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Hybrid Social Enterprises Approach to Brand Management

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Abstract

Recently there has been a remarkable growth in hybrid social enterprises since they have a unique blend of social and economic goals. Despite this, hybrid social enterprises face various challenges when it comes to branding. These challenges are not only practical in nature but also theoretical, since little can be found in the literature on how these organisations brand themselves. Furthermore, both the fields of branding and hybrid social entrepreneurship are newly emerged and evolving thus offering a lot of opportunity for research.

The purpose of this research study is to provide theoretical contribution to the identified gap in theory by using existing theories in brand management and using a research methodology of mixed methods approach. The data was collected through a survey of fifty two hybrid social enterprises and semi structure interviews of five hybrid social organisations in Gothenburg.

The findings indicate that hybrid social enterprises are more likely to use the relational approach as described in the theory by Heding et al. (2009). However, there was no indication of the unison application of this approach among all. Furthermore, hybrid social enterprises used a combination of various brand management methods. A critical finding of this study was also the discovery of the hybrid social enterprises attitude to 'branding as a no brand'. All these findings indicate the evidence of an eighth brand management approach. Finally the research also provides direction for future research with ranging themes for further research.

Keywords:

Social entrepreneurship, hybrid social enterprise, branding, brand management approaches, brand perspective, customer perspective, brand management method and company attitude to branding.

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1. Introduction

This chapter presents the background to the research and puts the study into a broader context. The problem formulation and purpose explains the reasons and importance of this research, followed by the research question and the delimitations of the study.

1.1 Background

This study aims to explore the concept of branding in the context of hybrid social enterprises. Organisations that are classified as hybrid in theoretical perspective and their approach to branding is the main area of research for this study. Understanding their approach to branding can provide insight into a modern approach because branding is such a significant aspect of every organisation. Being aware of the concept that social entrepreneurship is an emerging field, and in case of any emerging field, there are opportunities for further research. Many researchers have acknowledged this. Academic research in social entrepreneurship is still at the infancy stage (Dees and Battle Anderson 2006; Dorado 2006). Furthermore, Dees and Battle Anderson (2006, 39) explain that social entrepreneurship does not currently bear ‘the deep, rich explanatory or prescriptive theories that characterise a more mature field of research’.

Social entrepreneurship has been around for sometime and there are various researchers in this field that have provided a definition of the concept of social entrepreneurship, however, due to the nature of the concept and the varying fields of applications, there arise many unclear boundaries for the field of social entrepreneurship. "As the boundaries are blurring between government, non-profit, and business sectors, and as more innovative and cost-effective ways of approaching social problems are sought, interest in how concepts such as social entrepreneurship can address such social issues continues to grow "(Dees & Anderson, 2003)

This can pose a great challenge to the social entrepreneurs that blend social and economic goals and specifically when these hybrid organisations wish to brand themselves. Our observation is that society in general has a rigid perspective on the roles of non-profit and for profits organisations.

There exists research and literature on the field of social entrepreneurship as well as in the field of branding, however little or no literature can be found in the combined field of social entrepreneurship branding which is the focus of this study. Appearing as a challenge, this study aims to identify the gap in the literature through research on the concept of branding in hybrid social entrepreneurship.

1.2 Research Problem

Branding an enterprise that is hybrid in nature is a challenging task, this is acknowledged in the field both by hybrid social entrepreneurs and experts in the field.

Interviewing the experts in the field, the branding challenge is faced by hybrid social enterprises. Explained in the words of Ingrid Bexell Hulten, Communications director at Coompanion.

“ Branding is a challenging word within the social economy in Sweden. There is also a complicated relationship to enterprises within the social economy when it comes to branding. The word enterprise is very challenging to the third sector while the word "social" is challenging to business sector ”

“ Fewer businesses than in other Western countries are run by non profit /not for profit organisations. A strong public sector has limited the social economy role to gard vested interests, church and sports. Thus people do not see social enterprise as a means to solve social issues, they think the goal of an enterprise is to make money only. In Sweden we have woken up late, since we are a welfare state and also because the model has not been challenged until now.”

Interview with one of the hybrid social enterprises, describing the challenges faced to branding, *"wrestling with the branding issue..when seeking to combine commercial and social goals. As non profits organisations don't understand the economic aspect while economic organisations see us as a threat, while we want to create a win-win-win situation for all(to show that we care for the third party or consequences of what we do)".*

When it comes to the issue of branding for hybrid social enterprises, it becomes even more challenging theoretically as there is no available literature on how branding is applied in hybrid social enterprises.

This problem can be solved theoretically through research to identify the gap and to make a theoretical contribution through analysing both fields. Secondly, the problem sometimes directs to the solution. In this regard, correct identification of brand management approaches that are applied in the hybrid form of social enterprises can practically contribute to providing solutions to the problem.

1.3 Research question and purpose

1)What brand management approach is adopted by hybrid social enterprises?

Finding an answer to the research question may prove particularly useful to social enterprises that are hybrid in nature and to anyone seeking to gain knowledge of how hybrid social enterprises brand and what approach they take. Furthermore, it could help guide the new social entrepreneurs to understand what actions connected with brand creation should be taken under consideration and which of them are leading the way in field of social entrepreneurship in Gothenburg, Sweden.

The study hopes to foster a better understanding of brand management approaches conducted by hybrid social enterprises and that could eventually help many other hybrid enterprises to pursue for the benefits obtained through having a well defined approach to branding.

1.4 Delimitations

Delimitations in a research defines the scope and sets the boundaries of the study that are in the control of the researcher (Simon 2011). This study is restricted to explore the observed phenomenon within the theory of brand management as identified by Heding et al.(2009). Thus exploration of the phenomenon of brand management approach in the practical application by hybrid social enterprises will be explored. We are aware that real life brand management is not restricted to one brand management approach as stated in the theory, but since we want to explore the brand management approach used by hybrid social enterprises, the views of the respondents will be taken literally so as to be true to the theory. To ensure this, our research framework is based on the four operationalised themes namely; brand perspective, consumer perspective, brand management methods and company attitude to branding.

The study will include a research on social enterprises that are hybrid in nature and thus it entails a deselection of social enterprises in other domains as explained in the theory.

The geographical delimitation of this study is restricted to the region of Gothenburg, thus all the organisations studied in this research are based in the region of Gothenburg. This is in the interest of having a focused area of research and in the interest of time to provide a solid research in the field. Furthermore, these delimitations also opens up opportunity for further expanded research on whole of Sweden.

2. Literature review

This chapter provides a theoretical framework for the whole research. It begins with defining social entrepreneurship and continues with outlining the classifications of social enterprises. Followed by explaining the concept of social enterprises in Sweden is explained. The second half of this chapter contains the theme of branding and the main theories fundamental to answering the research questions. The final section of this chapter summarises the theoretical framework.

The overall purpose of this research study is to explore social entrepreneurship in the hybrid context, and how do these organisations brand themselves. Branding an organisation that is hybrid in nature can be challenging as it has the combined elements of both non-profits and for-profits organisations. Therefore, this chapter has two main parts that will critically review literature on social entrepreneurship and the concept of branding.

The chapter starts with a brief introduction of entrepreneurship and the contrasting elements in regards to social entrepreneurship. Thereafter, investigation on the term social entrepreneurship is presented, followed by the theoretical classification of social enterprises.

The second part of chapter explores the concept of branding and the elements of branding.

2.1 Defining Social Entrepreneurship

Social entrepreneurship comprises of two words, social and entrepreneurship. To understand what social entrepreneurship is, it is important to start with entrepreneurship first.

While there exist many definitions of entrepreneurship, it is worthy to note that one particular definition of entrepreneurship that has evolved over the past three decades from the research by Jeffry Timmons and enhanced by Stephen Spinelli. “Entrepreneurship is a way of thinking, reasoning, and acting that is opportunity obsessed, holistic in approach, and leadership balanced for the purpose of value creation and capture”(Spinelli 2012). Therefore, entrepreneurship is based on efforts of an entrepreneur to create and capture value.

There are different types of entrepreneurs with different motives and goals ranging from for business purposes to for social purposes. Austin et al. (2006) noted, the main difference between social and other types of entrepreneurship has to do with purpose, or what the enterprise is trying to maximise. The main findings suggest that, for social entrepreneurs, the bottom line is to maximise some form of social impact, usually addressing a social need that is being mishandled or ignored by other institutions (McMullen, 2011). In contrast, for business entrepreneurs, the bottom line may be to maximise profits or shareholder wealth

(Shaw & Carter, 2007). The purpose determines the type of entrepreneur and it is what differentiates a social entrepreneurship. The social purpose unfolds a whole new field of social entrepreneurship. However, it is not as simple since there are many forms of social entrepreneurship that are significantly different. Cukier et al 2011, puts it clearly by stating: " Often, however, the focus in "entrepreneurship" studies is on only "for- profit" activities while the term "social entrepreneurship" has focused primarily on activities with social purposes. In recent years, the term "social entrepreneurship" has emerged to describe the application of entrepreneurial activities with an embedded social purpose. For our purposes, business entrepreneurship focuses on wealth creation and is of interest because of its potential to fuel economic development whereas social entrepreneurship focuses on 'making the world a better place' and creating social capital"

The field of social entrepreneurship is not a totally new concept and has been in practice for some time and there are various researchers in this field that have provided a definition of the concept of social entrepreneurship, however, due to the nature of the concept and the varying fields of applications, there is not a common definition that is widely accepted by all, therefore, there exist various definitions of the term social entrepreneurship.

The explanations of the term social entrepreneurship seems incomplete without first defining who a social entrepreneur is. The best way to defining this is to present an example of a social entrepreneur that is most renowned for his work in the social entrepreneurship field. The Noble Peace Prize recipient Dr. Mohamed Yunus, who is recognised for his work in social entrepreneurship through the creation of Grameen Bank in providing micro loans to empower the vast majority of underprivileged people in Bangladesh. The Nobel Peace Prize 2006 was awarded jointly to Muhammad Yunus and Grameen Bank *"for their efforts to create economic and social development from below"* (nobleprize.org). Today, his system of micro loans has inspired many initiatives around the world in greater proportions to address the society problems. Such can be the power of social entrepreneurship.

Social entrepreneurial activities mean different things to people in different places because the geographical and cultural contexts in which they appear is different (Mair & Martí, 2006).Table 1. shows the various contexts of application of the definition social entrepreneurship. Thus showing how diverse the term social entrepreneurship is.

Table 2.1.1 Different contexts on definitions of social entrepreneurship

| Year | Author | Definition | Context |
|------|-----------------------|---|---|
| 2007 | Nichols, A. | Social entrepreneurship entails innovations designed to explicitly improve societal well being, housed within entrepreneurial organisations which initiate, guide or contribute to change in society. | A driver of systematic social change |
| 2006 | Austin et al | Social entrepreneurship is an innovative, social value-creating activity that can occur within or across the non profit, business, or government sectors. | a space for new hybrid partnerships |
| 2004 | Alvord, Brown,& Letts | Social entrepreneurship creates innovative solutions to immediate social problems and mobilizes the ideas, capacities, resources, and social arrangements required for sustainable social transformations. | a model of political transformation and empowerment |
| 1997 | Leadbeater | A vast array of economic, educational, research, welfare, social and spiritual activities engaged in by various organisations | one of the solutions to state failures in welfare provision |
| 2009 | Freireich and Fulton | Impact first investors typically experiment with diversifying their social change approach, seeking to harness market mechanisms to create maximum impact. They typically seek out subsectors that offer market-rate returns while achieving some social or environmental good. They may do this by integrating social and environmental value drivers into investment decisions, by looking for returns in a way that leads them to create some social value, or in response to regulations or tax policy | natural development from socially responsible investment |

For civil society actors, social entrepreneurship may represent a driver of systemic social change (Nicholls, 2006), a space for new hybrid partnerships (Austin et al., 2006a), or a model of political transformation and empowerment (Alvord et al., 2004). For government, social entrepreneurship (particularly in the form of social enterprises) can be one of the

solutions to state failures in welfare provision (Leadbeater, 1996; Nyssens, 2006). Finally, for business, social entrepreneurship can offer a new market opportunity (Karamchandani et al., 2009) or a natural development from socially responsible investment (Freireich and Fulton, 2009).

Furthermore, there are different interpretations of this concept in various regions and countries in the world. Many countries have different definitions of what they consider to be social entrepreneurship and social enterprise in relation to their social system and economy. For example, differences between the American and European approach exist. (Defourny and Nyssens, 2008)

Many have defined social entrepreneurship and the definition has been evolving over time and has led to some agreement as to what is the common factor between them all. is able to identify these common factors between all the various definitions. Volkmann et. al(2012) explains that all the definitions of social entrepreneurship agree on a central focus on social or environmental outcomes that has primacy over profit maximisation or other strategic considerations. Furthermore he states that a second defining feature is innovation. Innovation can be pursued through new organisational models and processes, through new products and services, and through new thinking about, and framing of societal maximisechallenges.

Table 2.1.2 provides a list of various definitions and it can be broadly categorised as having two main common elements that majority of the authors address. These two common elements as pointed out by Volkmann et al (2012) are a focus on social or environmental outcomes and innovation.

Table 2.1.2 Main definitions of social entrepreneurship

| Year | Author | Definition | Main Feature |
|------|----------------|---|---|
| 1998 | Greg Dees | social entrepreneurs play the role of change agents in the social sector by (1) adopting a mission to create and sustain social value (not just private value);(2) recognizing and relentlessly pursuing new opportunities to serve that mission; (3) engaging in a process of continuous innovation,adaptation, and learning ; (4) acting boldly without being limited by resources currently in hand; and (5) exhibiting heightened accountability to the constituencies served and for the outcomes created. | <ul style="list-style-type: none"> • create and sustain social value • continuous innovation |
| 2006 | Mair and Marti | Social entrepreneurship is a process involving the innovative use and combination of resources to pursue opportunities to catalyze social change and/ or address social needs. | <ul style="list-style-type: none"> • Innovative process • catalyze social change |
| 2000 | Johnson | Social entrepreneurship is emerging as an innovative approach for dealing with complex social needs. With its emphasis on problem solving and social innovation, socially entrepreneurial activities blur the traditional boundaries between the public, private and non-profit sector and emphasize hybrid model of for-profit and non-profit activities. | <ul style="list-style-type: none"> • Dealing with social needs • Social innovation |
| 2006 | Robinson | A process that includes the identification of a specific social problem and a specific solution(or set of solutions) to address it; the evaluation of the social impact, the business model,and the sustainability of the venture; and the creation of a social mission-oriented for-profit or a business-oriented non-profit entity that pursues the double(or triple)bottom line. | <ul style="list-style-type: none"> • Identifying and solving social problems • Business model based on social mission |

| | | | |
|------|--|--|--|
| | The Schwab foundation for Social Entrepreneurship; | Social entrepreneurship is (1) about applying practical, innovative, and sustainable approaches to benefit society in general, with an emphasis on those who are marginalized and poor ; (2) a term that captures a unique approach to economic and social problems- an approach that cuts across sectors and disciplines; (3) grounded in certain values and processes that are common to each social entrepreneur. | <ul style="list-style-type: none"> • Practical, Innovative and sustainable approach • Economic and social problems |
| 2012 | Kickul | Social entrepreneurship as the application of the mindset, processes, tool, and techniques of business entrepreneurship to the pursuit of a social, and or environmental mission. | <ul style="list-style-type: none"> • Social and or environmental mission • Techniques of business entrepreneurship |

Therefore, the broad but focused understanding of social entrepreneurship includes addressing social problems through innovative approaches and techniques used by business entrepreneurs. The application of social entrepreneurship is also broad as it can take different forms ranging from fully non profits to for profits organisation. The boundaries between some of the forms tend overlapping. Theory makes a clear distinction between these forms through classification method.

2.1.1 Classification of Social Enterprises

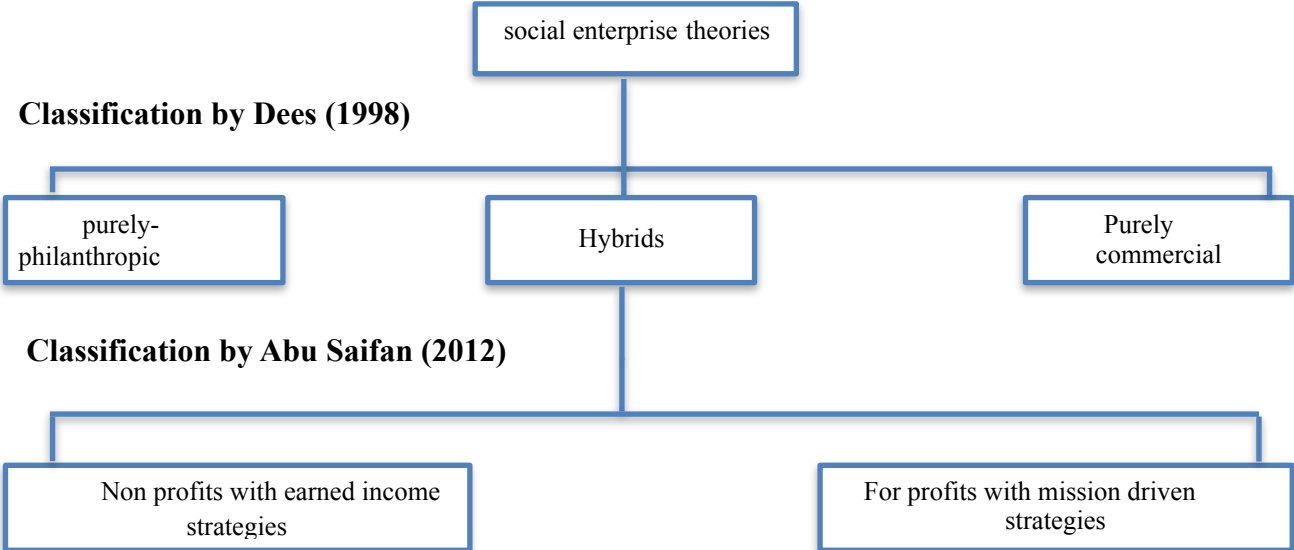
Social enterprises is a wide domain and it includes various types of organisations, to differentiate between them, theorist, Dees (2001) classifies Social entrepreneurship into three. Abu Saifan takes a step further from Dees (2001) classification and classifies one of the domains of social entrepreneurship which is hybrid social entrepreneurship into two forms.

Two types of classification of social enterprises through the works of two authors is provided in this section. Dees, Emerson and Economy (2001) consider the existence of social enterprises along a continuum between purely philanthropic and purely commercial. Dees (2001) classifies the broad spectrum of social entrepreneurship. The classification presented by Abu Saifan (2012) positions social entrepreneurs in the spectrum of entrepreneurship, leading to a broad categorisation of social entrepreneurship in the hybrid context, making the distinction on the basis of how profits are used.

A critical review shows that Abu Saifan (2012) expands on the hybrids classification of social enterprises thus considering the only profits with mission driven strategies and non-profits with earned income strategies to be social enterprises. The fully non profits that are dependent on donors and those only for profits with no social missions are not regarded in his classification. This classification is the main focus of this study as it addresses the hybrid organisations classification.

Below is authors’ diagrammatical presentation of the classification from theories that will follow.

Figure 2.1.1 Classification of social enterprise theories



2.1.1.1 Classification by Dees (1998)

A popular classification of social enterprises is provided by Dees (1998) titled social enterprise spectrum. Social enterprises can be differentiated and located on a diametrically opposed scale between purely philanthropic (non-profit enterprises, which aim at generating a high social return) and purely commercial (for-profit enterprises striving for a maximum financial return). Hybrid models exist between these two extremes .

Figure 2.1.1.1 Social Enterprises Spectrum by Dees

| | | Purely philanthropic | ←————→ | Purely Commercial |
|------------------|---------------|------------------------|---|--------------------------|
| | Motives | -Appeal to goodwill | -Mixed motives | -Appeal to self-interest |
| | Methods | -Mission driven | -Mission and market driven | -Market driven |
| | Goals | -Social value | -Social and Economic value | -Economic value |
| Key Stakeholders | Beneficiaries | Pay nothing | Subsidized rates, or mix of full payers and those who pay nothing | Market-rate prices |
| | Capital | Donations and grants | Below-market capital, or mix of donations and market-rate capital | Market-rate capital |
| | Workforces | Volunteers | Below-market wages, or mix of volunteers and fully paid staff | Market-rate compensation |
| | Suppliers | Make in-kind donations | Special discounts, or mix of in-kind and full-price donations | Market-rate prices |

Source: Dees, 1998: 60.

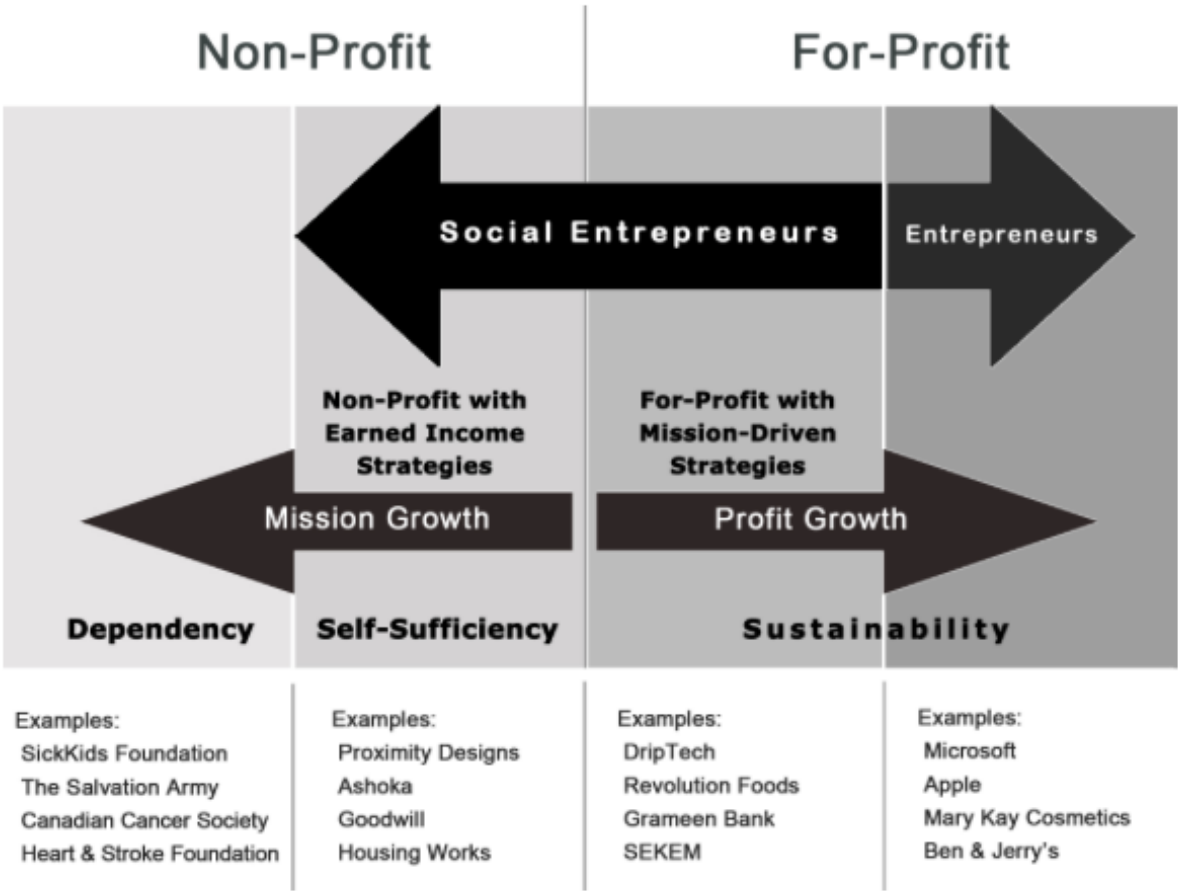
2.1.1.2 Classification by Abu Saifan (2012)

The classification offered by Abu Saifan focused on the classification of hybrid social enterprises. Abu Saifan classifies the hybrid social enterprises into two. One includes the Non profits that have economic goals while the second category includes the for profits with social goals. This classification looks at the broader picture of the hybrid social enterprises.

Social enterprises are of many types and can lead to overlapping of some features making it difficult to differentiate one from the other as they tend to be referred under the general umbrella of social entrepreneurship. Abu Saifan (2012) describes this problem as:

"The lack of consensus on the definition of social entrepreneurship means that other disciplines are often confused with and mistakenly associated with social entrepreneurship. Philanthropists, social activists, environmentalists, and other socially-oriented practitioners are referred to as social entrepreneurs. It is important to set the function of social entrepreneurship apart from other socially oriented activities and identify the boundaries within which social entrepreneurs operate." (Abu Saifan 2012)

Figure 2.1.1.2 Non-Profit and For-Profit organisation by Abu Saifan



The boundaries proposed by Abu Saifan (2012) to position social entrepreneurs in the spectrum of entrepreneurship is illustrated above. It can be noted that the classification of social enterprises is based on two strategies that have the elements of what Dees classifies as hybrids. Abu Saifan (2012) considers the only profits with mission driven strategies and non-profits with earned income strategies to be social enterprises. Therefore, according to this classification, social entrepreneurs operate within the boundaries of two business strategies;

- 1) Non- profit with earned income strategies: a social enterprise performing hybrid social and commercial entrepreneurial activity to achieve self-sufficiency. In this scenario, a social entrepreneur operates an organisation that is both social and commercial; revenues and profits generated are used only to further improve the delivery of social values.
- 2) For-profit with mission driven strategies: a social-purpose business performing social and commercial entrepreneurial activities simultaneously to achieve sustainability. In this scenario, a social entrepreneur operates an organisation that is both social and commercial; the organisation is financially independent and the founders and investors can benefit from personal monetary gain.

Thus, this classification is useful in differentiating the vast array of organisations that may all be addressed as social enterprises but actually differ in their approach, funding and purposes. This is an important difference also for the purpose of this study as it is the guiding line towards the social entrepreneurial organisations that this study will focus upon. From the table above, the social entrepreneurial organisations that shall be of prime focus for the purpose of this study, would include the hybrid organisations as referred by Dees. While according to Abu Saifan, these hybrids can be Non profits with earned income strategies or For- profits with mission driven strategies, the main differentiating factor is how the profits are used. The For profits with mission driven strategies, benefit from personal monetary gain while the Non- profits with earned income strategies, reinvest the revenues in the mission.

Having a detailed explanation of what constitutes a hybrid organisation, the next section will look into the legal forms of social entrepreneurship in Sweden and focus on the hybrid form of social enterprise in Sweden.

2.1.2 Social entrepreneurship in Sweden

The term societal entrepreneurship (samhällsentreprenörskap) has been used in Sweden since the 1980s. It is often seen as a means of local community development and is now used by many as an umbrella term including social entrepreneurship and social enterprises as well as SMEs that focus on their social contribution as well as their profits. (Wilkinson, 2014)

Cited in a country report Sweden by European commission titled, A map of social enterprises and their ecosystems in Europe (2014), There is no legal form that is specifically designed for use by social enterprises in Sweden. Social enterprises use adaptations of the cooperative (economic association), non-profit association, limited company, limited company with distribution restriction and foundation forms to carry out their activities. The most commonly used legal forms adopted by social enterprises are the cooperative, non-profit association and limited company which are adapted to provide for a social purpose in their constitutions.

The Swedish Government among others recognise the work integration social enterprise (WISE). This recognition can be obtained by an organisation that operates with the aim of integrating people into society and working life and creating involvement by co-workers. WISEs are required to reinvest profits into furthering their aims and be independent of public authorities. However these WISEs are governed by the same laws as any other enterprise of the corresponding legal form. There are no incentives that attach to being recognised as a WISE. There is no recognition of, or incentives for, social enterprises that carry out other social purposes.

In the absence of a clear definition of social enterprises in Sweden, the term tends to be equated to WISEs and/ or applied in a more general sense (i.e. “social purpose businesses”

and/ or organisations based on non-profit principles). As a result, it is difficult to distinguish social enterprises from WISEs and/ or the wider social economy.

There are no specific legal forms for social enterprises in Sweden. Social enterprises are free to use whichever legal form that they feel is appropriate for their specific purposes and requirements. For WISEs, there are particularly three legal forms that are commonly used (Tillväxtverket, 2011b).

2.2 Branding

Brand and branding can be approached from many different perspectives. Below, there are explained most common attitudes towards this topic and described all of the most important notions, that can contribute to a full understanding of this subject.

2.2.1 Defining Branding

There are many authors that define what brand is. One of the classic definitions of a brand is correlated with a product and its differentiation from the competition, mostly by using specific name, logo, or design (Heding et al, 2009). According to Knox et al (2003) brand is “a product or service, which a customer perceives to have distinctive benefits beyond price and functional performance”. Wheeler (2013) on the other hand, talks about it in context of building emotional attachment of customer to the specific brand, where it becomes irreplaceable and where there can be built a strong, lifetime relationship. Brand can also be viewed from different perspectives, depending on what function and for whom it is serving. For example, for customers brand can be an indicator of a product quality, make a choice easier, lower the risk or induce trust. From the financial point of view brand can be an asset. Brand can also show how effective are marketing activities that are connected with the product. (Keller et al, 2006) .

Wheeler (2013) sees branding as a disciplined process of building awareness and extending customers loyalty. It is about using opportunities to show why our product and our brand should be chosen over the others. Branding is about a desire to win with the competition and creating the best possible tools that employees can use to reach customers. As the concept of product branding was developed over the years it became clear that it consists of the layers of added value around a product or service core functionality. The main role of it was to create and keep distinction on a specified market (Knox et al, 2003). The process of branding can be conducted in five steps (Wheeler, 2013):

1. Conducting research
2. Clarifying strategy
3. Designing identity
4. Creating touchpoints

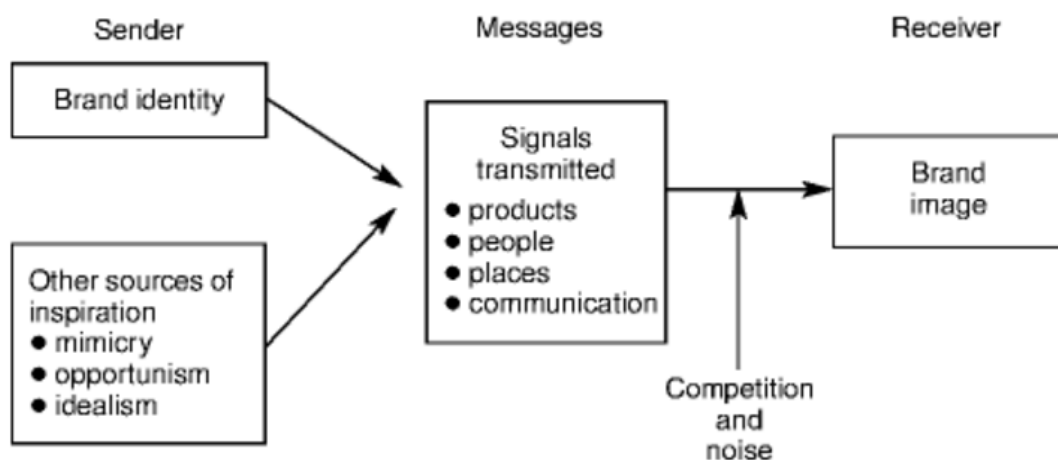
5. Managing assets

Since branding is in a main part about making customers look beyond such things as price and quality, it can be applied in case of social enterprises as much as in case of traditionally understood businesses. Brand should appeal to emotions and values, as well as to customer sense of identity, therefore even mainstream businesses are making social offers. They are using the social aspects, cause-related marketing and ethical trading to their advantage to strengthen the brand. Becoming a trusted brand is a key to companies success and using social offering to build customers trust and brand reputation can really help. (Allan, 2005)

2.2.1.1 Brand identity and Positioning

The substance of what brand really is can be also found in the brand identity, that can be characterised by such things as culture, design, behaviour and communication (Svedberg, 2014). Brand identity to be effective, should be in harmony with customers, vary from the competitors and represent what organisation is as well as can and want to be in the future (Ghodeswar, 2008). For success of a brand, it is crucial to have a clear and well-defined brand identity. It helps to maintain the consistency in the brand communication and make a brand perform better. (Hirvonen & Laukkanen, 2013) It is important to distinguish the identity from the image of a brand. The first of them is on the side of a sender of the message, second on the other hand on the receiver side. Brand image is focused on the way a brand is perceived by certain groups. Brand identity is mostly about specifying brands meaning and self-image before sending an image it should be known what a company would like to send. (Kepferer, 2008) The picture below visualise the image and identity differences:

Figure 2.2.2 Brand image and identity differences



Source: (Kepferer, 2008)

Positioning is a concept directly connected with a brand identity and image. Positioning of a brand is connected with emphasizing the characteristics that make it different from the competitors. During the process of positioning the questions like why, for whom, when, and against whom should be asked. (Kepferer, 2008) Positioning is about, differentiating a brand in the mind of overwhelmed with choices customers. (Wheeler, 2013) It also deals in fundamentals with finding a balance between sameness and differentiation (Koch, 2014).

2.2.2 Brand strategy and brand management

Brand management is a fundamental part of a future-focused company management, especially when under consideration is taken that brand value sometimes is responsible for a major part of total company value. Businesses are also better prepared for a constantly changing competitive conditions, when they implement strong brand management. (Kotler et al, 2010)

There are many taxonomies regarding brand management but the most common one, that some elements of it were showed in the previous parts of the literature chapter is presented by the Heding (2009). The seven categories of brand management approach are: The economic approach, the identity approach, the customer-based approach, the personality approach, the relation approach, the community approach and the cultural approach.

2.2.2.1 The economic brand management approach

All the other approaches to brand management are based on the classic understanding of brand management. This approach is developed from the positivistic paradigm and builds on the most fundamental concepts in marketing. Economic approach uses such concepts as marketing mix, (McCarthy, 1960), the 4 Ps- product, place, price and promotion. This two concept explain how the brand is created and managed. In the economic understanding of brand, the market is ruled by the “invisible hand”. Consumer is represented by the economic man, that behaves rationally, has all the information and the transaction is just an exchange of a product for a certain price. There is no relationship between product and buyer and no emotions are involved. Consumer wants to satisfy his needs and is not influenced by social or cultural bonds. The most important role of a brand in this case is to communicate the finest qualities of a product to a consumer. In the economic approach big data, like scanner panel data, laboratory experiments are preferred and the analysis is mostly quantitative (e.g. regression analysis). Economic approach for brand management is useful mostly for short term planning and implementation, however it has small strategic meaning and its usefulness in building brand is low.

2.2.2.2 The identity brand management approach

In this approach, identity plays the biggest role. It is necessary to build a strong valuable brand. Brand should be expressed by one common picture to all stakeholders. It has meaning mostly on a corporate level, rather than on product consumer field and is created by the

external and internal communication. Brand identity consists of four components, those are organisational and corporate identity, image and reputation. First two focus on the internal side that includes visual, strategic and cultural aspects of brand. The other two are mainly focus on the external indication, which cover short and long-term perception of the brand by the customer. (Hatch, 1997) For collection of data in this approach are used mostly heuristic methods. Focus is on the current and historical understanding, visual expression, study of culture and organisational values and storytelling. Brand managers in the identity approach try to identify identity gaps and develop organisational identity, corporate identity, brand image and reputation to build one coherent brand identity.

2.2.2.3 The consumer-based brand management approach

In this approach focus is mainly on the consumer perception of a brand. It is based on the assumption that brand is in the mind of consumer a cognitive construal. This approach draws from the cognitive psychology and sees a consumer as a person in charge in the consumer-product exchange. Consumer is also perceived as computer that is processing information in similar way, to make a brand choice. Brand needs to exist in the mind of customer- it has to be recallable and recognizable. If this is the case, then the brand image of the consumer can be mapped and compared and measured against other competitive brands.(Keller, 1993) Methods used in this approach can be divided into two categories, input-output and process-tracing. First one measures the output, depending on the changes in the input. In the second one, different choice scenarios are analysed. Brand manager role is mostly focused on the right communication that ensure that brand exists in the mind of consumers. If awareness of brand is achieved, the focus should go to showing the brand image and the brand positioning. In the consumer-based approach brand has strategic meaning.

2.2.2.4 The personality brand management approach

In this approach it is assumed that the key driver of consumer choice of brand is to express his or her inside and to identify with a certain concept. Consumer doesn't choose product only because of its physical or functional features but also because of the symbolics that it carries. In the personality approach, a brand is strengthened if it has a certain character, a personality and consumer bonds easier with it on an emotional level if he or she can identify with it. (Aaker, 1997) Methods used in this approach are usually a mix of qualitative and quantitative measures, scaling techniques. From the managerial point of view the most important thing is to build such brand personality, that represents traits that consumers express their self with. Choosing the right brand characteristic creates a suitable platform for a product-consumer communication.

2.2.2.5 The relational brand management approach

The relational approach is strongly connected with personality approach. Similarly to the previous one, it focuses on a dialogue between brand and consumer. A human and a product create a relationship to which both of them contribute in the same way. Consumer in this

approach is perceived in a holistic way and focus is on his or her overall behaviour and personal aspects that are not always directly connected with the consumption choice. Relationship between brand and consumer resembles a human relation and because of that satisfies a basic human need and helps to win consumer loyalty. (Fournier, 1998) Some of methods used in this approach are in-depth interviews that help to understand the inner world of people and life stories that help to collect information about their experiences. From the managerial side, the brand relationship with a consumer is not constant and is created in dynamic process. A lot of data need to be processed and incorporated in the brand communication. Consumer needs to be treated as a friend and an equal partner.

2.2.2.6 The community approach

The community approach is based on the assumption that there is communication not only between brand and consumer but also between consumers. It emphasises the social nature of brand and the contribution that different groups of consumer have to the brand value and the meaning of a brand. Brand community concept can be seen in different versions and can be geographically bounded or spread. Three kinds that can be exemplified are communities run by enthusiasts, communities created by marketers and communities that become a marketer. (Muniz, 2001) Methods in this approach focus on understanding socio-cultural interactions and creation of brand meaning. It is important to get into natural environment of consumer to participate in their community. Managers in this approach should be rather discrete and play a role of an observer.

2.2.2.7 The culture approach

In the culture approach focus is not on the interaction of a brand and consumer but rather on the influence that brand can have on a culture in a macro level and how culture influence brand. The concept of a brand icon plays a big role in this approach and is explained as brand that managed to integrate with a certain culture, better than other brands. Brands are connected with a cultural meaning and their behaviour and communication are adjusted to the cultural norms. A consumer in this approach is connected with complicated cultural meaning that can be found in the brands. Contribution of brands to different cultures can be also seen in a negative way, which explains the existence of anti-brand movements. They very often raise political questions regarding brands and push for social-responsibility. (Holt, 2002) Methods used in the culture approach are similar to ones used in other fields and are mostly based on a macro-level analysis on micro-level data. Managerial implications in this approach are focused on creating brand icon by understanding the culture of a certain society and issues that this society faces. Brand managers should also be sensitive to the criticism that can be directed against brands.

A full taxonomy of brand management 1985-2006 by Heding et al (2009) is presented in the tables below:

Table 2.2.2 Taxonomy of brand management 1985-2006




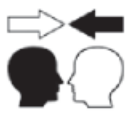







| | The economic approach | The identity approach | The consumer-based approach |
|-----------------------------|--|---|---|
| |  |  |  |
| Time of origin | Before 1985 | Mid-1990s | 1993 |
| Key reading | McCarthy, E. J. (1964), <i>Basic Marketing, a Managerial Approach</i> , Homeward: Richard D. Irwin, Inc. Borden, N. (1964), The Concept of the Marketing Mix, in G. Schwartz (ed.) <i>Science in Marketing</i> | Hatch, M.J. and Schultz, M. (1997) 'Relations between organizational culture, identity and Image', <i>European Journal of Marketing</i> | Keller, K. L. (1993), 'Conceptualizing, Measuring, and Managing Customer-Based Brand Equity', <i>Journal of Marketing</i> |
| Keywords | The economic man, transaction theory, marketing mix, the Four Ps | Corporate branding, identity, organizational culture, vision, image | Customer-based brand equity, brand image, brand associations |
| Brand perspective | Functional | Corporate | Cognitive construal |
| Consumer perspective | Economic man | Stakeholder | Computer |
| Scientific tradition | Positivism/empiricism | Socio-economic constructivism/interpretivism | Cognitive psychology |
| Methods | Scanner panel data, laboratory settings, quantitative data | Organizational culture studies and organizational values Heuristic methods, storytelling. | Cognitively based association maps, interviews, projective techniques |
| Managerial keyword | Control | Monologue | Programming |
| Supporting themes | 'Traditional' marketing, the Four Ps | Organizational identity, corporate identity, image, reputation | Cognitive psychology, the information-processing consumer |
| Brand value creation | Marketer ↓ Consumer | Marketer ↓ Consumer | Marketer ↑ Consumer |

Table 2.2.2 Continuation

| The personality approach | The relational approach | The community approach | The cultural approach |
|---|--|---|---|
|  |  |  |  |
| 1997 | 1998 | 2001 | Around 2000 |
| Aaker, J. L. (1997), 'Dimensions of brand personality', <i>Journal of Marketing Research</i> Plummer, J. (1985) 'How personality makes a difference', <i>Journal of Advertising Research</i> | Fournier, S. M. (1998), 'Consumers and their brands: developing relationship theory in consumer research', <i>Journal of Consumer Research</i> | Muñiz Jr, A. M. and O'Guinn, T. C. (2001), 'Brand Community', <i>Journal of Consumer Research</i> | Holt, D. B. (2002), 'Why do brands cause trouble? A dialectical theory of consumer culture and branding', <i>Journal of Consumer Research</i> |
| Brand personality, self, archetypes | Dyadic brand–consumer relationship, brand relationship quality | Brand communities, brandfests, the brand triad, the internet | Globalization, popular culture, brand icons, No Logo |
| Human | Human | Social | Cultural |
| Psychological | Existential being | Tribe member | <i>Homo mercans</i> |
| Human personality psychology | Existentialism, phenomenology | Anthropology, micro-perspective | Cultural studies |
| A mix of quantitative and qualitative methods, scaling techniques | Depth interviews, life story method | Ethnography, netnography | Macro-level analysis on microlevel data |
| Symbolic exchange | Friendship | Discretion | Bird perspective |
| Personality, consumer self, brand–self congruence | Animism, relationship theory | Community theory, subcultures of consumption | Cultural consumption, No Logo, the citizen-brand prospect |
|  |  |  |  |

First attitude is toward a financial aspect, it talks mostly about how big is an economic value of a brand. It is based on such theories as transaction cost theory and the concept of marketing-mix. In the identity approach focus is on four topics. Internally, those are corporate identity and organisational identity, externally image and reputation. In the customer-based approach the most important stakeholder is customer. Brand is what customers recognise it to be in their mind and they are making a choice that marketers suggest them to do.

In the personality approach, most important things of brand equity creation are customer's identity, human personality and expression. Symbolic meaning that brand provides is key driver of brand strength. Relation approach is about exchange between brand and consumer. This process is cyclical and remind a human relationship. In community approach focus is social nature of brand and the involvement of group of customers in brand creation. In the cultural approach the role of brand in the macro level of consumer culture is most important. Product's brand represent a story and become icons.

2.2.3 Summary

Brand strategy according to Wheeler (2013) is connected with a whole business strategy. It is built on a company's vision, culture and values. It reflects on customer needs and resonates with all company's stakeholders. Brand strategy is basically as set of direction that points the direction for marketing, sale force and all the employees. Similarly, Heding et al (2009), states that first elements while creating a brand strategy should be to define the brand vision and brand identity. It is also important that brand strategy is created for a long-term and goes along with a business strategy. A good brand strategy takes elements from the seven approaches mentioned above, that match the brand the best.

Basing on the definitions of brand presented above it can be said that such things as: **name, logo, design** are things that are crucial to show a brand. Company should also define such things as **mission and vision** and implement them in their **branding strategy** in which such things as **long term goals, customer needs** and **company's values** are applied. The question whether a company has any brand approach at all should be asked. Do they use single or a multiple approach, do they have alliances, how big is there area of company's activities, do they remember about cultural aspects and how do they communicate their brand meaning and through what channels. Does a company even consider their brand a valuable asset? The good brand has to be recognisable and make the customers identify with it. Are they aware that this brand exist, do they trust it.

In the perspective of hybrid social entrepreneurship, it could be drawn from many brand management approaches. Most valuable however seem the community approach that raises the topic of society and involves bigger group of people in the brand building. Other approaches that also are suppose be applicable in case of social hybrid enterprises are personality and identity approaches that see consumer as humans and put people in the centre of interest. Similar attitude is usually presented by social entrepreneurs that see human as an supreme value.

To account for the choice of theoretical framework, hybrid social entrepreneurship sets a context in which the seven brand management approaches by Heding et al., 2009 will be analysed. The theoretical framework will be used to further understand what approaches are in application within the hybrid social enterprises. This would lead to adding value to the

explanation of the brand management approach chosen by hybrid social entrepreneurship. However since, the framework is not developed specifically for hybrid social entrepreneurship, the research methodology would enable in finding an explanation to the gap in theory and contribute to theory.

3. Methodology

This chapter describes and presents the methodology used to carry the research. The first paragraph begins with the research design followed by discussion of the two aspects fundamental to this research, the qualitative and quantitative research strategies. Thereafter, explanation of the selection criteria and data collection methods. Finally discussing the credibility of the research is explained in terms of validity and reliability.

Collis and Hussey (2009) identified methodology as the “overall approach to the entire process of the research study”. Thus this chapter outlines the approach taken in the research to answer the research question. Various authors in the field of business research have outlined how to conduct a research through defining a research strategy. Saunders et al (2009) defined research strategy as “the general plan of how the researcher will go about answering the research questions”. Some of the common research strategies used in business and management are experiment, survey, case study, action research, grounded theory, ethnography, archival research, cross sectional studies, longitudinal studies and participative enquiry (Easterby-Smith et al., 2008; Collis and Hussey, 2009; Saunders et al., 2009).

3.1 Research design

The aim of the research question for this study was to answer the type of branding activities undertaken by hybrid social enterprises in Sweden .The most appropriate method for exploring this question was analysed to be a mixed method comprising of both qualitative and quantitative research method. This would cover different aspects of the phenomenon and give more comprehensive results (Bryman & Bell 2011). Thus combination of both these methods would result into more concrete findings than through using just one strategy alone.

The research strategy would apply both inductive and deductive approach to the relationship between theory and research. Thus the focus was both for understanding of a subject and testing of theory. The deductive approach is used because of the presence of well established theories on branding which would guide the research from theory to empirics. Thus this would include testing data collected that is based on the existing theory. The inductive strategy applies here because the combined field of branding in hybrid social enterprises is relatively new.

The research strategy approach for this study was inductive research strategy. As Bryman and Bell (2007) state, inductive approach has a main focus on linking data and theory together to produce findings that are generalisable. Induction also entails an element of deduction. Quantitative research entails a deductive approach while qualitative research entails an inductive approach.(ibid). The deductive nature of this research is to test whether established

theories apply in specific contexts (Hyde, 2000). The literature review suggests that there is already established theory on the concept of branding in business enterprises, however does the branding theory approach apply to hybrid social enterprises, is also a matter of investigation for this study. Thus inductive approach would enable us to confirm whether the data collected has any connection to the theory of branding, to find how well do hybrid social enterprises use branding approach.

3.2 Quantitative research strategy

The quantitative research strategy was done through an online survey with a more exploratory focus thus it not fully of deductive nature however elements of deduction were evident. Conducting a quantitative research strategy allowed prevention of generalising results which is a main drawback of a qualitative strategy. Quantitative research strategy also allowed the research to not only focus on words but on numbers that were gathered from the quantification of the collected data from the survey. The purpose of the survey in this research was to allow for a larger sample size, wider geographical distribution and is less time-consuming (Sue and Ritter,2007)

3.3 Qualitative research strategy

A qualitative approach focuses on interpretation and understanding of reality as socially constructed (Eriksson and Kovalainen 2008). The purpose of qualitative research is to gain insights into specific questions through the thoughts and perceptions of the interviewees. This can later on lead the researcher in a deep understanding of the world through their eyes (Bryman & Bell 2011) Hence, this approach would provide more flexibility to gain an understanding of what type of branding activities are undertaken by various hybrid social enterprises in Gothenburg. The potential drawback to qualitative study can be bias from the interpretation of the researchers and generalisability. However this was diminished through conducting face to face interviews with the selected companies. This allowed for a rich data collection that would be further analysed.

In order to broaden the research on finding different types of branding activities undertaken by hybrid social enterprises, the research was conducted through the use of case studies of hybrid social enterprises in Sweden. Bryman & Bell (2011) explain that the case study approach as a very popular and widely used research design in business research. They further argue, that the employment of such design is most common when the researcher wants to focus on a geographical location and seeks to generate an in depth investigation of a case.

Yin (2003) categorises case studies as explanatory, exploratory, or descriptive. He also differentiates between single, holistic case studies and multiple-case studies.

To understand how various social enterprises in Sweden branded themselves, the appropriate method would be to conduct a multiple case study as it would best answer the research question in comparison to a single case study approach. Yin (1994) emphasised that multiple cases strengthen the results by replicating the patterns thereby increasing the robustness of the findings.

A multiple case study that is exploratory would be suitable in this case. On explorative case study, Yin (2003) states that, “This type of case study is used to explore those situations in which the intervention being evaluated has no clear, single set of outcomes.”

3.4 Selection Criteria

Suitable organisations that matched our criteria based on the literature review and formulation of the selection criteria. As outlined in the research question, the study is focused on organisations in the region of Gothenburg from which the sample is selected. The first criteria was to select organisations that were hybrid in nature thereby having some or all degree of the following elements.

1. Mission: Social and Economic value creation
2. Sustainability :Financially sustainable through commercial activities and some form of Support from donations or grants
3. Membership fees: comprise of both paying and non paying members
4. Workforce: Mix of volunteers and fully paid staff
5. Profits: Profits reinvested as well as distributed to investors

The selected hybrid social enterprises were contacted through email and requested to participate in a research survey formulated in accordance to the research question.

3.5 Data Collection

3.5.1 Primary data

For data collection, we decided to use a convenience sampling approach (Bryman & Bell, 2011) of social enterprises in Gothenburg, Sweden. We researched on the social enterprises in Sweden and made a list. These companies were contacted through email and survey link followed by interview.

The primary data collection method was done through surveys and accompanied by semi-structured interviews. Bryman & Bell (2011) explain that semi-structured interviews are also the most likely to be used in multiple case studies, since they ensure cross case comparability. In semi-structured interviews the researcher often refers to a list of questions on specific topics to be covered, often named as an interview guide. Following this, an interview guide was designed which included question to ask that would enable in answering the research

question. The interviews varied between participants as it was adjusted to the participants as face to face interviews were conducted enabling flexibility. Care was taken to ensure that leading questions were not asked. The researchers took notes of the interview and an interview transcript was compiled after the interview.

Online survey was made available through webropol.se that included a total number of 10 questionnaires which had both open ended and closed questions and a letter of invitation to participate was emailed to the selected organisations, the letter also confirmed to be anonymous in terms of safeguarding individual names unless explicit permission was given. (Appendix 2 and 3)

In order to reduce bias and increase generalisability, a representative sample (Bryman and Bell 2011) was selected from a total population of social enterprises in Gothenburg of 60 companies (coompanion.se), According to expert opinion at Coompanion, the approximate number of known hybrid social enterprises in Gothenburg in 2016 is 60. The survey was sent to 52 hybrid enterprises and lead to 16 respondents. This is equal to a 30% response rate, which is also the strength of this research study approach.

Table 3.5.1.1 Survey schedule

| Start | First reminder | Second reminder | Closing |
|------------|----------------|-----------------|------------|
| 2016-04-01 | 2016-04-19 | 2016-04-25 | 2016-04-27 |

Table 3.5.1.2 Overview of semi-structure interviews

| Organisation name | Interviewed person | Interview | Type | Date | Location | Duration |
|-------------------|-------------------------------------|-----------|----------------------------|------------|------------|----------|
| Kariär-Kraft | Kinnna Skoglund, founder | First | face to face, presentation | 2016-04-08 | Gothenburg | 60 min |
| | | - | - | - | - | - |
| Vägen ut , Le Mat | Daniel Wiese, founder | First | face to face, presentation | 2016-04-08 | Gothenburg | 60 min |
| | | Second | face to face | 2016-05-04 | Gothenburg | 45 min |
| TILLT | Tiago Prata, project manager | First | face to face, presentation | 2016-04-15 | Gothenburg | 60 min |
| | | Second | Skype | 2016-04-26 | Gothenburg | 25 min |
| Djurens Rätt | Benny Andersson, executive director | First | face to face, presentation | 2016-04-22 | Gothenburg | 60 min |
| | | Second | face to face | 2016-04-25 | Gothenburg | 60 min |

3.5.2 Secondary data

In order to gain deeper understanding of how social enterprises brand themselves, the research began with an extensive literature review from databases such as PRIMO, Emerald, Scopus. hybrid social enterprises and branding. Through this, the most important researchers and underlying concepts in the field of hybrid social entrepreneurship and branding were identified .

The secondary data was collected through books, academic journals, governmental organisations, presentations, observations and websites as well as through interviewing third party such as prominent people in the field, which included, Professors, Social Innovators, GU Ventures and online research of popular webpages such as Sofisam.se, Coompanion.se etc

3.6 Credibility of the research

To ensure the credibility of the research, the concept of Validity and reliability were taken into consideration. Both these concepts originate from a quantitative research, however there are adaptations of the concepts that make them applicable for a qualitative research as well.

3.6.2 Validity

Validity is an evaluation criterion of the research that provides an accurate description of what has happened (Eriksson and Kovalainen, 2008) . The concept of validity expresses at what level you are measuring what you are claiming to measure, and is considered important in order to be able to generalise and apply the research in other cases.

Internal validity is described as whether or not there is a good match between researcher's observations and the theoretical ideas they develop while external validity refers to the degree to which findings can be generalised across social settings (LeCompte & Goetz, 1982, cited in Bryman & Bell, 2007).

Internal validity is concerned with the question of whether a conclusion that incorporates a casual relationship between two or more variables holds water. This research ensured a high internal validity in a number of ways. First, the framework which was used for data collection and analysis was adapted from the theoretical sources within the field of brand management. Furthermore, the data collection involved having well formulated questions that would lead to answering of the research question. Also, all the interviewees were knowledgeable about the concept of branding and had practically applied it.

External validity is concerned with the question of whether the results of a study can be generalised beyond the specific research context. In qualitative research study, generalisability is often questioned due to small samples in case studies (Bryman & Bell 2001) Since one area of this study is qualitative research, it is difficult to generalise such a study since cases vary

between each other and a generalisation of such a study would lead to wrong results. As Bryman and Bell, 2001 explain that external validity would lead to variations among results as case studies and its settings are unique. However since this research is also based on quantitative research, the external validity is ensured through the quantitative research through use of similar methods for data collection. The external validity of this research is high as the survey questionnaires were formulated in accordance to the research question.

To increase the validity of this research ,triangulation was used. Triangulation is using more than one method or source of data in the study of social phenomena (Bryman & Bell, 2001). The analysis of the data was done through triangulation method which involves a combination of both qualitative and quantitative data for analysis. Through this, it was possible to understand the underlying relationship of the collected variables in both qualitative and quantitative methods. The triangulation method is appropriate for this research mainly because of the explorative nature of this research. Triangulation is also being used to refer to a process of cross-checking findings derived from both quantitative and qualitative research (Deacon,Bryman, and Fenton 1998). In this study, data was collected through survey questionnaire and semi-structured interviews. The questionnaire was concerned with the aspects of hybrid social enterprises and their approach to branding. The Semi-structured interviews were conducted with founders of 4 Hybrid Social Enterprises and dealt with their views on the concept of branding, functions of branding approach practiced and their perceptions of the reality.

3.6.2 Reliability

LeCompte and Goetz (1982, cited in Bryman & Bell, 2007) describe internal validity as as to whether or not members of the research team agree about what they see or hear, also referred to as inter-observer consistency. While external reliability is the degree or extent to which a given study can be replicated.

Internal reliability of this research is high because there has been no disagreement between the researchers of this study on the allocation or interpretation of data. Furthermore, clear procedures were formulated in interview guide and measures were taken to minimise biases by having both researchers present and take notes during interviews and thereafter have a transcript of each interview.

External reliability was increased through increasing the replicability of this research study through, providing clear documentation of the procedures by having an interview guide, a framework for analysis and constant focus on minimising biases and false interpretation of the study. Thus, if the research was to be repeated, the results would be consistent with the data collected thus making it reliable. In terms of the quantitative research, external reliability was increased through increasing the representativeness of the sample to 30% .

4. Empirical Findings

This chapter presents data gathered through the questionnaire and the interviews. First part shows the empirical finding of the quantitative research. Second shows the results of the qualitative research.

This section provides case descriptions of the data collected through interviews with hybrid social entrepreneurs, furthermore descriptions of the data collected through the survey. There are two parts to this section mainly the qualitative and quantitative research findings. The seven brand management approaches are used to describe and visualise both qualitative and quantitative data collected.

4.1 Quantitative empirical findings

The data collection through online survey resulted into a total of 16 respondents from a total of 52 sent requests. This resulted in a response rate of 30% which is a good response rate for the purpose of this study. The descriptive statistics of the sample of responses are discussed based on seven brand management approaches.

4.1.1 Economic brand management approach

Data collection from the survey shows that most of the respondents had a low rating for the elements of the economic approach. The functional perspective of the economic approach had the lowest ratings of a 6% total from all the respondents. When comparing the customer perspective, none of the respondents considered their customers to be an economic man. The economic approach has 3 different brand management methods, Scanner panel data, Laboratory settings and Quantitative data. Results show that 7% of the respondents selected quantitative data management method while zero ratings were seen for both the scanner panel data and laboratory settings. Finally 14% of the respondents used control as an attitude to branding.

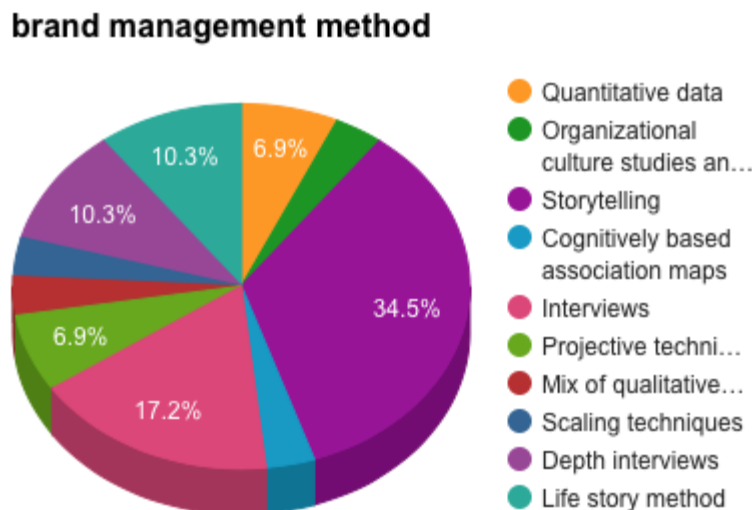
4.1.2 Identity brand management approach

The data collected from survey on the Identity approach indicate that the highest rating in this section was found in the stakeholder perspective with 19%. While the corporate brand perspective had a 12% rating. The Identity approach has two forms of brand management methods one is organisational culture studies and organisational values Heuristic methods and the other is storytelling. The first method had relatively low rating of 4% while story telling was the most preferred brand management method with the highest rating of 34.5% from other 17 brand management approaches specified in the theory. The company attitude of

monologue in this approach also scored a low rating of zero, showing that none of the respondents used this attitude towards branding.

Thus from the elements of this approach, the most preferred element was the brand management method of storytelling.

Figure 4.1.2 Brand management method



4.1.3 Customer-based brand management approach

The results from the survey show that a rating of 9% in the brand perspective of cognitive construal. The brand management methods in this approach as specified in the theory include, cognitively based association maps, interviews, projective techniques. From this, the highest rated brand management method was Interview with a second high rating of 17% while the other two in had low ratings from the total of 17 methods. The company attitude to branding through programming had a very low rating of 4%. While none of the respondents saw the customer perspective as a computer. Indicating generally low ratings in this approach.

4.1.4 Personality brand management approach

The results from the survey show that a rating of 21% in the brand perspective of human personality traits. While a 15% rating on the psychological customer perspective. There are two forms of brand management methods in the personality approach as specified in the theory, one is a mix of qualitative & quantitative methods while the other is Scaling techniques. Both these methods had equal ratings each of 3%. Finally the company attitude to branding as symbolic exchange had a 14% rating.

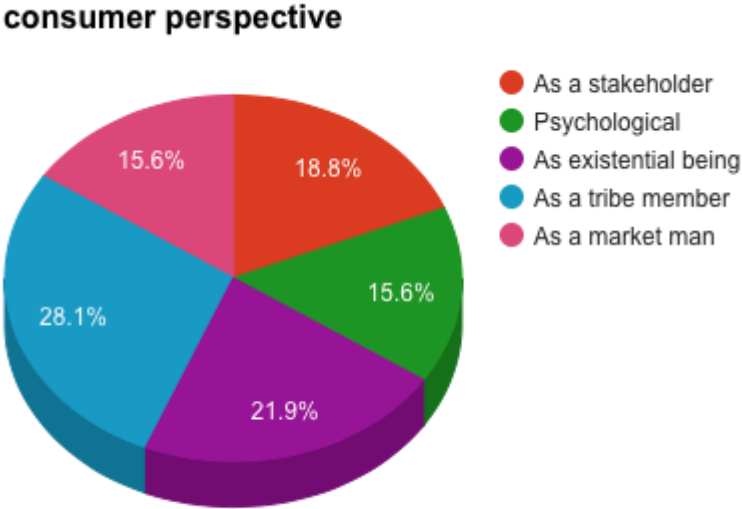
4.1.5 Relation Approach

The results from the survey show the highest rating of 23.5% in the brand perspective of Human, relationship between brand and consumer. This approach scored the highest in the company attitude to branding as friendship with a highest rating of 50%. Furthermore a significantly high rating of 22% on the customer perspective of customer as an existential being. As defined in the theory, the brand management methods for relation approach include, depth interviews and Life story method where each has 10% each rating.

4.1.6 Community brand management approach

Community approach with a customer perspective of a seeing a customer as a tribe member had the highest rating of 28% while a social brand perspective which scored a significantly high rating of 14.7% .As specified in the theory, the two brand management methods for community approach include, ethnography and netnography. Both of these had zero ratings showing that none of the respondents selected this brand management method. However, discretion as company attitude to branding in this approach had a slightly significant rating of 4%.

Figure 4.1.6 Consumer perspective



4.1.7 Cultural brand management approach

The results from the survey show that a rating of 15% in the cultural brand perspective. While a 16% rating on the customer perspective of seeing a customer as a market man.The brand management method in the cultural approach as specified in the theory is macro-level analysis on micro level data with a zero rating. Finally the company attitude to branding as a bird perspective had a significant rating of 14% .

Table 4.1.7 Elements of each brand perspective and the percentage in practical application

| Brand management approach | Brand perspective | Consumer perspective | Brand management method | Company attitude to branding |
|--------------------------------|---|---|--|------------------------------|
| Economic approach | Functional brand perspective 6% | Consumer is considered to be an economic man 0% | Scanner panel data 0 % Laboratory settings 0% Quantitative data7% | Control 14% |
| Identity approach | Corporate 12% | Stakeholder 19% | Organisational culture studies and organisational values Heuristic methods4% Storytelling 34.5% | Monologue 0% |
| Customer based approach | Cognitive construal 9% | Computer 0% | Cognitively based association maps3% Interviews 17% Projective techniques7% | Programming 4% |
| Personality approach | Human, personality traits 21% | Psychological 15% | Mix of qualitative & quantitative methods3% Scaling techniques3% | Symbolic exchange14% |
| Relation approach | Human, relationship between brand and consumer 23.5% | As existential being 22% | Depth interviews 10% Life story method 10% | Friendship 50% |
| Community approach | Social 14.7% | As a tribe member 28% | Ethnography 0% Netnography 0% | Discretion 4% |
| Cultural approach | Cultural 14.7% | As a market man 16% | Macro-level analysis on micro level data 0% | Bird perspective 14% |

4.2 Qualitative empirical findings

4.2.1 Data from open ended questions

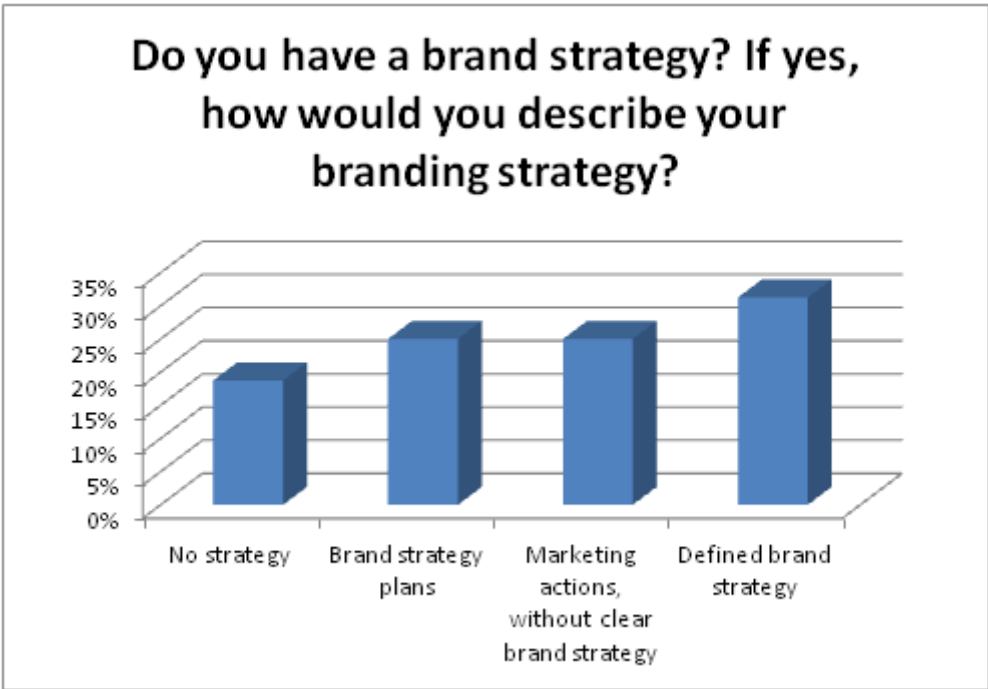
In the questionnaire there were included two open questions concerning branding:

1. Do you have a brand strategy? If yes, how would you describe your branding strategy?
2. Does branding add value to the company?/ do you find a brand to be valuable asset?

The answers to these questions will help to understand what is the attitude of hybrid social enterprises towards branding. The answers were coded and split into different categories. In general there can be distinguished four levels of awareness about branding. First one are hybrid social enterprises that do not have any branding strategy and do not undertake any branding activities. Second, are hybrid social enterprises that would like to develop branding awareness and plan on actions about branding. Third group are hybrid social enterprises that do undertake branding activities but their actions are not systematized. Last division contains answer that indicate that hybrid social enterprises have a clear branding strategy and consciously undertake branding activities.

Do you have a brand strategy? If yes, how would you describe your branding strategy?

Figure 4.2.1.1 Brand strategy of social enterprises [%]



The most often appearing statements in the section of defined brand strategy talk about:

- The focus of branding efforts
- The communication policy about brand
- The tools for marketing and brand recognition

The section of marketing action without clear brand strategy are represented by such statement as:

- Vision, mission, values
- Branding as “no brand”, hidden force behind the actions
- Customer focus, best solution on the market

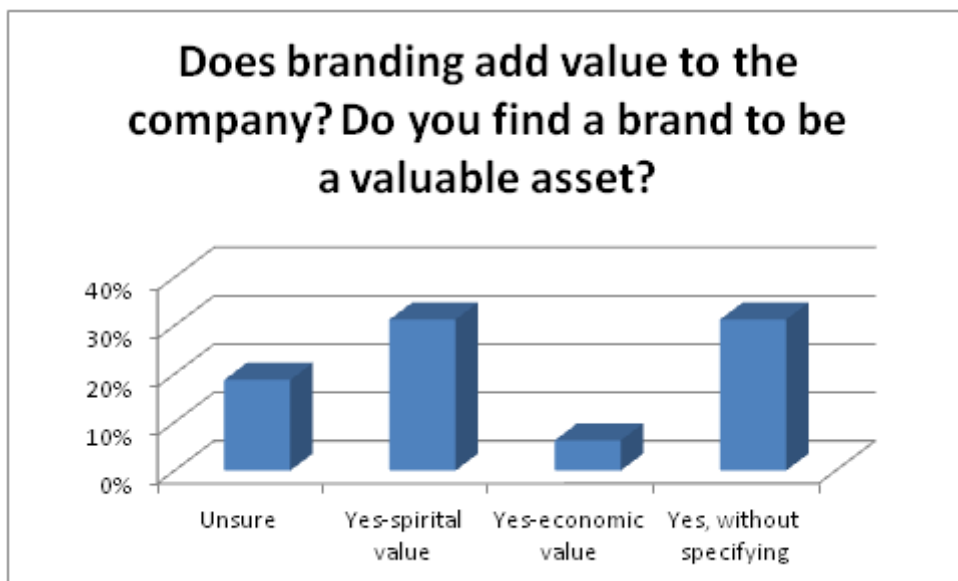
In the section “brand strategy plans” most frequently appearing expressions are:

- We are a new organisation, that would like to create a strong brand
- We are still working on getting our name to set
- We want to create a strong content before branding it

In the last section, companies declared that they do not have any branding strategy or plans on building it.

Does branding add value to the company? Do you find a brand to be a valuable asset?

Figure 4.2.1.2 Brand as an asset [%]



The most frequent answers talk about the spiritual values of brand. The statements that often repeat are:

- Brand has to do with trust
- Brand is not for marketing but to share our vision
- Our name and logo express our core values and add to recognition between consumers

In the second group, answers express doubt about the value of branding, mostly by statements such as:

- I'm not sure, maybe
- Brand is not considered at the local level
- Brand is a secondary thing for us

There was just one answer where social enterprise representative saw a meaning of brand that can have economic value, by noticing the competitive strengthening by having a strong brand. Large number of answers confirmed the recognition of value brand without specifying how exactly this value is seen.

4.2.2 Case Studies

4.2.2.1 Karriär-Kraft

The idea of starting a social enterprise came from Kinna's personal experience. Kinna has never considered her sister as a burden for a society even though she had some disabilities. However, how society perceives people with disabilities is not always the same. Kinna was healthy and just because of that society was more willing to listen to her than to her sister. She decided that it needs to change and at her 20 started her first social company. Her target group are people, despite their background, physical or intellectual limitations. Person weaker in one aspect, can be much stronger in another one. Society needs all people, without putting them into categories. Everyone, who wants to work should be able to work. If you see people like victims, they become victims. If you see them as the resource, they become valuable. In the right environment, everybody can grow. Company consists of different divisions (cooperatives). Those operate in such areas as media, graphic design, education, service, catering, cafe, second hand store, carrier support, economics and organisations, education for them trustees (godman). Members of Karriär-Kraft are organisations and people. At the moment there are 40 persons employed, 120 on the way to work. People are not suppose to stay in the organisation, but continue with their carrier. Company is a tool to get jobs somewhere else. There are 14 ongoing new projects. Usually, financials of them are covered 50% by different organisations. Established projects are not dependent on money support and are self-sufficient. Company uses gives new employees three options (methods) of

development: work training, education, personal growth. Values at Kariär-Kraft are very important. All human are equal, every person is an asset, everyone can be responsible for their own future if they have the right environment. A human is not a human without other humans. In Kariär-Kraft you are not only employed, you are also an owner.

Customer perspective

How do you see a consumer?

- As a psychological, that his/her need of identity and expression of self drives the consumption of brand
- As existential being, that can create a human relationship with a brand
- As a tribe member, that is a part of a community and interacts with brand as well as with other consumers
- As homo mercans, a market man, that choose goods that suit his life culturally

The choice made in survey show that Kariär-Kraft sees consumer through four approaches. First one is psychological, that belongs to the personality approach. Second is an existential being that represents the relational approach. Third one, a tribe member rests in the community approach. Last one is a homo mercans that is representing the cultural approach.

Brand perspective

What is your perspective of a brand?

- Corporate, a brand should express one identity, internally and externally
- Human, personality traits are important drivers emotional bond between brand and consumer
- Cultural, brands are perceived as an important part of mainstream culture, brands can be icons

The brand perspective chosen by Kariär-Kraft represent three approaches: economic, personality and cultural. They say that brand is something we need to develop more and that branding could be really good for the company growth.

Methods used for branding

Which brand management methods do you use?

- Storytelling
- Interviews
- Projective techniques
- Scaling techniques
- Depth interviews
- Life story method

Attitude towards branding

Kariär-Kraft is avoiding using typical corporate language. Branding is not for a cause of marketing but to express the values that the organisation is representing and that are crucial part of their business. By creating brand, Kariär-Kraft would like to show their soul and share their vision. Attitude towards branding is expressed in four words that belong to different approaches. Respectively these are symbolic exchange personality approach, friendship for relational approach, discretion for community approach, bird perspective for cultural approach.

4.2.2.2 Vägen ut – Le Mat

Vägen ut company was found as a part of a program, that helped to find job for people that have some disadvantages. It became a social business with double mission: to create jobs and create jobs for people outside the job market. Nowadays, around 200 people participate in a company and are spread in 13 cooperatives. After 3 years of employment, every person has a chance to become a co-owner for 500 SEK fee. Also every person has one vote in the company board. Profits of the company are reinvested and 81% of a total turnover goes to social security and salaries. Company is also independent from the public sector support. In Vägen ut the most important thing is a will to change. Everyone deserves a chance.

One of the parts of Vägen ut is Le Mat. It is a social franchise of hostels and hotels that has been best branded cooperative of Vägen ut. Le Mat goal is to offer to their guest the best quality location and price. People that work for Le Mat represent all social group, as they believe that this place should be a mirror of our society.

Brand Perspective

What is your perspective of a brand?

- Human, brand acts like a friend of a consumer, there is a relationship between brand and consumer
- Functional, a brand can be controlled and managed by a company

Brand perspective is taken from two approaches, economic and relational.

Consumer perspective

How do you see a consumer?

- As existential being, that can create a human relationship with a brand

Customer perspective as an existential being is characteristic to the relational approach.

In Le Mat customers are called guests, they are seen as a human being that suppose to feel secure and welcome in Le Mat hotels.

Brand management methods

Which brand management methods do you use?

- Storytelling

The only method that Le Mat indicates to use is storytelling, that is characteristic for an identity approach. They want their guest to meet real people, that are not exact copies but represent different social group.

Attitude towards branding

Le Mat aim is to make their customers feel secure. Brand is a matter of quality, it sets certain standards. Branding is saying a lot of what you can expect. Le Mat is a part of good branding. They hope people choose them because of their transparency and because of the way they do things. Le Mat does not attract people with ads. They want their guests to choose them because of quality location and price. The history of the brand plays a minor part.

4.2.2.3 TILLT

The reality of organisation is made to discover new meaning, real life work of artists. Artists create physical, psychological experience. Artists are good at framing, exploring the complexity, changing information into meaning. The role of artist is to create a dialogue space, outside productivity model. Purpose is to find a process that is relevant for the challenges of the community. Company's goal is not give a solution, but a framework that gives new perspective. One of the examples of TILLT work is a project in collaboration with Eriksson. Challenge was to work on corporate social responsibility, exploit competences outside conventional framework. They produced 22 labs with 11 Erikson engineers. The key was that they were exploring their social competences and creative side. Values and mission of TILLT are to include art into the projects from other fields and to create an artistic platform for cooperation.

Brand perspective

There is no brand strategy in the company. Focus is on projects and company define their brand as “no-brand”

What is your perspective of a brand?

- Cognitive construal, a brand resides in the mind of consumer, but marketer still is able to control brand value creation
- Human, personality traits are important drivers emotional bond between brand and consumer
- Social , brand is created through a dialogue of marketer with a big group of consumers (brand communities)
- Cultural, brands are perceived as an important part of mainstream culture, brands can be icons

Brand perspective of TILLT is seen through four approaches. It is considered a cognitive construal which is characteristic for consumer-based approach, human for personality approach, social for community approach and cultural for cultural approach.

Consumer perspective

How do you see a consumer?

- As a stakeholder, that attribute identity characteristic to the company based on the total experience of the company
- As a psychological, that his/her need of identity and expression of self drives the consumption of brand
- As existential being, that can create a human relationship with a brand
- As a tribe member, that is a part of a community and interacts with brand as well as with other consumers

TILLT uses four attitudes towards consumers. It sees them as stakeholders, psychological, existential beings and tribe members. These perspectives are characteristic for respectively identity approach, personality approach, relational approach and community approach.

Brand management methods

Which brand management methods do you use?

- none

TILLT says that there are no branding activities in their company and therefore there are no methods that they are using.

Attitude towards branding

The word that best describes their attitude towards branding is symbolic exchange, which is characteristic for personality approach.

4.2.2.4 Djurens Rätt

Djurens Rätt is the biggest animal rights organisation in Sweden. It was established in 1882 and since then has been actively fighting for better conditions and better treatment for animals. The organisation has several offices in Sweden including one in Gothenburg. People working for Djurens Rätt are mostly volunteers, but also fully paid employees. What connects them is that all of them have passion for animals, they want to make a change and eliminate unnecessary suffering in the world. The organisation bases their operations mostly on membership fees from its members. They participate in fairs, where the knowledge about animal rights is presented and new members are invited to join. During the events there are also sold gadgets, such as T-shirts, kitchen accessories, badges of Djurens Rätt. The organisation has also its own online store and cooperates with other companies. Djurens Rätt runs mostly thanks to the many passionate volunteers. It has around 40 thousand fee-paying members and over 30 fully employed

people. It is very important to stay transparent, all the actions of Djurens Rätt are in line with organisation mission to help animals. It is also crucial to keep the trust of members. The communication language has stay friendly and the message that organisation wants to send should be positive and inviting.

Brand perspective

What is your perspective of a brand?

- Corporate, a brand should express one identity, internally and externally
- Human, brand acts like a friend of a consumer, there is a relationship between brand and consumer
- Social , brand is created through a dialogue of marketer with a big group of consumers (brand communities)

Branding is about associating the Djurens Rätt name with positive values such as passion, professionalism and knowledge and making the name recognisable. Organisation prefers to avoid using corporate language in the external communication and instead of the word “branding” chooses words such as knowledge and understanding.

Consumer perspective

How do you see a consumer?

- As existential being, that can create a human relationship with a brand
- As a tribe member, that is a part of a community and interacts with brand as well as with other consumers

Consumer perspective that Djurens Rätt have chosen are an existential being, characteristic for relational approach and a tribe member that is typical for community approach.

Brand management method

Which brand management methods do you use?

- Quantitative data
- Storytelling
- Interviews

According to answers to the questionnaire Djurens Rätt uses methods characteristic for economic, identity and consumer-based approach.

Attitude towards branding

Words that best describe Djurens Rätt attitude towards branding are programming and friendship. Djurens Rätt uses the same tone in all of them statements and spreads the knowledge in the positive way.

4.2.2.5 Sum up of case studies

Table 4.2.2.5 Sum up of case studies company brand management approaches

| Organisation | Brand perspective | Consumer perspective | Brand management method | Attitude to branding |
|-----------------------|---|--|---|---|
| Kariär-Kraft | Corporate, Human personality trait, Cultural | Psychologica, Existential being, Tribe member, Market man | Storytelling, Interviews, Projective techniques, Scaling- techniques, Depth- interviews, Life story method | Symbolic exchange, Friendship, Discretion, Bird perspective |
| Vägen ut! - Le Mat | Human relationship | Existential being | Storytelling | Friendship, Control |
| TILLT | Cognitive Construal, Human- personality traits, Social, cultural | Stakeholder, Psychological, Existential being, Tribe member | none | Symbolic exchange |
| Djurens Rätt | Corporate, Human,brand like friend, Social | Existential being Tribe member | Quantitative data, storytelling, interviews | Programming, Friendship |

5. Analysis

This chapter shows the analyses of the results that have been presented through the use of theoretical framework presented in chapter two. The theoretical framework will be used to compare and contrast the data against. There are three parts in this chapter, the quantitative analysis, qualitative analysis and a cross comparison of the two analysis.

5.1 Quantitative analysis

Results according to the elements of brand management approach.

The theoretical framework provides an explanation of each of the seven brand management approaches namely, the economic, the identity, the consumer-based, the personality, the relational, the community, and the cultural approach. These are developed from positivistic or interpretive paradigm, which makes each approach very different from the other in regards to the four chosen themes; brand perspective, consumer perspective, brand management method, and company attitude to branding. Thus the analysis will be made on four different themes to see which brand management approach is dominant in each theme.

5.1.1 Brand Perspective

There are seven brand perspectives and each perspective is unique to a specific brand management approach. For example, The economic brand management approach has a functional brand perspective, the identity approach has a corporate brand perspective, the customer based approach has a cognitive construal brand perspective. The personality approach has a human personality traits brand perspective, the relation approach has a brand perspective of having a relationship between the brand and the consumer, the community approach has a social brand perspective, while the cultural approach has a cultural brand perspective.

Among the seven approaches, the relational approach of brand management with a brand perspective of building a relationship between the brand and the consumer was most applied by hybrid social enterprises.

Theory explains that the relational approach is closely linked to the personality approach. It is an approach of its own though because of its foundation in phenomenology. This approach embraces that it is merely the individual consumer's understanding and relationship to the brand that matters (Heding et al, 2009). Comparing to the empirical data, it can be confirmed that the theory is in line with practice as the relational approach and personality approach have a quite close percentage.

Furthermore, theory defines relational approach link the brand with human characteristics, where the brand is seen as a “living person”. Relation approach stresses on relationships as a continuous reciprocal exchange between independent relationship partners. Relationships can be described as purposive because they ass and structure meaning in people’s lives. Furthermore it is elaborated in the theory that the way relationships correspond to the formation of identity is through the way they help solve life themes(central to the core identity and the personal history), important life projects(key life roles) and current concerns(related to daily tasks) Heding et al., (2009).

Hybrid social enterprises are have a social or economic mission to solve problems in the society. Their brand perspective of using the relational approach seems to fit in line with their objectives. As Heding et al 2009, points out that relationships are fundamental in the development of the human psyche.

Our analyses shows that the human relation brand perspective is most fundamental to the hybrid social enterprises as without relations it is difficult to establish a brand.

Table 5.1.1 Brand perspective [%]

| Brand management approach | Economic approach | Identity approach | Customer - based approach | Personality approach | Relation approach | Community approach | Cultural approach |
|----------------------------------|------------------------------|--------------------------|----------------------------------|-----------------------------|---|---------------------------|--------------------------|
| Brand perspective | Functional brand perspective | Corporate | Cognitive construal | Human, personality traits | Human, relationship between brand and consumer | Social | Cultural |
| Percentage of answers | 6% | 12% | 9% | 21% | 23.5% | 14.7% | 14.7% |

5.1.2 Customer Perspective

There are seven different consumer perspectives as pertained to the brand management approach. The economic brand management approach sees the customer as an economic man, the identity brand management approach sees the customer as a stakeholder, the customer based approach sees the customer as a computer, the personality brand management approach sees the customer as psychological, the relation brand management approach sees the customer as an existential being, the community brand management approach sees the customer as a tribe member, and the cultural brand management approach sees the customer as a market man.

Among the seven approaches, the relational approach of brand management with a consumer perspective of seeing the consumer as a tribe member was most applied by hybrid social enterprises.

The community approach follows many of the ideas of the relational approach, it is an approach of its own, influenced by sociology with an anthropological approach to consumption and consumer culture (Heding et al., 2009). Examining the data collected, it can be seen that the community approach and relational approach have a close percentage in the theme of consumer perspective. This shows that the findings are in line with what the theory explains. Furthermore, theory explains this consumer perspective as “consciousness of kind” where “Members feel an important connection to the brand, but more importantly, they feel stronger connection toward one another”. (Muniz & O’Guinn,2001; Heding et al, 2009)

Analysing this, hybrid social enterprises have members in their organisation that have a connection to the social goals addressed in the organisation.

Table 5.12 Consumer perspective [%]

| Brand management approach | Economic approach | Identity approach | Customer based approach | Personality approach | Relation approach | Community approach | Cultural approach |
|---------------------------|--|-------------------|-------------------------|----------------------|----------------------|--------------------------|-------------------|
| Consumer perspective | Consumer is considered to be an economic man | Stakeholder | Computer | Psychological | As existential being | As a tribe member | As a market man |
| Percentage of answers | 0% | 19% | 0% | 15% | 22% | 28% | 16% |

5.1.3 Brand Management Method

The brand management methods are also classified according to the brand management approach. Each brand management approach has one or more than one brand management method. The economic brand management approach has three brand management approaches, scanner panel, laboratory settings and qualitative data. The identity brand management approach has two brand management methods namely Organisational culture studies and organisational values Heuristic methods and storytelling. The customer based approach has three brand management methods Cognitively based association maps, interviews, and projective techniques. The personality brand management approach has two brand management methods namely Mix of qualitative & quantitative methods and Scaling techniques. The relation brand management approach two brand management methods Depth interviews and Life story method, the community brand management approach has two types of brand management methods namely Ethnography and Netnography. Finally the cultural brand management approach has one brand management method which is Macro-level analysis on microlevel data.

Results from the survey indicated that the Identity approach of brand management with a brand management method of storytelling was most preferred by hybrid social enterprises.

The high percentage of 34.5% shows the prevalence of the storytelling method within the hybrid social entrepreneurship.

Table 5.13 Brand management methods [%]

| Brand management approach | Economic approach | Identity approach | Customer based approach | Personality approach | Relation approach | Community approach | Cultural approach |
|---------------------------------|---|---|---|---|---|----------------------------------|---|
| Brand management methods | Scanner panel data 0 Laboratory settings 0 Quantitative data 7% | Organisational culture studies and organisational values Heuristic methods 4% Storytelling 34.5% | Cognitively based association maps 3% Interviews 17% Projective techniques 7% | Mix of qualitative & quantitative methods 3% Scaling techniques 3% | Depth interviews 10% Life story method 10% | Ethnography 0% Netnography 0% | Macro-level analysis on micro level data 0% |

5.1.4 Company Attitude to branding

There are seven different company attitude to branding as pertained to the brand management approach. The economic brand management approach has a company attitude of control, the identity brand management has a company attitude of monologue, the customer based approach has a company attitude of programming, the personality brand management approach has a company attitude of symbolic exchange, the relation brand management approach has a company attitude of friendship, the community brand management approach has a company attitude of discretion, and the cultural brand management approach has a company attitude of bird perspective.

Results from the survey indicated that the relation approach of brand management with a company attitude of friendship to be widely in application by hybrid social enterprises. This opens up a new finding of how the majority of hybrid social entrepreneurship give importance to having a friendly attitude. Table 5.14 Company attitude to branding [%]

| Brand management approach | Economic approach | Identity approach | Customer based approach | Personality approach | Relation approach | Community approach | Cultural approach |
|------------------------------|-------------------|-------------------|-------------------------|----------------------|-------------------|--------------------|-------------------|
| Company attitude to branding | Control | Monologue | Programming | Symbolic exchange | Friendship | Discretion | Bird perspective |
| Percentage of answers | 14% | 0% | 4% | 14% | 50% | 4% | 14% |

5.2 Qualitative analysis

Table 5.2 Dominant approach for case studies

| Organisation | Dominant brand management approach exhibited |
|----------------------|--|
| Kariär-Kraft | Cultural approach, Personality approach |
| Vägen ut - Le Mat | Relation approach |
| TILLT | Personality approach |
| Djurens Rätt | Relation approach, Community approach |

The chosen companies are examples of social enterprises working in different areas. First two, **Kariär-Kraft** and **Le Mat**, are focused on people. **TILLT** main subject is art and **Djurens Rätt** puts animal rights in centre. The aim of analysis is to identify how these social enterprises see branding by considering four themes: customer perspective, brand perspective, methods used for branding and attitude towards branding.

5.2.1 Kariär-Kraft

Customer perspective

Kariär-Kraft field of work is very broad and different cooperatives are operating in different matters. There are also a lot of new programs, that have different social goals, therefore consumer perspective maybe be a bit different in all of the units. There is however one thing that connects all of these them. This thing is how the founders and organisation members sees humans and what values and perspectives they have. All human are equal and every person is an asset. Everyone can be responsible for their future if they have right environment they can influence it. This attitude derives from all of the approaches. They believe that consumer wants to express his or her identity through the consumption of brand. The customers that are using Kariär-Kraft services are told about the values and they consume also a symbolic benefits of the brand. From a relational point of view, when it comes to consumer focus is on an exchange between them and the brand. It is not clear if such exchange is really occurring in this case, but the organisation definitely would like to create relationships with their clients. Kariär-Kraft also sees that their consumers interact with each other and create small groups that support the brands, however their centre of interest is on individuals as human being and not really on groups of consumers. And again when it comes to cultural approach, Kariär-Kraft consider their consumers more individually. They do see that consumers choose the goods that suit them culturally, but they are not really considered a commercial mass of consumers.

Brand perspective

Two of them are similar to the approaches taken when it comes to consumer. Personality approach is about giving a brand such human trait that consumer can relate to. Kariär-Kraft is definitely doing that by associating their name with such values as fairness and equality. They believe that every person can be responsible for their future in the right environment and consumers that share the same believe can emotionally bond to this brand. Kariär-Kraft did not become an icon yet, but it surely would like to influence the society on the mainstream level. To become an icon, manager of a brand should act like cultural activist. This is most certainly true for Kariär-Kraft. They do influence the society, even if it is just a local level now, they ambition is to change the attitude of overall population.

Kariär-Kraft also sees brand in a corporate sense. They see the necessity of expression similar picture as well internally, inside the organisation, as externally, when they communicate their vision and mission to the outside stakeholders. Economic point of view is not a main view of branding for Kariär-Kraft. They don't look on transaction between brand and consumer as only exchange of goods and money.

Attitude towards branding

Attitude towards branding is expressed in four words that belong to different approaches. Respectively these are symbolic exchange personality approach, friendship for relational approach, discretion for community approach, bird perspective for cultural approach. The choice of this concepts that represent different perspectives is similar to approaches chosen towards consumers.

Methods used for branding

Methods used by Kariär-Kraft uses methods from different brand management approaches. Storytelling is characteristic for identity approach that was not mentioned in other sections. It is the same when it comes to interviews and projective techniques that are characteristic to consumer-based approach. The methods that match the previously mentioned approaches are depth interviews and life story method that are used in the relational attitude.

5.2.2 Vägen ut - Le Mat

Customer perspective

Customer perspective as an existential being is characteristic to the relational approach. That indicates that the Le Mat views consumer as a partner in an ongoing mutual exchange. Consumer in this approach is also viewed as an owner of a brand. In the case of the Le Mat, people that work in the structures of the organisation also have an option to become an owner. The way Le Mat express the way they see consumers therefore may be mixed with the way,

the organisation sees people that they are helping. Le Mat is avoiding using word consumers or customers and choose the word guests instead. They want to create a home atmosphere and to make their guest to feel welcome.

Brand perspective

Brand has traits of a human that can create a relationship with consumers. It acts as a true friend and bonds with costumer. Another approach to the brand is economic. Le Mat has influence on how their brand is seen and what message it sends. In the economic approach it is also believed that transactions are separate events that are isolated and not based on a relationship. These two approaches are therefore in conflict which indicates that Le Mat sees brand in two different way and their strategy may be difficult to fulfil the indication of both approaches.

Attitude towards branding

The most important things when it comes to branding is that it represents the company attitude. They want to be seen as a place that is not just for money but has a social mission, which is to create job for people that are out of market. This has a meaning. All jobs are fully paid adjusted to needs of people. Quality is important. Vägen ut! wants to be seen as a fair employer that fulfil a social mission, but it also provides high quality services.

Methods used for branding

The only method that Le Mat indicates to use is storytelling, that is characteristic for an identity approach. The way the organisation sees consumer and brand comes in both of these cases from relational approach and therefore the methods used for branding should be adjusted to the way Le Mat sees this topic. In the relational approach the methods that should be in-depth interviews and life story methods. When looking on the way, the organisation operates, it turns out that life-stories of the people they are helping are an important part of their work. Therefore, it turns out that the actual methods used by Le Mat may be more adjusted to the brand and consumer approach than the company realises. When asked, about branding activities Le Mat claims to not focus on that and they do not really have any. Indeed, they don't use any advertisement, however they have communication platform that they are using such as their website and other companies platforms that they cooperate with, for example booking.com or Trip advisor. They also present on exhibitions and have members in the council of the city.

5.2.3 TILLT

Customer perspective

Operational of TILLT is based on the projects that they at the moment are involved with. There are two attitudes that they take when it comes to consumers depending on which kind of projects they are starting. First attitude is that they have a topic, an issue that they would

like to address and then they look for an appropriate target group, a consumer that they can cooperate with and that is matching the issue. Second attitude is that consumer is coming to TILLT with a proposal of a project and depending if it goes along with company mission, the project is proceeded with. Focus of the company isn't on consumer but on a social issue that certain project is about.

Consumers are approached during events, but there are also established protocol relationship with other companies. Communication with consumer is both sided. Which appears in all four approaches. Company sends a message of what they are doing and what's their attitude. After the projects ends they ask for feedback from the companies that they cooperate with. TILLT does not really send the message of what their values are to the clients. Their main mission is promote art and that is what they are focused on. If they do create relationships with client, they are rather short term. Similarly, the communities of clients are gathered around certain project, not around company.

Brand perspective

However brand perspective seem to be quite broad basing on the response for the survey, the message that company wants to send is not really connected with the brand. They want to brand themselves as "no-brand". They are not interested in creating logo or create the culture around company name. The focus is on projects, on preparing them well and on.

Attitude towards branding

The word that best describe their attitude towards branding is symbolic exchange, which is characteristic for personality approach. This goes in line with the artistic topics that are in the centre of interest for this company. However it seems that TILLT is consciously neglecting the branding topic and do not want to promote the company name, but rather focus on certain projects and the social issues behind them.

At the same time TILLT claims to have a branding strategy, that is focused on showcasing the uniqueness of their working methods in connection to actual relevant social topics.

Methods used for branding

TILLT says that there are no branding activates in their company and therefore there are no methods that they are using. However they do communicate what they are doing during events, such as conferences or workshops. They also have an website where they explain the social issue they are working with and the content of their work.

There are, however no methods that TILLT shows that would be characteristic to any branding approach. It could be said that the way company talks about themselves is a mixture of all seven approaches that change depending on the project that the firm is currently undertaking. Best suiting methods that TILLT could use should be connected with their approaches of the perspective of brand: the consumer-based approach, the personality approach, the community approach and the cultural approach, which include such methods as

interviews, projective techniques, a mix of quantitative and qualitative methods, ethnography, macro-level analysis on micro-level data.

5.2.4 Djurens Rätt

Customer perspective

The main goal of Djurens Rätt is to address the social issue connected with animals right. They want to give hope and make a change in the society. Fee-paying members can be describe as a consumer target group for Djurens Rätt, thus the members help to make a change and create a community that can influence the point of view of society. Relational approach of consumer in case of Djurens Rätt is expressed by the commitment that people are taking when they decide to become organisation members. Such obligation is long-term and indicates that consumers are loyal to Djurens Rätt. The exchange between members and the organisation is an ongoing process that involves both sides and consumer is seen in a holistic way. In Djurens Rätt point of view, consumers are also seen as a part of a community. It can shows up especially in the social media activities of member where they create their own forums that work independently for animals right and where they talk about issues connected with veganism and animal protection.

Brand perspective

Djurens Rätt says that they are not like other organisation. They are involved in promoting, actively. They believe that they are a big organisation, not because of money, but because of people that are proud of being a members. Djurens Rätt is created by people that are passionate about veganism and animal rights. Very important is their reputation. They pay attention to staying transparent with their action and keeping friendly, inviting attitude. They send the same message internally and externally. All of these factors are characteristic for the identity approach.

Djurens Rätt cares also about building a relationship with their consumers. All of the members stay in touch with the organisation through magazine subscription and social media. Focus is on the inner world of people, on their sensitivity and compassion. It is very crucial to understand the consumers and to treat them as friends.

Djurens Rätt addresses not only single persons but also a whole group of people. It happens on conventions and through social media channels. There is actually a big group of followers that contribute to company's development even though they are not a paying members. Djurens Rätt sometimes plays a role only of an observer of the consumers discussion, as people interact with each other and promote the animal rights between each other.

Attitude towards branding

Djurens Rätt is avoiding using corporate language in communication with other stakeholders and therefore the word branding is exchanged with such words as knowledge and

understanding. As their name and logo expresses their core values they believe that branding is very important. They want their name to be associated with professionalism and passion. They always present facts that are from reliable sources. During last ten years, the organisation experienced quite intensive growth. This is thanks to changes that Djurens Rätt incorporated in their language and structure. Right now all the representatives of the organisation speak with the same voice, they have similar appearance and stand for the same values. One common vision and values for the whole organisation was framed in the long process that involved also some of the members. The companies that it cooperates with are also chosen very carefully. It is crucial that they are fair, sustainable businesses with strong morals.

Djurens Rätt is considered a strong brand in some circles. It is still growing, but more important than raising a number of members is to keep the spirit of the organisation. Djurens Rätt believes that they sell hope for people that there will be change in the world.

Methods used for branding

According to answers to the questionnaire Djurens Rätt uses methods characteristic for economic, identity and consumer-based approach. It also mixes qualitative and quantitative methods which is typical for personality approach. Their interviews are sometimes more in-depth that they realise which indicates that their methodology derives also from relational approach.

5.2.5 Sum up of case studies analysis

Looking on the four case studies examined in our thesis we can see that there is a lot of inconsistency in the attitude towards branding in social enterprises. They take different approach when it comes to understand brand and another approach when it comes to perceiving consumer. Methods are very often not adjusted to either understanding of a brand or consumer. The table below sums up the approaches taken by the case companies in every theme. The table is based on a detailed findings table found in appendix 4

Table 5.2.5 The sum up of case study approaches

| Organisation name | Brand perspective | Consumers perspective | Methods | Attitude towards branding |
|--------------------------|--|---|---|---|
| Karier Kraft | identity personality, cultural, | personality, cultural, relational, community | relational, identity, customer-based personality | personality, cultural, relational, community |
| Vägen ut – Le Mat | relational | relational | identity | economic, relational |
| TILLT | personality, community, customer-based cultural | community, relational | none | personality |
| Djurens Rätt | relational, community, identity | relational, community | identity, economic, customer-based | relational, customer-based |

In all of the cases we can see that the understanding the brand and consumer is partially similar. **Kariär Kraft** sees them through the personality and cultural approach. However, methods that they use are not adjusted the perspectives. Same goes, for **Le Mat** and **Djurens Rätt**, the perspective that are similar for brand and consumer do not reflect on the choice of methods. In case, of **TILLT** they claim to not have any branding strategy and therefore name no methods.

In all of the cases enterprises avoid using the word branding, as they consider it to have a pejorative meaning. They believe that consumers of hybrid social enterprises frequently choose these companies because of their values and their social mission and they do not like to hear corporate language as it is resulting in less trust. It is hard for consumer to connect the idea of social mission and the economic mission.

5.3 Cross analysis of quantitative and qualitative findings

From the empirics, areas of convergence were found, for example, with both sets of data pointing to questions on the branding approach and the relationship between hybrid social enterprises with branding. However, divergent findings emerged as well, answers from the qualitative research showed that all of the seven brand management approaches were applied in different degrees within different themes. Similarly, the questionnaire results also confirmed this finding.

Further analysis into both sets of data showed that although the practical approaches were spread out within the framework, there were some approaches that had significantly large degree of application. The cross analysis of both the quantitative and qualitative findings show that, the relational approach is most applied approach from both sets of data.

Furthermore, from the seven brand management approaches, five are in highest degree of application. These are Relational approach, identity approach, personality approach, community approach and cultural approach.

Research analysis reveals that the brand management approaches that hybrid social enterprises take are spread throughout the framework, with a significantly small degree of application of the economic and customer based approach. This is an expected finding in regards to the hybrid social entrepreneurship objective which is not limited to achieving economic goals. Looking at the economic approach and customer based approach, both seem to be very separate from the rest of the approaches and this is an expected finding in regards to hybrid social entrepreneurship branding.

Furthermore, it can be seen that hybrid social entrepreneurs do not focus on one single brand management approach but rather use a combination of the elements and themes found in other five approaches. Cross analysis of the research findings from quantitative and qualitative analysis are summarised in the table 5.3 below.

Table 5.3 Cross analysis of the research findings

| Brand management approach addressed in the theory | Economic approach | Identity approach | Customer based approach | Personality approach | Relation approach | Community approach | Cultural approach |
|---|-------------------|-------------------|-------------------------|----------------------|-------------------|--------------------|-------------------|
| Quantitative analysis | | ✓ | | | ✓ | ✓ | |
| Qualitative analysis | | | | ✓ | ✓ | | ✓ |

6. Conclusion

This chapter answers the research question of this study by summarising the conclusions drawn from the research. Finally, the implications for the future researched are presented.

6.1 Concluding remarks

The research study sought to answer the research question, “**What brand management approach is adopted by hybrid social enterprises?**”. In answering this question, the aim of this research was to fill a gap in research concerning the brand management approach used by hybrid social enterprises as there is little or no research on how hybrid social enterprises brand themselves. To accurately and effectively answer this question, the research frameworks was based on the brand management theory by Heding et al (2009) which consists of the extensive analysis of the most influential brand research articles published between 1985 and 2006.

As mentioned in the introduction chapter, hybrid social organisations find it a challenge to brand themselves because of various reasons. First there is no specific theoretical framework that can be studied and applied by hybrid social enterprises. Secondly, they face many challenges from the norms in the society and the third challenge in the case of Sweden, there are no legal forms that pertain to social enterprises.

There were too many challenges to be ignored, thus identification of these challenges helped in finding and filling in the theoretical gap which was the main purpose of our research followed by bringing out in light the societal specific challenges that these organisations face as they set out to brand themselves while solving societal problems.

The study first aimed to identify the theoretical gap thereafter filling the gap through the use of existing theories in the field of hybrid social entrepreneurship and branding and conducting a qualitative and quantitative research to identify the brand management approach that hybrid social enterprises apply or adopt.

Branding is a very significant aspect of every organisation, and our research revealed that hybrid social enterprises understand this and apply various methods towards branding. However every hybrid organisation uses a different approach. Therefore, research in this aspect is very crucial as understanding the brand management approach pattern used by hybrid social enterprises would direct to the theoretical approach applied in practice and also

provide a solution to the societal challenges that could be solved through right brand management approach.

The seven brand management approaches were each analysed practically on four themes as laid out in the theoretical framework to consist of brand perspective, customer perspective, brand management methods and company attitude to branding. The practical application of the theory was seen to overlap between different themes. Which means that for every theme, the brand management approach was different. Furthermore, every organisation in this study used a different approach for every theme, although there were some approaches that were seen to appear in every theme making the respective approach to be dominant in that case. From these findings, a pattern emerged showing that although all the seven brand management approaches were in practical application, five out of these seven were in highest degree of application namely; relational approach, identity approach, personality approach, community approach and cultural approach. From these five brand management approaches, Relational brand management approach was confirmed through both sets of data to be the widely applied brand management approach in hybrid social enterprises.

As mentioned in earlier chapters relational approach is an approach of its own though because of its foundation in phenomenology. This approach embraces that it is merely the individual consumer's understanding and relationship to the brand that matters (Heding et al, 2009) Furthermore, theory defines relational approach links the brand with human characteristics, where the brand is seen as a "living person". Relation approach stresses on relationships as a continuous reciprocal exchange between independent relationship partners. Relationships can be described as purposive because they add structure and meaning in people's lives. Furthermore it is elaborated in the theory that the way relationships correspond to the formation of identity is through the way they help solve life themes (central to the core identity and the personal history), important life projects (key life roles) and current concerns (related to daily tasks) Heding et al., (2009).

Hybrid social enterprises have a social or economic mission to solve problems in the society. Their brand perspective of using the relational approach seems to fit in line with their objectives bringing meaning to people's lives through helping to solve societal problems. As Heding et al 2009, points out that relationships are fundamental in the development of the human psyche. The analyses shows that the human relation brand perspective is most fundamental to the hybrid social enterprises as without relations it is difficult to establish a brand.

Although relational approach seems to be in greater application in comparison to other seven brand management approaches, we can't ignore the finding that hybrid social enterprises apply all the seven brand management approaches. The findings suggests that the practical application of the theory was seen to overlap between the seven brand management approaches. The reasons for this overlap of seven brand management approaches between

different themes is related to the dual objective of the hybrid social enterprises. This dual objective influences the brand management approach in varying degrees depending on the inclination of the hybrid social enterprise on a specific objective. Since hybrid social enterprises behave like a typical business enterprise but with a mission driven objective, they tend to portray different brand management approaches that any given enterprise would. This is also because every hybrid organisation in our study has a different field of operation, this element influences the brand management approach. Since not all hybrid social enterprises were in same field of operation, therefore, were their brand management approaches different and spread out within the theoretical framework.

Another major finding was that some hybrid social enterprises preferred to “branding as a no brand”. This finding in the analysis is also regarded as another brand management approach that is not found in the theory making it a very important finding of this research study.

Summing up all the findings, the results direct to a conclusion that hybrid social enterprises are more likely to use relational brand management approach however no one specific brand management approach is collectively applied. Furthermore, indication of a new approach of “branding as a no brand” has been observed. This finding leads to the conclusion that no one brand management approach from theory is applied in unison across hybrid social enterprises, thus indicating an evidence of an eighth brand management approach.

6.2 Future research

There are plenty of possibilities in the relatively new research field of hybrid social entrepreneurship and little has been explored in this subject area and thus the scope of potential further research is broad.

This research includes vital observations that call for future research because of a number of reasons, first, it has revealed an evidence of the eighth brand management approach that applies to hybrid social entrepreneurship and has close connection to the relational brand management approach with an attitude of branding as a no brand. Since one can never confine to a single brand management approach and limit the possibilities found in other brand management approaches, an extensive research into an eighth brand management approach could direct a hybrid social entrepreneurship’s brand management approach. This could be done through analysis of newly emerged theories after 2006 on brand management. As the Heding’s brand management taxonomy covers brand theory up to year 2006. Due to the constant evolution of research knowledge, it possible to expect additions to the current brand management approaches. The reason for this is also supported in this study’s findings that hybrid social enterprises are not confined to any one specific brand management approach and therefore a further research is necessary which would include identification of new theories in brand management research and in other disciplines.

The delimitation of this study was Gothenburg, thus suggestion for future research is to expand the geographical distribution to represent the entire population of hybrid social enterprises in Sweden so as to provide a more expanded research on this subject field.

While this research was limited to the brand management approaches adopted by hybrid social enterprises, our research indicated the vast number of challenges that exists when hybrid organisations brand themselves. These challenges were the driving forces behind our research purpose and not within our scope, thus the reasonable future research would be to investigate on how these challenges could be addressed so as to lead a pathway towards hybrid social entrepreneurship prevalence in the society as a whole.

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9. Appendix

Appendix 1 Letter of request

Dear Sir / Madam,

We are graduate students in the department of Innovation and entrepreneurship at Gothenburg University conducting a master's research under the supervision of Professor Rick Middel. We are researching on the topic of Branding in hybrid social enterprises in Gothenburg. Our study seeks to find out the Branding activities undertaken by hybrid social enterprises in Gothenburg.

Our research will be sent to randomly selected hybrid social enterprises operating in Gothenburg. You are invited to take part in our research study which will provide new insights to the study of branding in hybrid social enterprises. Being aware of the challenges that hybrid SE face, this study will contribute to bringing about new solutions to the concept of branding in the field.

The study will involve a short survey of 10 questions and shall take maximum 5 minutes of your time. All information you provide will be handled as confidentially as possible. If the results of this study are published or presented, individual names will not be used unless you give explicit permission to do so.

Please share your insights with us through the following link and make an additional difference.

<https://www.webpolsurveys.com/S/FF21286C9573A8AA.par>

We sincerely hope that you will consider participating in this important effort to understand the perspective of branding in hybrid social enterprises and the benefits that could be achieved through branding.

Sincerely,

Fatim Master and Dominika Lubowicka

Appendix 2 Survey questionnaire: Branding in hybrid social enterprises

1. Please select the elements of your organisation

- Social value creation
- Economic value creation
- Supported through donations and grants
- Financially sustainable through commercial activities
- Membership fees with paying and non paying members
- Work force comprised of volunteers only
- Mix of volunteers and fully paid staff
- Fully paid staff with market rate compensation
- Profits fully reinvested in the business
- Profits distributed to investors
- Profits reinvested as well as distributed to investors

2. Are you familiar with the concept of branding?

3. Do you have a brand strategy? If yes, how would you describe your branding strategy?

4. Elements of brand that are most important to you?(rank from 1-8 whereby, 1 is highest valued and 8 is least valued)

- Name
- Logo
- URL(website)
- Characters
- Packaging
- Tone
- Slogan
- Other
- Total

5. What is your perspective of a brand?

- Functional, a brand can be controlled and managed by a company
- Corporate, a brand should express one identity, internally and externally
- Cognitive construal, a brand resides in the mind of consumer, but marketer still is able to control brand value creation
- Human, personality traits are important drivers emotional bond between brand and

consumer

- Human, brand acts like a friend of a consumer, there is a relationship between brand and consumer
- Social , brand is created through a dialogue of marketer with a big group of consumers (brand communities)
- Cultural, brands are perceived as an important part of mainstream culture, brands can be icons
- None

6. How do you see a consumer?

- As an economic man, that is just a receiver of marketing messages and behaves rationally
- As a stakeholder, that attribute identity characteristic to the company based on the total experience of the company
- As a computer, that is processing information, is in the centre of the interest and “owns” the brand
- As a psychological, that his/her need of identity and expression of self driver the consumption of brand
- As existential being, that can create a human relationship with a brand
- As a tribe member, that is a part of a community and interacts with brand as well as with other consumers
- As homo mercans, a market man, that choose goods that suit his life culturally

7. Does branding add value to the company?/ do you find a brand to be valuable asset?

8. Which brand management methods do you use?

- Scanner panel data
- Laboratory settings
- Quantitative data
- Organisational culture studies and organisational values Heuristic methods
- Storytelling
- Cognitively based association maps
- Interviews
- Projective techniques
- Mix of qualitative and quantitative methods
- Scaling techniques
- Depth interviews
- Life story method
- Ethnography

- Netno graphy
- Macro-level analysis on microlevel data
- None

9. What challenges do you face when branding?

10. Which of the words best describe your company attitude to branding?

- Control
- Monologue
- Programming
- Symbolic exchange
- Friendship
- Discretion
- Bird perspective

11. If you are interested in the final report of the research, please provide us with your contact information. All information you provide will be handled as confidentially as possible. If the results of this study are published or presented, individual names will not be used unless you give explicit permission to do so.

Appendix 3 Interview guide

Introduction:

Thesis topic introduction and what and why?

Thesis question:

Introduction of the company:

1. Name of organisation/ respondent?
2. industry?
3. number of employees?
4. turnover last year?
5. How would you define a social enterprise?
6. Does your enterprise have the elements of social enterprise in your opinion?
7. Are you familiar with the topic of branding?
8. Who are your clients if its involved in service?
 - a. individuals
 - b. b. public sector
 - c. c. enterprise or other organisation

Brand management in the company:

1. Do social enterprises need a brand?
2. what elements should a brand include?(logo, slogan, symbol, webpage, etc.)
 - a. which are most important to you?
3. How do you brand?
4. what branding activities do you undertake?
5. what do you think makes a good brand?
6. Does branding add value to the company?/ do you find you brand a valuable asset?
7. Is your brand recognisable by others.
8. what challenges do you face when branding?
9. Do you have a brand strategy?

Appendix 4 Summary of findings

| Brand management approach | Brand perspective | Customer perspective | Brand management method | Company attitude to branding |
|--------------------------------|---|--|---|---|
| economic approach | Functional brand perspective | Consumer is considered to be an economic man | Scanner panel data Laboratory settings Quantitative data DR | Control VU |
| Identity approach | Corporate KK DR | Stakeholder TT | Organisational culture studies and organisational values Heuristic methods Storytelling VU KK DR | Monologue |
| Customer based approach | Cognitive construal TT | Computer | Cognitively based association maps Interviews DR Projective techniques KK | Programming DR |
| Personality approach | Human-personality traits KK TT | Psychological KK TT | Mix of qualitative & quantitative methods Scaling techniques KK | Symbolic exchange TT KK |
| Relation approach | Human, relationship between brand and consumer VU DR | As existential being KK VU TT DR | Depth interviews Life story method KK | Friendship VU DR KK |
| Community approach | Social TT DR | As a tribe member KK TT DR | Ethnography Netnography | Discretion KK |
| Cultural approach | Cultural KK TT | As a market man KK | Macro-level analysis on micro level data | Bird perspective KK |