

Rocky Brands: considerations for growth and expansion

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Case summary

Learning outcomes: After completion of the case study, the students will be able to identify and discuss competition using Porter's five forces, analyse and understand the enablers and challenges that impacted Rocky Brands' growth and recommend a solution in relation to Rocky Brands' growth strategy.

Case overview/synopsis: This case study investigates Rocky Brands, a South African manufacturer and distributor of cleaning products in the retail market. The case was set in November 2022 and highlights the important events ranging from the company's founding in 2011 up until 2022. This case aims to study strategy in the South African fast moving consumer goods industry. At the time of writing the case study, Rocky Brands was operating across South Africa, with their main manufacturing warehouse in Johannesburg and a subsidiary manufacturing warehouse in Durban. They were changing the Durban warehouse to a distribution warehouse, as they planned to manufacture primarily from a bigger warehouse in Johannesburg. Rishav Juglall, the main protagonist, is the founder and managing director of Rocky Brands. Rocky Brands imports and redistributes several of the brands that the company sells, including Weiman's, Wright's and Goo Gone. They also manufacture their own line of products in South Africa under the Oakmont brand. Juglall acknowledges that their sales and revenue have grown yearly, but they have recently saturated the market and reached a plateau. Juglall needs to determine whether he should diversify into Africa, expand his product range or enter the market for private label cleaning products.

Complexity academic level: The case study's primary focus is on strategy in an emerging market. This case study is suited to undergraduate students studying Porter's five competitive forces, SWOT analysis (see teaching note exhibit) or the Ansoff matrix in the fields of strategy, marketing or macroeconomics. This case study can be taught in courses such as decision-making, environment of business, leadership or strategic implementation. The case study will teach students how to apply the frameworks to a business and assist students in determining which option is best for the business.

Supplementary materials: Teaching notes are available for educators only.

Subject code: CSS 3: Entrepreneurship.

Keywords: Strategy; Entrepreneurship; Expansion; Porter's five forces; SWOT; Emerging markets; Ansoff matrix; Product development; Strategic management

Introduction

On 20 November 2022, Rishav Juglall, founder of Rocky Brands, sat in his Johannesburg office and turned up the air conditioning while contemplating the way forward. Juglall looked out onto the 1,000 square meter warehouse (sqm), where staff on the factory floor were mixing concentrates, receiving stock, bottling and labelling products, making silicone gloves and chatting among themselves on this hot summer day. Juglall reflected on the company's growth and how he could continue expanding his business in the current challenging economic situation.

Looking back, Juglall realised that although this year was peaceful compared to the time frame of 2020–2021, the business would never return to the way it was before 2020. The last three years had been exceptionally challenging. South Africans had been confronted with restricted movement from the COVID-19 lockdowns, looting and riots from civil unrest, continual power cuts lasting 2–6 h per day (called loadshedding) and water disruptions from lack of updated infrastructure. All of these had affected the business. The company also experienced supplier delays because of the closure of one of the national ports, Durban, as a result of employee strikes.

Although despite all odds and possibly a bit of luck, Juglall had built a successful small business over the years, growing each year in revenue, profitability and product range. Juglall was ultimately responsible for all the decisions made in the company, often using his gut instinct and what he thought would work in the market. As he had no tertiary education, he often turned to his team, family, industry experts and mentors to guide him in his decisions and help him build his business acumen.

Juglall sipped his coffee, stared at the warehouse floor in the distance and reflected on the numbers that he had reviewed recently which showed that Rocky Brands had recently saturated the market and reached a plateau. What were the options for growth: should they export my products to Africa? Should they diversify the product line to serve current clientele better? Or move into store-branded products, called private label?

The gap in the market

Twelve years earlier, in 2010, Juglall was studying marketing at the University of Kwa Zulu Natal and waiting part-time. In a lecture, students were assigned to do a case study on Hillmark, an Australian company that produced high-quality cleaning products and polishes which had a monopoly in the South African marketplace. Juglall subsequently visited a local grocery store to inspect the Hillmark products, where he discovered that the product was excessively priced and poorly packaged. Juglall saw a gap in the market, and he believed he could fill it. Juglall believed that if he could price his products more competitively, provide superior customer service and supply his products quicker than the competitors, he could have a successful business.

In 2011, Juglall began searching online for products available in countries other than South Africa. On Amazon, he found the Weiman brand. He noticed that the brand was the highest-rated brand in the USA and had numerous positive online reviews. The Weiman range was an American brand, which included a glass top polish, granite and marble cleaner oven cleaner, leather care, stainless steel cleaner and gas range degreaser.

Juglall found Weiman's email address online and contacted them with a presentation describing the potential of the South African market. After explaining the location of South Africa to Weiman, they stated that if he was so passionate about cleaning products, they would send him half a pallet of complimentary stock to see if he breaks into the South African market. Along with Weiman, Juglall began distributing Wrights, which was Weiman's sister company and consisted of two products, a bronze and silver cream.

In September 2011, Juglall launched Rocky Brands (see [Exhibit 1](#)). He used the money he was earning as a waiter to open his business accounts, register his company and apply for a tax number. His family also assisted him in funding his business, and he was able to repay them within 36 months.

Getting the product into stores

In 2011, when the inventory arrived, Juglall approached Game, a large-scale retailer in South Africa and a subsidiary of Massmart, with a sales pitch and a business plan. The buyer at Game questioned Juglall's ability to add value to the multibillion-rand corporation. Juglall was rejected for several months, but he continued to call them twice a week in an attempt to schedule an appointment.

In 2012, the buyer at Game eventually agreed to meet with him so that he could stop bothering him. Within the first 20 min of the meeting, Game agreed to stock his products, as they liked the brand and pricing. Juglall had to go to Johannesburg that night to sign the Game agreement; it was his first flight. Within four weeks of signing his trading terms, his product was sold in four Game stores in Gauteng. In its first year, Rocky Brands generated approximately R1,000,000 [1] in revenue. After a year of trading, Juglall was able to obtain a business loan from Nedbank, a large bank in the country, to help grow the business.

In 2013, Rocky Brands was selling the Weiman glass top cleaner at R79 [2]. A competitor that fell under the Reckitt Benckiser company launched a separate product called Mr Min to compete directly with Rocky Brands, which was retailing for R30 [3]. Juglall feared that this would lead to a decline in demand for their goods, but the opposite happened. As the product was intended for use on a glass stove that cost roughly R7,000 [4] at the time, customers did not believe that a low-priced cleaning product could be effective on such an expensive appliance. Shortly afterwards, Mr Min removed their product from shelves. The next year Makro, a large-scale regional retailer that focused on bulk buying, approached Rocky Brands and requested a meeting. Within two weeks of the meeting, Rocky Brands products were stocked in Makro stores.

As a small company, Juglall believed that the company's primary competencies were their ability to identify industry trends and innovations and to execute those ideas faster than any

other company. He was also conscious that brand and consumer trust was important and made sure they were exhibitors in local consumer exhibitions focused on homemakers, such as in exhibitions such as the Home & Garden show and Decorex, to try and do so. The strategy was sales: going out there and getting in front of as many customers as possible. However, one of the disadvantages of being a small business was that, initially, Rocky Brands was required to pay in advance for the delivery of their goods. After extensive negotiation, later their suppliers granted them 30-day payment terms.

Learning along the way

After founding Rocky Brands, Juglall participated in various business accelerator competitions to develop his business expertise. In 2016, he participated in his first competition, the “Pitch and Polish” competition, in which he came second. By placing second, he was awarded a scholarship to an accelerator programme that assisted him in developing his company in fields such as marketing, finance and competitive analysis. This allowed Juglall to develop his entrepreneurial skills in partnership with a network of professionals. He also attributed part of his business acumen and success to his family, as they always had a family business when he was growing up, which provided him with the understanding that it was possible to import a finished product and profit from its resale.

In 2018, Rocky Brands launched Silver Bolt promotions, a subsidiary company that trained students as brand promoters and employed them for in-store promotions. Since its inception, Silver Bolt promotions had been highly successful. Rocky Brands noticed a boost in sales while the promoters were in retailers, which they ascribed to the promoters’ extensive training on their brands and exceptional sales abilities. Silver Bolt was considered the company’s backbone, as it drove sales and convinced customers to purchase their products [5].

Later that year, Rocky Brands launched its own brand called Oakmont. Oakmont was a market pioneer, serving a lower living standard measure (LSM) [6] customer which was not served by the American brands that Rocky Brands imported products were serving. Oakmont was manufactured locally in South Africa, allowing it to be priced more competitively. Several regulations had to be followed while manufacturing or distributing a product in South Africa; these included testing by the South African Bureau of Standards and the National Regulator for Compulsory Specifications, both national regulatory boards for manufactured products, and restrictions regarding what ingredients could be used.

The first product in the Oakmont range was their Scrubba Gloves. These were a high-quality pair of silicone gloves with hundreds of micro-bristles that provided an exceptional cleaning effect on any surface (Scrubba Gloves, 2022) (see Exhibit 2). The gloves were launched in blue, pink and yellow. Yellow did not do as well as blue and pink; they attributed this to being the same colour as standard, less expensive cleaning gloves. They subsequently replaced the yellow with purple. The gloves were sold in stores, and they began selling on Takealot.com, an online selling platform in the country, in 2019; however, they withdrew the product from the website because of packaging problems.

Rocky Brands was allowed to continue business in March 2020, when South Africa enforced a COVID-19 shutdown, as it was recognised as an essential business. During the COVID-19 lockdown, they were faced with the difficulty that none of the businesses would allow salespeople or promotional teams in store, and they were required to attempt to persuade the retailers to purchase their products over the phone. Rocky Brands ventured into hand sanitisers and face masks in 2020 during the pandemic but realised after two weeks that it did not align with their business strategy because of the influx of unaccredited suppliers and stopped selling these products.

The ongoing COVID-19 pandemic, backed by the second, third and fourth waves of infections in South Africa, continued to drive numerous significant consumer trends in home care ([Passport, 2022a](#)). Ever since the pandemic broke out, there was a renewed emphasis on personal hygiene. The continuous emphasis on health and hygiene procedures drove demand for numerous home care categories, including surface care, bleach, toilet care, and to a lesser degree, dishwashing, and air care. This led to an increase in sales for Rocky Brands products.

Later in 2020, Rocky Brands imported another innovative product, an adhesive remover from Goo Gone. The product was exclusive to Builders Warehouse and Leroy Merlin shops (both home improvement and building retailers) and was intended for DIY customers.

Growing pains

In December 2020, Juglall participated in a second business competition, in which he was placed first and won R50,000 [7] in addition to receiving R1,000,000 [8] in interest-free capital. Juglall used the funds to acquire a production line capable of producing 15,000 units per day. Before purchasing the new production line, Rocky Brands could only manufacture 2,000 units per day.

In 2021, the company was severely affected by the riots and looting in Kwa-Zulu Natal. The environment became politically unstable and volatile to operate in. The riots and looting caused damages to the South African economy [9], which was projected at R20bn [10]. Because of the political and environmental hazards in Kwa-Zulu Natal, a South African province, Juglall was considering closing the Durban manufacturing plant and consolidating everything in Johannesburg.

Later in 2021, Juglall joined a business accelerator programme at the River Sands incubation hub in Fourways, Johannesburg, and subsequently relocated into a 200 sqm warehouse there. In less than eight months, they expanded to a larger warehouse of 1,000 sqm. As a result of the business accelerator programme, Rocky Brands introduced two new Oakmont products: Shower guard and Magic eraser. They also restarted selling all their products on Takealot.com and sold around 100 units every week on the website.

Creating business longevity

In November 2022, Juglall had a dynamic, young team that employed 38 employees across the country and maintained three warehouses in Johannesburg, Durban and Cape Town.

Rocky Brands was manufacturing in both Kwa-Zulu Natal and Gauteng. They were in the process of closing the manufacturing facility in Durban and consolidating production in a 3,000 sqm warehouse in Johannesburg, where Juglall believed there would be less space for error. Juglall was still active in the company's day-to-day operations, but his focus was on business expansion, new product development and innovation.

Cleaning products in South Africa was worth US\$131m in 2022 ([Statista, 2022](#)), with an anticipated compounded annual growth rate of 4.36% between 2021 and 2026 ([Report linker, 2022](#)). Rocky Brands' revenue was approximately R24m [11] in 2022 (see [Exhibit 3](#)). They aimed to generate between R40m and R50m in 2023.

Rocky Brands' biggest business challenge was how to grow the business year after year and continue challenging the more prominent players such as the global consumer products company Unilever (see [Exhibit 4](#)). Juglall knew they needed to reinvent themselves every year, as the retail environment was changing yearly. Their growth strategy consisted of identifying a market gap, developing a product to fill it and offering it to the market.

Where possible, Juglall involved his mid to senior managers when planning strategy, as they clearly understood the business and had a perspective around ensuring business longevity. He involved them in determining which new products to bring in or manufacture, and they collaborated closely with the sales force, which had an in-depth knowledge of how customers purchased.

As the COVID-19 lockdown regulations had been lifted, Juglall advocated for all client and supplier meetings to be held in person wherever feasible. Juglall believed it offered them a better understanding, as they could read body language and engage the customer more.

Distribution channels

Supermarkets remained the most common distribution channel for home care because of the prevalence of grocery stores in South Africa (see [Exhibit 5](#)). The channel survived the pandemic because of the wide range of products it provided and its central locations, which were ideal for shoppers in South Africa. Internet shopping offered a convenient alternative to customers who preferred obtaining daily home-delivery items. Firms that have shown excellent success include Takealot.com, Checkers Sixty60, Pick n Pay asap! and Woolworths Dash. Customers of Rocky Brands predominantly shopped in physical stores as opposed to online.

Juglall made an effort to learn more about the retailers Rocky Brands supplied, including the stores' histories, target demographics and strategies for increasing product sales. Rocky Brands' products were distributed by Game, Makro, Builders Warehouse, Pick n Pay, Spar, Leroy Merlin, Hirsch's home appliance store, Hi-fi Corporation (another appliance retailer), Chamberlains (a hardware store) and Takealot.com [12] (see [Exhibit 6](#)). In addition, they supplied Defy, Bidvest, Prestige cleaning and all South African casinos. Rocky Brands employed its own delivery teams in Johannesburg, Durban and Cape Town but contracted out deliveries to more remote regions.

Rocky Brands supplied their products to South Africa, Kenya, Namibia, Botswana, Zambia and Nigeria. In South Africa, they managed their own distribution; however, in other countries, they delivered their products to the Game distribution centre in Johannesburg, where Game distributed to the other African countries and handled all the logistics. Rocky Brands had also supplied products to Botswana and Namibia through grocery stores Spar and Pick n Pay.

It took them 11 years to get the variety of retailers and stores stocking its products, Juglall thought. However, being signed by a retail headquarter did not guarantee that every store would stock their products. Because many of the retailers were franchisers, the Rocky Brands team had to approach each franchise separately and persuade them to stock the products. From the research that they collected, Juglall and the team determined which locations required promotion or should be prioritised based on data from retailer portals that supplied information on their product sales, who their consumers were, where they shopped, how often they shopped and how much they spent per store.

One of the disadvantages of being a smaller company was that they did not have the financial resources to “brand block”, which was when a company purchased several linear metres of shelf space, which helped increase brand loyalty. Companies could gain linear metres through one of three methods. First, by providing retailers with a good price, such as cost – 10%; second, by paying for the space; and third, through an advertising campaign, such as using influencers or providing free merchandise to customers.

The end customers

Rocky Brands aimed to understand who their customer was and to serve only to that customer. Juglall stated that “We don’t want to be everything to everyone [...]. We want to understand [...] what makes us different and take it, because the moment you start becoming everything to everyone – Then your unique selling proposition is watered down”.

Although retailers were Rocky Brands’ direct customers, end users who purchased products through retailers were also considered their customers. Rocky Brands was able to increase customer awareness by advertising in shop flyers.

In South Africa, growing urbanisation, improved living standards, new innovative surface cleaning products available and rising commercial user demand were all likely to boost the expansion of the cleaning products market. Many consumers who had lost their jobs were able to get them back, while other consumers had their previous salary levels reinstated when the local economy stabilised. Remote work and remaining home remained prominent themes as the country fought further waves and restrictions were tightened to contain the spread of the virus⁶. Consumers’ increased cleaning frequency because of more time spent at home helped grow the demand for most home care product categories. In addition, the regularity with which people cleaned their homes after the pandemic peaked in 2020 remained greater than before the outbreak. As a result, sales of cleaning supplies and disinfectants had increased, as customers continued to spend more time on these tasks.

Understanding the customers

Rocky Brands took pride in their understanding its customers, as they felt that if companies did not understand its customers, they did not understand its products. Rocky Brands' typical consumer was a homeowner in LSM 8–10, between the ages of 21 and 50. They believed that South Africans were willing to pay for high-quality products.

Pricing and promotions

Economic instability, strained finances and the pandemic had altered South Africans' shopping habits ([Hattingh and Ramlakan, 2022](#)). As a result, 32% of South African consumers had switched from name brands to private labels (store brands) or more economical names to save money. In addition, consumers were changing brands to cheaper alternatives across the board, with domestic cleaning items at the top. The private label industry in South Africa accounted for R71bn, or 24.3%, of the country's total retail sales value ([Yelland, 2022](#)).

While pricing was important, Juglall was not currently feeling threatened by customers switching to buy more affordable products. Rocky Brands was catering for high-income earners, and they felt that by knowing who their customer was, they could best serve their needs. The company knew that after a buyer purchased a product three or four times, it would create lifelong brand loyalty. Juglall believed that customer loyalty was based on quality and not on price. Their products were all ammonia and phosphate free, separating them from the competition. Some were also Kosher to cater for the Jewish community. They further aligned themselves with their female target market, as Weiman had a global campaign for ovarian cancer for every product sold; a portion of the proceeds went to the foundation.

Suppliers

Rocky Brands consistently maintained the same suppliers. They tried to acquire raw materials locally; however, most of their raw materials were acquired internationally which added to the complication of international shipping. Although they used the same suppliers, there was a variety of different international suppliers that could supply them.

When ordering from international suppliers, they used companies that charged them just for the portion of the container that was used, so they did not have to order full containers of raw materials. It took between 19 and 52 days for shipments from international suppliers to reach the port of Durban. In addition, if Transnet, the government-owned railroad, port and pipeline business, was shut down because of a strike, it could take up to 28 days longer. In addition, when international suppliers had delays, it burdened the company, as they could not manufacture their products. In these instances, they requested extensions from retailers based on their existing inventory levels to guarantee that no stores ran out of products entirely.

Furthermore, international suppliers had to be paid in euros and U.S. dollars, which added to the complexity. In certain instances, it cost Rocky Brands an additional R30,000 on one order because of fluctuating exchange rates. As a result of loadshedding, local suppliers

could only manufacture for 8 h, as opposed to 12 h, resulting in supply shortages. As Rocky Brands ordered in large quantities from their suppliers, they benefited from preferential rates and more favourable credit terms. The larger quantities also improved payment conditions and a more successful working relationship with suppliers.

Competition

Unilever South Africa (Pty) Ltd continued to dominate the home care market because of its strength in the laundry care segment, the industry's biggest market segment. The firm was also a market leader in the dishwashing industry, with its flagship hand dishwashing brand, Sunlight, being widely used across homes in South Africa.

Despite being a distant second in the home care industry, the consumer goods manufacturer Reckitt Benckiser had a sizable market share in certain important product categories, including bleach, dish soap and surface cleaners. The pandemic had increased demand in all three categories because people stayed home to cook and clean more often than before the outbreak [6].

New competition entering the market was something Juglall was always monitoring and scanning, believing that competition drove Rocky Brands always to drive quality and give the best service. When Juglall started the company, he battled to get start-up funding, as there was a shortage of investors, but this had changed over the past decade. There had been a rise in angel investors (private investors focused on financing small business ventures in exchange for equity) and companies looking to invest in new companies.

Substitute products could be direct competitors, such as other oven cleaners, or indirect competitors, such as multi-purpose cleaners. Most of their products were 450 ml, while most of their competitors' products were just 300 ml. Some of their direct competitors were priced similarly to Rocky Brands' products. However, Plush Supreme had launched new products competing with Weiman's products directly but was more affordable. Rocky Brands felt that they had an advantage over the more prominent players because of the size of the competition, as they could make decisions quicker and quickly reply to customers' queries and needs.

The way forward

It was expected that as the South African economy would continue to recover from the consequences of the pandemic, experts foresaw sustained demand for home care services during the projected period. Lower-income customers were predicted to purchase luxury home appliances they could not afford during the pandemic once the economy recovers, increasing value growth in the associated cleaning product market [6].

Rocky Brands was investigating how they could have less of an effect on the environment. Considerations included going off the electricity grid using solar; implementing this could drive their carbon footprint down significantly. A diesel generator would cost approximately R180,000, and if they were to invest in solar, it would cost approximately R300,000. Although Rocky Brands' products were still packaged in single-use plastics, their plastic was

100% recyclable. Juglall believed that the South African customers' mindset needed to shift before dealing with the plastic issue, as single-use plastic was convenient for the end customer.

As Rocky Brands was always on the lookout for new innovative products, they had identified new products that they were considering bringing into their portfolio. The first product was Green Gobbler, an eco-friendly drain cleaner. Unlike other drain cleaners, Green Gobbler does not degrade water table content. They were also considering bringing in the entire Goo Gone range, as they only currently distribute the adhesive remover. The full range consisted of a grout and tile cleaner, a grill cleaner and an automotive cleaner ([Goo Gone, 2022](#)).

Another option that Rocky Brands was discussing was introducing their products to Zimbabwe, Botswana and Namibia directly, as they believed they still needed to infiltrate those markets. The market was far less concentrated in other African countries than in South Africa, with smaller, independent businesses holding the largest market share ([Passport, 2022b](#)). However, to operate directly in Africa, they would have needed to appoint a local agent who lived and worked in the country and added a markup to the product, which was not beneficial for the end consumer because it increased the selling price. Rocky Brands was also mindful that they had yet to conquer the whole South African market and was uncertain whether expanding into Africa was a good approach until they had.

Lastly, if Rocky Brands ventured into private label, they could cater to the lower LSM customers. Private label would also have much higher quantities and better returns for the company. However, there were many legalities in place, and Rocky Brands estimated that it would take several years of consultation, hiring a chemist and tendering to get into private label.

Where to from here?

Juglall sat in his office, staring out at the warehouse floor, contemplating how he would continue to grow his business, as he felt that without innovation, they were simply a number. He thought, "If operating in SA did anything, it gave me a thick skin."

In the present challenging economic climate, what was the right move? Expanding into Africa to reach new consumers, extending the product line to include new products or tendering for private label? Which of these possibilities would offer the company longevity?

Notes

1. Approximately US\$56,616 on 07 February 2023.
2. Approximately US\$4.47 on 07 February 2023.
3. Approximately US\$1.7019 on 07 February 2023.
4. Approximately US\$396.31 on 07 February 2023.
5. Ngobeni, S. (2023) interview, 08 February 2023.
6. Living standard measures categorise South Africans based on their income and lifestyles. LSM 1 is the lowest, and LSM 10 is the highest.

7. Approximately US\$2,836 on 07 February 2023.
8. Approximately US\$56,720 on 07 February 2023.
9. <https://mg.co.za/news/2021-07-20-riots-looting-cost-the-kwazulu-natal-economy-r20-billion/>
10. Approximately US\$1,099,194,000 on 02 March 2023.
11. Approximately US\$1,362,560 on 07 February 2023.
12. Chabatsane, M. (2023), personal email, 29 January 2023.

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Exhibit 1. Rocky Brands logo and product ranges



Figure E1

Exhibit 2. Scrubba Gloves



Figure E2

Exhibit 3. Rocky Brands sales revenue

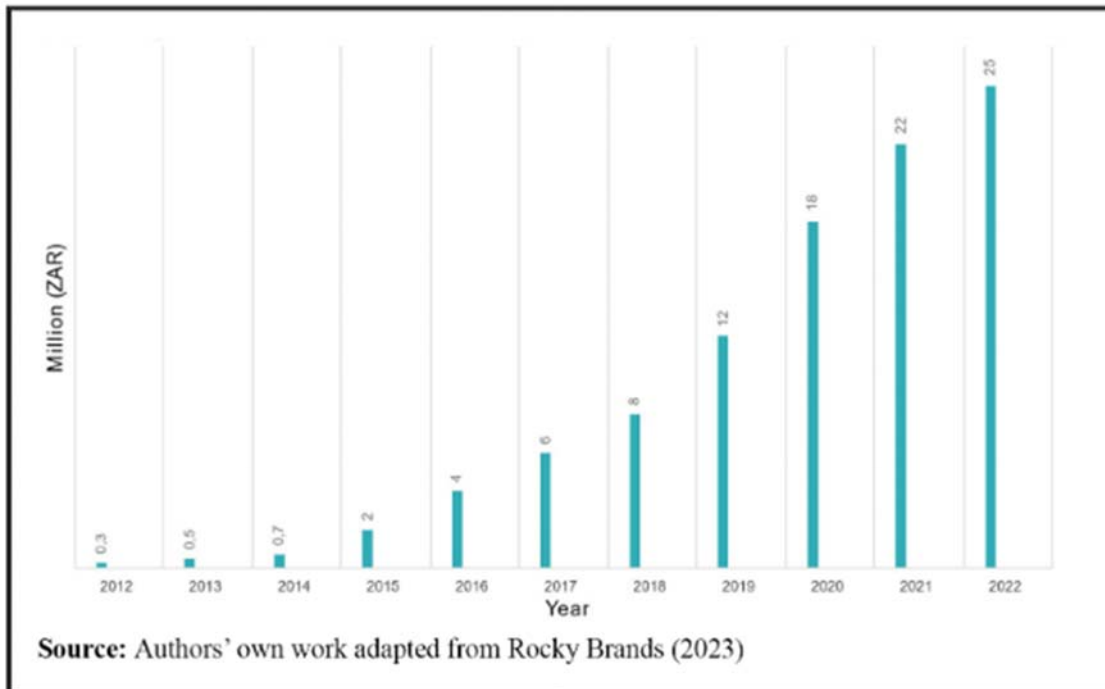


Figure E3

Exhibit 4. Company shares of home care in South Africa vs Middle East and Africa – 2021

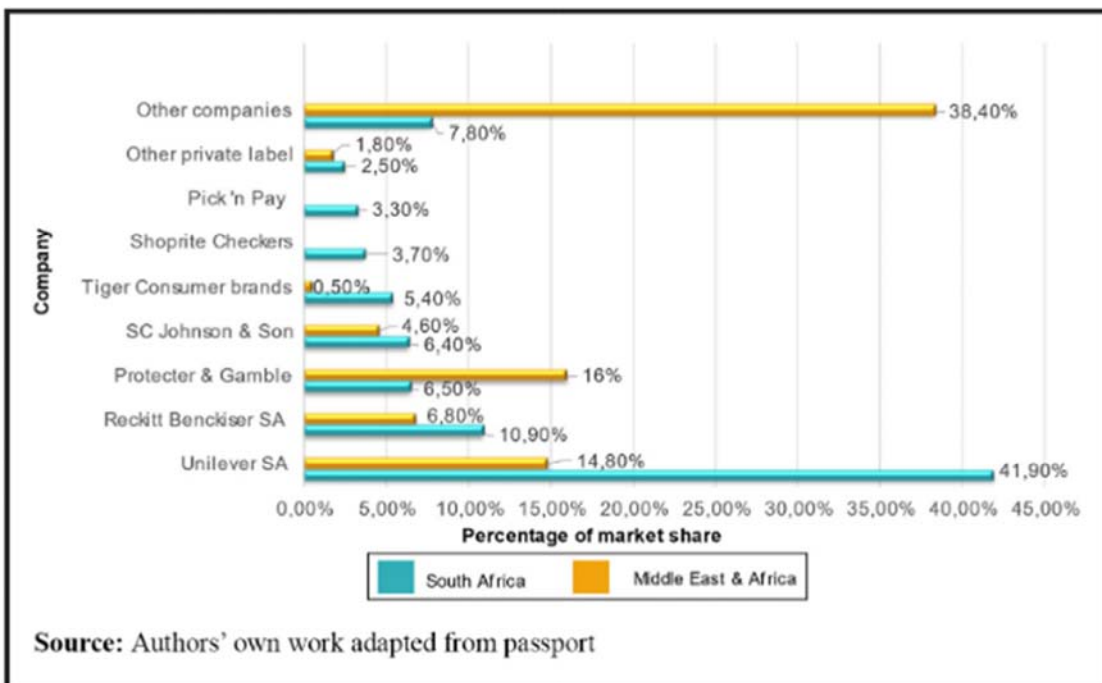


Figure E4

Exhibit 5. Retail channels for home care in South Africa



Figure E5

Exhibit 6. Retail stores, brands and products

Table E1		<i>Rocky Brands product range and stores</i>																				
<i>Brand Started selling</i>	<i>Product</i>	<i>Game</i>		<i>Makro</i>		<i>Builders Warehouse</i>		<i>Spar</i>		<i>Hirsch</i>		<i>Pick n Pay</i>		<i>Leroy Merlin</i>		<i>Take-alot</i>		<i>Hi-fi Corp</i>		<i>Chamberlain's</i>		
		2013	2014	2014	2014	2018	2018	2019	2020	2021	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	
Weiman	Cooktop glass stove cleaner	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
	Cooktop glass scrubbing pads	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
	Granite cleaner	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
	Gas range degreaser	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
	Oven and grill cleaner	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
	Leather cleaner and conditioner	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Stainless steel cleaner	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Oakmont	Air fryer parchment paper	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
	Oakmont Scrubba Glove pink		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
	Oakmont Scrubba Glove purple		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
	Oakmont Scrubba Glove blue		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
	Magic eraser	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Wrights	Shower guard		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
	Silver cream		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Goo Gone	Brass polish		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
	Goo and adhesive remover			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	

Source: Authors' own work adapted from Rocky Brands