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A MANAGEMENT MODEL FOR THE EXPANSION OF THE WHOLESALE AND RETAIL COOPERATIVE SECTOR IN SOUTH AFRICA

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Abstract: It is well recognized internationally that cooperatives can provide a wellspring for the development of economies. The factors enhancing the establishment, resilience, and sustainability of cooperatives in the wholesale and retail sector in South Africa are examined in this paper with the purpose of proposing a management model that could support the development and sustainability of cooperatives in this sector. The paper identifies four themes necessary to be in place for the successful establishment and sustainability of cooperatives. The research approach was qualitative, cross-sectional and descriptive. Three groups of respondents were sampled, two groups were interviewed telephonically, the third as a focus group. These included retail cooperative owners or managers and experts in the field of cooperatives in the retail sector. A questionnaire was developed around the four themes and served as the basis of a discussion guide for the focus group. The first theme, Legislation, appears to be soundly in place, while the remaining three themes: Management and infrastructural issues; Training and skills issues and Marketing issues are found to be wanting. In order to overcome these weaknesses, a management model is proposed which can facilitate the development of cooperatives in the shorter term as well as being able to capacitate the emerging cooperatives for sustainability in the longer term. Further research into possible structures for emerging retail cooperatives is suggested.

JEL Codes: O10; Q59.

Keywords: Cooperatives; Wholesale sector; Retail sector; Sustainability; Development; Management.

1. INTRODUCTION

The cooperative, as a business entity, has served to provide a significant vehicle for economic and social development. The Cooperatives Act of 2005 recognizes, inter alia:

> "that a viable, autonomous, self-reliant and self-sustaining cooperative movement can play a major role in the economic and social development of the Republic of South Africa, in particular by creating employment, generating income, facilitating broad-based black economic empowerment and eradicating poverty."

Indeed, several sources provide evidence of the role that cooperatives have played in the economic development of regions and countries (Ortmann & King, 2007; Philip, 2003; World Cooperative Monitor, 2015). Most notable examples in developing economies are India, Kenya, Malawi and others (South Africa. Department of Trade and Industry, 2012).

Historically in South Africa, cooperatives have served to establish significant role players in various industries, inter alia wool, citrus, wine, dairy, grain and significantly, retail as farm supply co-operatives. Amin and Bernstein (according to Jara and Satgar, 2009) provide that, at their peak in the 1980s, about 250 cooperatives with 142 000 members had total assets of R12.7 billion, total turnover of R22.5 billion with pre-tax profits of more than R500 million. Furthermore, and significant in terms of support, the cooperatives supplied and financed 90% of the fertilizer, 85% of the fuel, 65% of the chemicals and a significant amount of machinery and implements.

Post apartheid, the new Cooperatives Act of 2005, subsequently amended (Cooperatives Amendment Act 6 of 2013), provided new imperatives for the development of the cooperative movement resulting in a surge of registrations nationally of up to 43 062 cooperatives in 2009 (Registrar of Cooperatives, according to South Africa. Department of Trade and Industry, 2012). Regrettably, the mortality rate of cooperatives has been in excess of 88%, reaching the upper 90% in some provinces (South Africa. Department of Trade and Industry, 2012). The Companies and Intellectual Properties Commission (CIPC) records 20 396 cooperatives registered as at 2015, but without any classification of type (South Africa. Companies and Intellectual Properties Commission, 2014/2015).

The Cooperative Act (No 14 of 2005) also provides for the formation of Secondary and Tertiary (Apex) cooperatives that would further support the development of the cooperative sector. The Cooperative Financial Institute of South Africa (n.d) provides that a Secondary Cooperative is formed by two or more primary cooperatives to provide services to those members, and a Tertiary (Apex) Cooperative, whose members are Secondary Cooperatives, is established to engage with organs of state, private enterprise and stakeholders on behalf of its members.

Cooperatives are established to enhance economic development through poverty alleviation by self-employment, enabling members to harness and combine their resources with subsequent benefits of synergy (Ortmann & King, 2007; Philip, 2003). According to Ortmann & King (2007) the benefits which accrue from participating in a cooperative may be summarized as:

- Economies of scale & scope
- Bargaining power
- Access to markets
- Capitalize on new opportunities
- Manage risk

If, then, there are significant benefits of, and potential for, cooperatives, the factors critical for the success of retail cooperatives in South Africa need to be established. The literature review that follows sets out to determine what these are. The objective of this paper is to propose a management model for the development and sustainability of emerging cooperatives in the wholesale and retail sector.

2. LITERATURE REVIEW

The history of the cooperative movement has been recorded by numerous authors (Ortmann & King, 2007). It is well recognized that cooperatives established a viable, stable and wealthy agricultural sector in South Africa, albeit amongst only the white population. This suggests that, with the appropriate environment, cooperatives could make a significant and substantial contribution to development and could uplift the entire economy. (Nkonki-Mandleni & Anim, 2014).

Numerous works have proposed the factors that enable or hinder the successful development of cooperatives:

- Kanyane and Ilorah (2015) suggest lack of financial support and lack of education as factors that limit cooperative success.
- Nkonki-Mandleni & Anim (2014) determined levels of support for cooperatives in nine provinces and conclude that problems of support are evident in funding, marketing and dispute resolution.
- Chibanda, Ortmann & Lyne (2009) examined three constructs: performance, institutional and governance, and identified institutional problems of poorly defined property rights resulting in low levels of equity and debt capital, reliance on government funding and governance problems. Governance problems were identified as low levels of education, lack of management skills and weak marketing arrangements.

South Africa: Department of Trade and Industry (2012) after an extensive review of international best practice and a review of the local situation, categorized four challenges, namely,

1. Government Challenges, including, inter alia, lack of statistics, poor co-ordination, focus of development agencies, recognition as a unique business form, access to registration, lack of finance and limited access to business infrastructure.
2. Cooperative Management Challenges, including, inter alia, poor management and technical skills (sector specific skills, business skills, financial management, ICT skills, marketing), limited trust and social cohesion and low democratic decision-making. Limited co-operation amongst cooperatives, putting individual interest above collective interest, compliance with cooperative legislation
3. Market Challenges, including, inter alia, limited access to markets, undeveloped value chains
4. Organizational Structure Challenges, including lack of cooperative associations and organizations.

Several other authors identify similar themes (Philip, 2003; Ortmann & King, 2007; Jara & Satgar, 2009).

The review of literature suggests that the factors supporting or hindering the development of cooperatives are well understood. A distillation of the factors from the various literature sources suggests that the factors critical for success of cooperatives will be found in the themes of: Legislative arrangements, Management and infrastructure arrangements, Training and skills issues and Marketing issues. However, no literature has been found specific to the wholesale and retail sector and so there is no evidence to show whether these various factors apply equally in this sector. Therefore, these themes were examined in this research study in the wholesale and retail context.

3. METHODOLOGY

This section will review the methodology used to conduct the research - the research approach adopted was qualitative, cross-sectional and descriptive.

Population and Respondents

Validation of the literature findings required respondents who are knowledgeable about the cooperative sector.

The first group was recruited from a list of incumbents of the Wholesale and Retail Sector Education and Training Authority (W&RSETA) regional offices. However, a very poor response rate resulted in the population being broadened to include Small Enterprise Development Agency (SEDA) regional offices. This group is referred to hereinafter as the "Expert" group.

The second group was recruited from various lists obtained off the internet by searching for "Cooperatives in South Africa". The intention was to sample cooperative members by identifying cooperatives and obtaining membership lists. This group is referred to hereinafter as the "Member" group.

The third group was recruited with the aid of W&RSETA Eastern Cape regional office in order to access qualitative responses of a discussion group. This group is referred to hereinafter as the "Focus" group.

Sampling Method and Sample Size

Respondents were recruited based on their knowledge of, or participation in, retail co-operatives; in other words purposive sampling was initially used. However, due to poor responses and the fact that most respondents were in fact self-selected, the final sample was based on availability and willingness to respond, in other words, convenience sampling. Details of the three samples are:

Expert group: Intended sample was 25 respondents, however, despite assistance from W&RSETA management the response rate was only 14 respondents.

Member group: Field workers continued sampling until 20 valid responses had been obtained.

Focus group: The group size was intended as 10 participants, but despite confirmation of attendance, only seven arrived on the day.

Thus, the total sample size was 41 respondents

Data Collection Instrument

The questionnaire was designed on the basis of the literature reviewed where four key themes of Legislative arrangements, Management and infrastructure arrangements, Training and skills issues and Marketing issues were expanded into related questions. The responses were sought on a five point Likert scale where respondents were requested to indicate their level of agreement with the statements with the extremes of 'Strongly Agree' and 'Strongly Disagree' with a sixth 'Don't Know' option.

The questionnaire was used for the telephonic interviews of the Expert and Member groups. The themes developed for the questionnaire were also used as the basis of a discussion guide for the focus group.

Administration of the Instrument

Expert group: The questionnaire was sent via e-mail with the support of senior management of the W&RSETA. Only three responses were received after several reminders and follow up requests. The services of a professional research company were engaged to phone respondents, resulting finally in 14 valid responses. The research was conducted over a three month period in late 2015.

Member group: Telephonic interviews were conducted by a professional research company over three weeks in early 2016. Interviews were pursued until the requisite 20 valid responses had been obtained.

Focus group: The group session with seven participants under the guidance of an experienced moderator was held in the town of Mthatha in the Province of the Eastern Cape during the last week in January 2016.

Responses from Expert and Member groups were captured directly on the questionnaires during the telephonic interviews (or directly by those who responded to the e-mail request). The Focus group proceedings were electronically recorded in the local language, transcribed and translated by the moderator.

Analysis Techniques

The number of responses per question was converted to percentages. Responses were then weighted on a five point scale where 1 = strongly disagree (0%), 2 = disagree (25%), 3 = neither agree not disagree (50%), 4 = agree (75%) and 5 = strongly agree (100%) to give an overall weighted average percentage. The average of the statements of each theme was then calculated and each statement average was compared to the theme average. Those statements greater than the theme average were considered as being viewed as more positively than those below that average.

Validity, Credibility and Trustworthiness

The literature on which the research is based reflects a high level of commonality of findings across different contexts in which cooperatives function, thus providing a suitable level of credibility. Face validity of the questionnaire was tested by having two industry experts review the wording and terminology. For research-ability, the questionnaire was reviewed and amended by a professional research company. Further, an experienced researcher reviewed and amended the instrument. Results of the research were compared with findings in the literature wherever possible in an effort to verify the findings and determine a level of trustworthiness.

Ethical Issues

Ethical clearance (Certificate No 2014FBREC198) was received from the Cape Peninsula University of Technology ethics committee prior to data collection. A letter of informed consent was presented to all participants and they were all informed before the interviews or focus group that participation was voluntary and they could withdraw at any time without giving reasons. They were also advised that their views were anonymous and where quotes are used that these would be kept confidential.

4. FINDINGS

The factors identified in the literature revealed the nature of the environment that would encourage the development of primary cooperatives. These factors were grouped into four themes and tested in this study. Three groups were sampled and each of the main themes identified in the literature, and incorporated in the questionnaire and focus group discussion guide (legislative arrangements, management and infrastructure arrangements, training and skills issues and marketing issues), was examined separately and the underlying factors of each theme were assessed.

Legislative Arrangements

The level of agreement or disagreement with the ten positive statements was determined, and is illustrated in Table 1. The weighted averages are discussed after the table.

Table 1
Findings related to legislative arrangements

Statement	*Experts: WA%**	*Members: WA%**
1. The Co-ops Act of 2005 is clearly set out and easy to understand	73.2	76.3
2. The Act makes it easy for me to assist in starting new co-operatives	71.4	61.1
3. Support from various government agencies who deal with co-operatives is easily available	51.8	47.5
4. The efforts of the government agencies are well coordinated and logical	46.4	40.0
5. Co-operatives as a business form are well understood by the various government agencies	53.6	44.7
6. Registration of a co-operative is easy	55.4	58.8
7. The idea of a co-operative as a business form is well understood by potential co-operative members	55.4	56.3
8. It is easy for a co-operative to get financial support in the form of a loan	44.6	23.7
9. It is easy for a co-operative to get a financial grant (seed funding)	41.1	25.0
10. The co-op movement has a strong and unified voice with government	32.1	36.8
Weighted average % of all 10 statements	52.5	47.0

*WA% = Weighted Average % of Responses

Expert Group: The positive responses to five statements, numbers 1, 2, 5, 6 and 7 (shaded), which fall above the weighted average (52.5%) of all statements, suggest that the legislation which is in place is supportive and favorable to the cooperative sector.

Member Group: Positive responses to statements 1, 2, 3, 6 and 7 (shaded), which fall above the weighted average of this group (47.0%), largely coincide with the responses of the Expert group as do the neutral to negative responses. The Member group however felt more strongly about difficulty in accessing funding than the expert group.

Focus Group: The discussions held by this group reflect a lack of awareness of the legislated aspects of cooperatives as well as a lack of awareness of the various support organizations available to them.

One Expert respondent reflects on legislative arrangements with this observation:

> "With regards to the legislation, in my opinion the Government has done an excellent job with the Co-operative Act and also setting up various role players to fund them. In short, there is a huge appetite to fund co-operatives in SA, however, in my opinion the frustration lies with CIPC where the process of registration starts. There is no line dedicated to the new co-op registrations, where as a Government agency assisting with the registration, you can call should a need arise."

It may be concluded that the legislative environment is positive and supportive of cooperative development but the implementation and access to the legislated bodies and support appears problematic. Sarkin (2015) supports this in the conclusion to his review of the 2013 amendments to the Cooperative Act of 2005, "…the law is the theory…" - what is required is implementation at a practical level.

Management and Infrastructure Arrangements

Agreement or disagreement was sought for the following nine positive statements as shown in Table 2.

Table 2
Findings related to management and infrastructure arrangements

Statement	*Experts: WA%**	*Members: WA%**
1. Co-ops have easy access to the latest technologies for their businesses	30.4	51.3
2. Co-operatives have easy access to experts in their field of business	33.9	50.0
3. Suitable business premises are easily available for start-up co- operatives	26.8	30.3
4. Co-operative members understand the idea of shared ownership	42.9	58.8
5. Co-operative members support the idea of shared ownership	48.2	66.3

(*Contd...*)

Statement	*Experts: WA%**	*Members: WA%**
6. Co-op members place collective interest above individual interest	39.3	58.8
7. Co-operative members work willingly together in the interest of the collective interest	46.4	62.5
8. Expert facilitators and consultants are available to assist with co-operative management issues	48.2	45.0
9. Expert administrators are available to assist co-operatives with financial and administrative duties	46.2	46.3
Weighted average % of all nine statements	40.2	52.1

*WA% = Weighted Average % of Responses.

Statements 1, 2, 3, 8 and 9 test the accessibility to management and infrastructure support for cooperatives.

Statements 4, 5, 6 and 7 test the level of knowledge or understanding of the cooperative movement.

The overall low scores for this theme suggest disagreement with the statements and thus limited access to management and infrastructure support.

Expert Group: The low weighted average scores (less than 40.2%) suggest that management and infrastructure support is not readily accessible to cooperatives.

Member Group: The average scores for accessibility, below the weighted average (52.1%) reflect the findings of the Expert group, while understanding of the cooperative movement is more positive with this group, but not strongly so.

Focus Group: As a whole, this group is adamant that they do not have a good understanding of cooperatives.

It may be concluded that this theme, Management and Infrastructural Issues, in both accessibility to infrastructure as well as understanding of cooperatives, is relatively weak. In the conclusion to his study, Chibanda (2009) found governance skills to be a weakness amongst agricultural producers in Kwa Zulu-Natal. Thaba, Chingono & Mbohwa (2015) supported the findings regarding the level of knowledge or understanding of the cooperative movement in their study in Gauteng and Limpopo provinces.

Training and Skills Issues

The statements in Table 3 were presented to respondents to determine their level of agreement or disagreement with those statements.

Table 3
Findings related to training and skills issues

Statement	*Experts: WA%**	*Members: WA%**
1. Training in how to set up a co- operative is available	61,5	77,5
2. Financial management training for co-operatives is available	61,5	78,9
3. Business planning workshops are available for co-operative start-ups	59,6	73,7
4. Members of co-operatives need business management training	84,6	78,8
5. People and organizations that support start-up co-operatives need co-operative need management training	82,7	81,7
6. People and organizations that support start-up co-operatives need co-operative specific training	82,7	70,0
7. People and organizations that support start-up co-ops need a formal qualification in co-op set-up & management	71,2	56,3
8. Members of co-operatives need a formal qualification in co- operatives	61,5	45,0
Weighted average % of all eight statements	70,7	70,2

*WA% = Weighted Average % of Responses

The Expert and Member groups reflect very similar responses. The average of all statements is a relatively high 70.7% and 70.2%, which suggest that there is a high level of agreement with all the statements of this theme. Statements 4, 5, 6, 7 and 8 establish the type of training required, while statements 1, 2 and 3 determine availability of training. Paramount is the need for business management and cooperative management training with weighted averages above 82%. A formal qualification for support people is also above average at 71.2% while the lowest need, a formal qualification for cooperative members, is at 61.5%. The perceptions of the expert group of the availability of training are below the theme average.

The Focus group concurs with the need for training with emphasis on financial and business management training. They also confirm that training is available although they feel the duration of training offered is insufficient for good understanding of the topics presented.

It may be concluded, in line with the literature, that training is a major requirement with specific emphasis on the role and nature of cooperatives and their management. This third theme is widely reflected in the literature as being a critical issue in the success of cooperatives (South Africa. Department of Trade and Industry, 2012; Kanyane & Ilorah, 2015; Thaba & Mbohwa 2015).

Marketing Issues

The statements in Table 4 were presented to respondents to determine their level of agreement or disagreement with those statements.

Table 4
Findings related to marketing issues

Statement	*Experts: WA%**	*Members: WA%**
1. Co-operative members have good knowledge of their markets	32,7	61,8
2. Co-operatives have easy access to their local markets	38,5	63,2
3. Co-operative members understand the need for consistent quality	34,6	63,2
4. Experts in the field of marketing are accessible to co-operatives	34,6	51,3
5. Co-operatives find it easy to sell all their produce	26,9	36,4
6. Transport to towns and markets is easy for co-operatives	26,9	27,5
Weighted average % of all six statements	32,4	50,6

*WA% = Weighted Average % of Responses

Expert Group: The relatively low weighted average suggests a low level of agreement with all statements in this theme.

Member Group: Although the weighted average is higher than the Expert group, the responses still reflect a substantial weakness with regard to marketing issues.

Focus Group: Without exception, members of the focus group have difficulties with marketing their products, including issues of quality and pricing. A member of the focus group summarized the feelings of this group:

> "I also agree with the previous speaker, since we use public transport and sometimes when it's hot, and you already have your order with you but you struggle to get taxis to where you need to be and sometimes you end up cancelling the trip altogether. If we could also have a place where we could market our products in town that would be of great assistance."

Based on the perceptions of these respondents and as supported in the literature (Nkonki-Mandleni & Anim, 2014; Chibanda, 2009) it may be concluded that marketing support is an essential intervention for cooperatives.

5. CONCLUSION, DISCUSSION AND RECOMMENDATIONS

The assessment framework in this study was derived from international best practice as described in local and international literature. The framework was identified around four themes evident from the literature.

It was identified that the legislative environment is favorable to the development of cooperatives. Assessment of impediments to the expansion of cooperatives in the wholesale and retail sector in South Africa may then revolve around the other three areas: Management and infrastructural arrangements, training and skills issues and marketing issues.

The objective of this project requires that the findings of the research underpin a proposal for a management model for the development of emerging cooperatives in the wholesale and retail sector in order to integrate cooperatives into bigger wholesale and retail markets. Perhaps the distance between the current position of cooperatives and that of the existing wholesale and retail trade may be called the "interventions gap".

The primary cooperatives, on the one hand, are characterized by talented craftsmen or farmers who possess fundamental skills and capabilities to produce a range of goods or foodstuffs. As evidenced by this research, they are remote from potential markets, often rural; their marketing skills are weak if not non-existent; financial and business management skills are something to be desired. Marketing issues of pricing, quality and quantity are poorly applied.

On the other hand, the bigger, established firms in the retail and wholesale sector are located in and around towns and cities, have sophisticated buying processes and stringent demands in terms of quality and quantity.

It is this dichotomy for which an intervention is needed, and to which the W&RSETA could contribute. A possible solution to this dichotomy is to provide relevant skills development programmes to primary cooperatives and the wholesale and retail sector on an ad hoc basis. This may partially represent W&RSETA current strategy and may contribute to sector development over the longer term. There is a plethora of units, departments, organizations, municipalities, provincial government sectors as well as national government departments which have SME and cooperative development strategies (for example, see Province of Kwazulu-Natal: Department of Economic Development, Tourism and Environmental Affairs, 2016). These all tend to consider funding and training and skills development as their main focus. None, however, considers the wholesale and retail sector as their focus. Most do consider that municipal, provincial and national government departments should develop procurement strategies that favor cooperatives as suppliers.

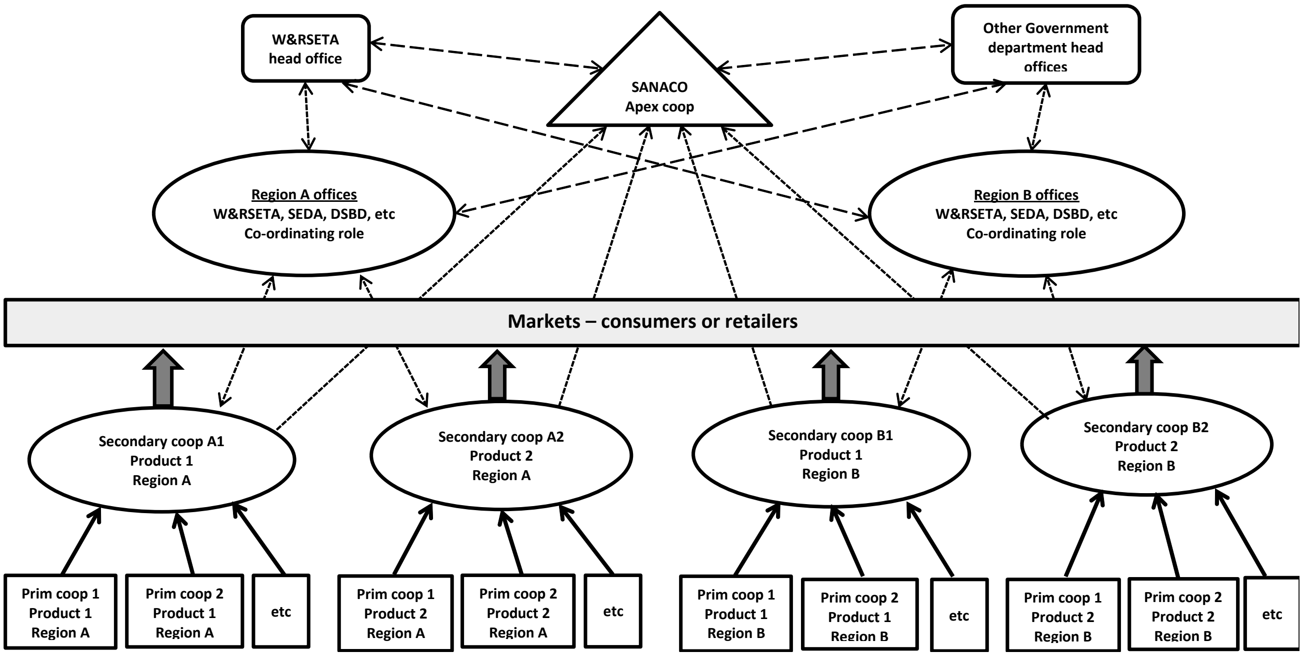
This research has confirmed the significant need for training and development for retailers in the cooperative sector and this need is addressed substantially by the various role players identified. In the longer term, no doubt this training will benefit the sector. It is doubtful, though, to what extent this approach will assist in mainstreaming cooperatives into the formal business sector or for integrating cooperatives into bigger wholesale and retail markets.

It is possible that an active and vibrant Apex cooperative could energize the sector by coordinating, organizing and lobbying for the productive efforts of the primary cooperatives. The existing apex organization, South African National Apex Cooperative (SANACO), appears, however, to be relatively inactive.

An alternative to the emphasis on training and upskilling, as above, could be that the "Interventions Gap" is addressed by a resource that is already established with the ability to provide the driving force that determines the needs of the market on the one hand and interprets these into production programmes on the other. It is proposed that the W&RSETA facilitate the development/establishment of intermediary bodies (which may later become secondary cooperatives). (Refer to Figure 1 for an illustration of the proposed model/framework). These intermediaries would be established on a local basis according to the nature of the produce. For example, an intermediary for potters in the Port St John's area would provide the intermediary services just for those potters. Another geographic area of potters/jewelers/egg producers/vegetable growers would each have its own intermediary. These intermediaries could be regionally based according to the W&RSETA regional offices. These bodies would act initially as wholesalers, but later also as retailers. Their role would be to provide facilitation between primary producers: determine price, quality and quantity data from the market; convert that data into production guidelines; consolidate quantities and provide packaging, labelling and distribution/delivery services. Of necessity, the intermediary would develop relationships with mainstream retailers and wholesalers in the region and include them in developmental and planning processes. The intermediaries could usefully be staffed by retail graduates under the guidance of an experienced facilitator sourced from W&RSETA resources.

The W&RSETA's role would be to facilitate the development of the intermediaries further by coordinating the various developmental establishments (Small Enterprise Development Agency (SEDA), Department of Small Business Development (DSBD), etc.) in fulfilling their various roles in economic development. The W&RSETA may then continue to fulfil their mandate in upskilling the wholesale and retail sector with their training programmes.

The significance of the proposal in this study lies in the alternative approach that is proposed. The majority of studies undertaken conclude with the need for an enabling environment, access to finance and an emphasis on training. Indeed, this study confirms these requirements and recognizes the enabling factors that are in place (Legislation, Finance and Training). This study, however,



KEY: = Trade flow; = Information flow; = Reporting and support

Figure 1: Summarized example of proposed management model/framework

proposes that existing resources and skills be mobilized as enabling forces in being coordinated by existing structures. In this role, the Intermediary bodies could have a significant impact on the long-term development of the cooperative movement in the wholesale and retail sector.

These intermediary bodies would become business units that fulfil the role of managing the primary cooperatives until those cooperatives become sufficiently trained and developed to manage their own businesses. As the W&RSETA has initiated and funded this study, it is suggested that they take the role of the intermediary body in the wholesale and retail sector. Other organizations may take this role in other sectors.

6. LIMITATIONS AND FURTHER RESEARCH

Access to willing respondents is likely to be a challenge to any researcher. This indeed was the situation with this project. The expert group may have felt obliged to fulfil the request from senior management or because of this request may have hesitated to respond, thus the low response of 14 respondents. The focus group was restricted to one geographical area; a larger spread may have resulted in different responses. Encouraging though is the fact of a fairly high consistency of response of the three different groups. As mentioned in methodology above this concurrence indicates a degree of trustworthiness in the research due to triangulation. A further limitation was placed on this research by the lack of registration of cooperatives 'by type' by the registering authorities.

Ortmann & King (2010) propose further research into the alternative ways in which small-scale farmers may reach their markets. Heijden and Vink (2013) suggest that the supermarket model as identified in industrialized countries (including South Africa) is inherently hostile towards smaller producers. This project proposes an intermediary to fulfil some of the marketing functions, which will enable primary producers to become mainstream participants. The nature or form of these proposed intermediaries in ideal form is unknown. From formal mainstream supermarkets to alternative food markets to direct distribution, the alternatives present interesting and exciting possibilities. This opens several possibilities for further research in order to try to identify the most appropriate route to follow.

Abbreviations

CPUT: Cape Peninsula University of Technology. DTI: Department of Trade & Industry. CIPC: Companies and Intellectual Properties Commission. W&RSETA: Wholesale and Retail Sector Education and Training Authority. SEDA: Small Enterprise Development Agency. SANACO: South African National Apex Cooperative. DSBD: Department of Small Business Development.

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