	3	12	23	5	0
Coloured	0	2	8	19	3	0
Indian	0	7	18	38	14	0
White	0	3	14	28	3	0

D 16 Other: Cleanliness and Pollution

	Dont Know	Poor	Fair	Good	Very Good	Excellent

D 7 Safety At Work

	Dont Know	Poor	Fair	Good	Very Good	Excellent
Black	5%	14%	33%	49%	0%	0%
Coloured	3%	0%	25%	66%	6%	0%
Indian	5%	12%	19%	58%	4%	1%
White	8%	6%	29%	50%	6%	0%

D 8 Activities In Pietermaritzburg

	Dont Know	Poor	Fair	Good	Very Good	Excellent
Black	0%	5%	30%	63%	2%	0%
Coloured	0%	3%	6%	81%	9%	0%
Indian	0%	5%	18%	61%	14%	1%
White	0%	6%	13%	56%	25%	0%

D 9 Service Provided by Police and Safety Services

	Dont Know	Poor	Fair	Good	Very Good	Excellent
Black	0%	7%	30%	63%	0%	0%
Coloured	0%	3%	28%	53%	16%	0%
Indian	0%	6%	27%	57%	8%	1%
White	4%	15%	27%	50%	4%	0%

D 10 Service Provided by Health and Sanitation Services

	Dont Know	Poor	Fair	Good	Very Good	Excellent
Black	5%	2%	40%	51%	2%	0%
Coloured	3%	0%	31%	47%	19%	0%
Indian	1%	4%	30%	52%	13%	0%
White	6%	4%	27%	42%	21%	0%

D 11 Street Lighting

	Dont Know	Poor	Fair	Good	Very Good	Excellent
Black	0%	33%	35%	26%	7%	0%
Coloured	0%	3%	50%	47%	0%	0%
Indian	0%	14%	40%	32%	12%	1%
White	2%	6%	17%	46%	25%	4%

D 12 Service Provided by Local Government

	Dont Know	Poor	Fair	Good	Very Good	Excellent
Black	2%	7%	35%	53%	2%	0%
Coloured	3%	3%	34%	41%	19%	0%
Indian	1%	5%	29%	51%	14%	0%
White	6%	6%	29%	42%	17%	0%

D 13 Location of Schools and Educational Institution in PMB

	Dont Know	Poor	Fair	Good	Very Good	Excellent
Black	0%	2%	28%	47%	23%	0%
Coloured	0%	3%	19%	50%	28%	0%
Indian	1%	3%	18%	38%	39%	1%
White	0%	8%	25%	31%	33%	2%

D 14 Safety in your Home/Neighbourhood

	Dont Know	Poor	Fair	Good	Very Good	Excellent
Black	0%	9%	30%	58%	2%	0%
Coloured	0%	9%	25%	63%	3%	0%
Indian	0%	9%	25%	61%	5%	0%
White	0%	6%	23%	67%	4%	0%

D 15 Safety when you are out e.g. Shopping

	Dont Know	Poor	Fair	Good	Very Good	Excellent
Black	0%	7%	28%	53%	12%	0%
Coloured	0%	6%	25%	59%	9%	0%
Indian	0%	9%	23%	49%	18%	0%
White	0%	6%	29%	58%	6%	0%

D 16 Other: Cleanliness and Pollution

	Dont Know	Poor	Fair	Good	Very Good	Excellent

Black	2	10	18	12	1	0
Coloured	2	4	13	12	1	0
Indian	6	16	30	25	0	0
White	1	8	22	17	0	0

Black	5%	23%	42%	28%	2%	0%
Coloured	6%	13%	41%	38%	3%	0%
Indian	8%	21%	39%	32%	0%	0%
White	2%	17%	46%	35%	0%	0%

APPENDIX 7

RELIABILITY ANALYSIS OF RESPONSES TO THE QUESTIONAIRE

SECTION C

****** Method 2 (covariance matrix) will be used for this analysis ******

RELIABILITY ANALYSIS - SCALE (ALPHA)				
		Mean	Std Dev	Cases
1.	C01	3.1700	1.2405	200.0
2.	C02	3.7450	.9078	200.0
3.	C03	3.2150	1.2067	200.0
4.	C04	3.0750	1.0122	200.0
5.	C05	2.8300	.9194	200.0
6.	C06	3.7150	1.1447	200.0
7.	C07	2.3350	.9472	200.0
8.	C08	3.3400	.9845	200.0
9.	C09	2.9000	1.5724	200.0
10.	C10	3.1100	1.3178	200.0
11.	C11	2.2100	.7739	200.0
12.	C12	2.2750	.8384	200.0
13.	C13	3.3150	1.0054	200.0
14.	C14	2.4600	.9449	200.0
15.	C15	2.4800	1.0172	200.0
16.	C16	2.2650	.7666	200.0
17.	C17	2.2150	.8440	200.0
18.	C18	2.3650	.8864	200.0
19.	C19	3.5100	1.0466	200.0
20.	C20	2.2800	.8457	200.0
21.	C21	2.0700	.8711	200.0

RELIABILITY ANALYSIS - SCALE (ALPHA)

N of Cases	= 200. 0					
Statistics for Scale	Mean 58.8800	Variance 92.0559	Std Dev 9.5946	N of Variables 21		
Item Means	Mean 2.8038	Minimum 2.0700	Maximum 3.7450	Range 1.6750	Max/Min 1.8092	Variance .2981
Item Variances	Mean 1.0462	Minimum .5877	Maximum 2.4724	Range 1.8846	Max/Min 4.2067	Variance .2018
Inter-item Covariances	Mean .1669	Minimum -.3236	Maximum 1.3427	Range 1.6663	Max/Min -4.1491	Variance .0581
Inter-item Correlations	Mean .1866	Minimum -.2386	Maximum .8973	Range 1.1359	Max/Min -3.7609	Variance .0687

Item-total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item - Total Correlation	Squared Multiple Correlation	Alpha if Item Deleted
C01	55.7100	80.8401	.4338	.5492	.7866
C02	55.1350	88.6199	.1528	.2051	.8015
C03	55.6650	84.7867	.2616	.4050	.7979
C04	55.8050	85.5447	.2930	.5912	.7949
C05	56.0500	87.1734	.2351	.4235	.7975
C06	55.1650	89.2239	.0704	.3536	.8089
C07	56.5450	84.5909	.3769	.5425	.7904
C08	55.5400	86.2396	.2651	.5702	.7963
C09	55.9800	80.9242	.3061	.5257	.7990
C10	55.7700	85.5348	.1963	.5145	.8036
C11	56.6700	82.3026	.6520	.7929	.7793
C12	56.6050	80.8633	.6957	.8806	.7758
C13	55.5650	87.7646	.1741	.5509	.8013
C14	56.4200	83.5413	.4412	.7810	.7871
C15	56.4000	84.1809	.3664	.7118	.7908
C16	56.6150	84.0671	.5265	.7535	.7849
C17	56.6650	80.9475	.6845	.7970	.7762
C18	56.5150	82.7837	.5261	.6490	.7833
C19	55.3700	88.8775	.1056	.4098	.8054
C20	56.6000	80.4221	.7199	.8994	.7744
C21	56.8100	81.8029	.6025	.6953	.7797

RELIABILITY ANALYSIS - SCALE (ALPHA)

Reliability Coefficients 21 items

Alpha = .7994 Standardised item alpha = .8281

APPENDIX 8

RELIABILITY ANALYSIS OF RESPONSES TO THE QUESTIONAIRE

SECTION D

****** Method 2 (covariance matrix) will be used for this analysis ******

RELIABILITY ANALYSIS - SCALE (ALPHA)				
		Mean	Std Dev	Cases
1.	D01	2.3300	.9621	200.0
2.	D02	3.5150	1.1690	200.0
3.	D03	2.8550	.9584	200.0
4.	D04	2.5250	.9870	200.0
5.	D05	3.3000	.9563	200.0
6.	D06	2.9150	.8841	200.0
7.	D07	2.4500	.9337	200.0
8.	D08	2.8700	.7181	200.0
9.	D09	2.6050	.7887	200.0
10.	D10	2.6550	.8774	200.0
11.	D11	2.4950	.9511	200.0
12.	D12	2.6200	.8886	200.0
13.	D13	3.0300	.8905	200.0
14.	D14	2.6150	.6994	200.0
15.	D15	2.7150	.7790	200.0
16.	D16	2.0500	.8840	200.0

RELIABILITY ANALYSIS - SCALE (ALPHA)

N of Cases	= 200. 0					
Statistics for	Mean	Variance	Std Dev	N of Variables		
Scale	43.5450	66.6010	8.1609	16		
Item Means	Mean	Minimum	Maximum	Range	Max/Min	Variance
	2.7216	2.0500	3.5150	1.4650	1.7146	.1296
Item Variances	Mean	Minimum	Maximum	Range	Max/Min	Variance
	.8141	.4892	1.3666	.8774	2.7934	.0437
Inter-item	Mean	Minimum	Maximum	Range	Max/Min	Variance
Covariances	.2232	-.0953	.6069	.7023	-6.3669	.0134
Inter-item	Mean	Minimum	Maximum	Range	Max/Min	Variance
Correlations	.2813	-.1126	.7785	.8910	-6.9167	.0192

Item-total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item - Total Correlation	Squared Multiple Correlation	Alpha if Item Deleted
D01	41.2150	57.7676	.5407	.3229	.8470
D02	40.0300	56.9438	.4699	.3142	.8521
D03	40.6900	56.4964	.6376	.4606	.8418
D04	41.0200	59.6579	.3915	.2748	.8550
D05	40.2450	58.9397	.4595	.3244	.8513
D06	40.6300	58.3951	.5494	.3863	.8468
D07	41.0950	58.8100	.4831	.3000	.8500
D08	40.6750	60.5320	.4970	.2888	.8500
D09	40.9400	59.0919	.5680	.4925	.8465
D10	40.8900	56.2391	.7289	.7408	.8379
D11	41.0500	63.2035	.1649	.2824	.8660
D12	40.9250	57.2356	.6379	.6646	.8424
D13	40.5150	59.1757	.4841	.4545	.8500
D14	40.9300	60.9800	.4698	.3620	.8512
D15	40.8300	59.8202	.5124	.3999	.8490
D16	41.4950	62.1507	.2632	.2725	.8604

RELIABILITY ANALYSIS - SCALE (ALPHA)

Reliability Coefficients 16 items

Alpha = .8581 Standardised item alpha = .8623

APPENDIX 9

RELIABILITY ANALYSIS OF RESPONSES TO THE QUESTIONAIRE

****** Method 2 (covariance matrix) will be used for this analysis ******

R E L I A B I L I T Y   A N A L Y S I S   -   S C A L E   (A L P H A)

		Mean	Std Dev	Cases
1.	B1	1.2500	.4341	200.0
2.	B2	1.2600	.4397	200.0
3.	B3	1.6550	.4766	200.0
4.	B4	1.6250	.4853	200.0
5.	B5	1.3400	.8354	200.0
6.	C01	3.1700	1.2405	200.0
7.	C02	3.7450	.9078	200.0
8.	C03	3.2150	1.2067	200.0
9.	C04	3.0750	1.0122	200.0
10.	C05	2.8300	.9194	200.0
11.	C06	3.7150	1.1447	200.0
12.	C07	2.3350	.9472	200.0
13.	C08	3.3400	.9845	200.0
14.	C09	2.9000	1.5724	200.0
15.	C10	3.1100	1.3178	200.0
16.	C11	2.2100	.7739	200.0
17.	C12	2.2750	.8384	200.0
18.	C13	3.3150	1.0054	200.0
19.	C14	2.4600	.9449	200.0
20.	C15	2.4800	1.0172	200.0
21.	C16	2.2650	.7666	200.0
22.	C17	2.2150	.8440	200.0
23.	C18	2.3650	.8864	200.0
24.	C19	3.5100	1.0466	200.0
25.	C20	2.2800	.8457	200.0
26.	C21	2.0700	.8711	200.0
27.	D01	2.3300	.9621	200.0
28.	D02	3.5150	1.1690	200.0
29.	D03	2.8550	.9584	200.0
30.	D04	2.5250	.9870	200.0
31.	D05	3.3000	.9563	200.0
32.	D06	2.9150	.8841	200.0
33.	D07	2.4500	.9337	200.0
34.	D08	2.8700	.7181	200.0
35.	D09	2.6050	.7887	200.0
36.	D10	2.6550	.8774	200.0
37.	D11	2.4950	.9511	200.0
38.	D12	2.6200	.8886	200.0
39.	D13	3.0300	.8905	200.0
40.	D14	2.6150	.6994	200.0
41.	D15	2.7150	.7790	200.0
42.	D16	2.0500	.8840	200.0

* * * Warning * * * Determinant of matrix is close to zero: 2.636E-16

Statistics based on inverse matrix for scale ALPHA are meaningless and printed as .

R E L I A B I L I T Y   A N A L Y S I S   -   S C A L E   (A L P H A)

N of Cases = 200.0

Statistics for	Mean	Variance	Std Dev	N of Variables
Scale	109.5550	118.7206	10.8959	42

Item Means	Mean	Minimum	Maximum	Range	Max/Min	Variance
	2.6085	1.2500	3.7450	2.4950	2.9960	.3917

Item Variances	Mean	Minimum	Maximum	Range	Max/Min	Variance
	.8699	.1884	2.4724	2.2839	13.1200	.1747

Inter-item Covariances	Mean	Minimum	Maximum	Range	Max/Min	Variance

.0477	-.4642	1.3427	1.8069	-2.8924	.0373

Inter-item Correlations	Mean	Minimum	Maximum	Range	Max/Min	Variance
	.0504	-.7448	.8973	1.6421	-1.2047	.0512

RELIABILITY ANALYSIS - SCALE (ALPHA)

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Alpha if Item Deleted
B1	108.3050	119.8412	-.1377	.	.7141
B2	108.2950	118.9326	-.0423	.	.7118
B3	107.9000	119.9296	-.1376	.	.7147
B4	107.9300	118.9398	-.0430	.	.7122
B5	108.2150	119.5264	-.0823	.	.7177
C01	106.3850	108.4189	.3392	.	.6941
C02	105.8100	120.1245	-.1120	.	.7203
C03	106.3400	111.3512	.2322	.	.7021
C04	106.4800	111.5071	.2895	.	.6986
C05	106.7250	111.0546	.3520	.	.6956
C06	105.8400	114.4768	.1198	.	.7096
C07	107.2200	116.2227	.0784	.	.7107
C08	106.2150	116.0792	.0788	.	.7109
C09	106.6550	105.2020	.3425	.	.6931
C10	106.4450	106.8713	.3712	.	.6912
C11	107.3450	110.4281	.4730	.	.6914
C12	107.2800	111.1674	.3875	.	.6946
C13	106.2400	117.6105	.0046	.	.7154
C14	107.0950	117.7748	.0026	.	.7148
C15	107.0750	118.6124	-.0418	.	.7182
C16	107.2900	114.7396	.2066	.	.7038
C17	107.3400	109.2105	.4987	.	.6888
C18	107.1900	112.1145	.3101	.	.6981
C19	106.0450	112.1537	.2468	.	.7011
C20	107.2750	111.0948	.3876	.	.6945
C21	107.4850	114.2008	.2020	.	.7039
D01	107.2250	112.4165	.2636	.	.7003
D02	106.0400	112.0185	.2156	.	.7032
D03	106.7000	111.1055	.3314	.	.6964
D04	107.0300	114.8333	.1377	.	.7076
D05	106.2550	114.7939	.1470	.	.7069
D06	106.6400	114.3622	.1891	.	.7045
D07	107.1050	111.1799	.3387	.	.6962
D08	106.6850	114.2470	.2578	.	.7018
D09	106.9500	111.9372	.3692	.	.6961
D10	106.9000	111.6985	.3371	.	.6968
D11	107.0600	120.1270	-.1109	.	.7210
D12	106.9350	111.6691	.3334	.	.6969
D13	106.5250	114.0396	.2044	.	.7037
D14	106.9400	115.2929	.1956	.	.7045
D15	106.8400	112.9491	.3119	.	.6989
D16	107.5050	115.1055	.1494	.	.7066

RELIABILITY ANALYSIS - SCALE (ALPHA)

Reliability Coefficients 42 items

Alpha = .7091 Standardized item alpha = .6904