



Title:

Exploring the role of shared value on brand identity system amongst entrepreneurs in South Africa

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Word count: 10 077

Submitted in partial fulfilment of BA Honours in Strategic Brand Communication at Vega School, a brand of the Independent Institute of Education (IIE) on 25 October 2019

ABSTRACT

The aim of this research consisted the exploration of shared value in terms of what role it plays in the development and function of the brand identity system in relation to the entrepreneurs within South Africa. Thereafter, the researcher identified findings and then grouped them into three major themes which were explained and interpreted in relation to the previous literature and the theory. Moreover, this section will discuss the implications of the findings and evaluate whether the research was successful or not lastly, ethical considerations and limitations are discussed. Finally, there were points on the heuristic value of the research.

Table of Contents

ABSTRACT	ii
List of figures:.....	v
1. Section 1: Introduction	1
1.1. Background and orientation (contextualization)	1
1.2. Rationale.....	1
1.3. Problem statement.....	2
1.3.1. Research question	2
1.3.2. Research objectives.....	3
1.4. Purpose statement	3
2. Section 2: Literature Review	4
2.1. Conceptualization (of key concepts)	4
2.2. Theoretical Approach	5
2.3. Review of Literature	8
3. Chapter 3: Research Methodology.....	15
3.1. Research paradigm	15
3.2. Research approach and design	17
3.3. Population and sampling	18
3.3.1 Population	18
3.3.2 Sampling.....	18
3.4. Data collection	19
3.5. Data analysis	20
4. Section 4: Findings and Interpretations.....	22
4.1. Introduction	22
4.2. Validity and reliability /Trustworthiness	28
5. Section 5: Conclusion.	30
5.1. Concluding answers to the research question and objectives.	30
5.2. Ethical considerations.....	31
5.3. Limitations	32
5.4 Heuristic Value.....	33

5.5 Conclusion	33
References	34
Appendices	37
Appendix 1: Ethics Clearance Letter	38
Appendix 2: Participant Consents Forms	39
.....	41
.....	42
.....	43
Appendix 3: Interview guidelines	44
Appendix 4: Interview transcripts	46
Appendix 5: Safe assign report.....	66
.....	66
Annexures	1
Annexure 1: Concept Table Document	1

List of figures:

Figure 1: Enslin. 2011. Adapted from the development of a brand identity system

1. Section 1: Introduction

1.1. Background and orientation (contextualization)

Within the South African landscape there are various social issues which hinder lives and the economic state of the country (Packirisamy, 2016). One of these issues include unemployment and as a result people seek ways in which they can make a living and move forward, one of them being venturing out into their own businesses (Packirisamy, 2016). As entrepreneurship is on the rise, through the process of creating and fostering what the entrepreneur wants to achieve and what they want to stand for (Zhao, 2005). Therefore, developing their own brand identity.

Brand identity speaks to how the brand wants to be perceived within their industry and how they will stand out with their offering in a clustered industry (Lake, 2019). This concept expresses why the brand exists and what value they are bringing to the table through their practices and offerings (Enslin, 2011).

Brands and business are important within communities as they are sought to play a role in the communities in which they operate. The shared value perspective conveys brands moving towards being more sustainable brand through not only focusing on profit but be inclusive of finding ways to alleviate social and environment challenges within their practices (Porter and Kramer, 2011). Therefore, this research study aims to explore to what extent shared value has an influence on brand identity amongst

1.2. Rationale

In South Africa there are many societal issues that hinder the development and maintenance of the country such as unemployment (Packirisamy, 2016). One of the tactics to combat unemployment is through entrepreneurship (Packirisamy, 2016).

It is important for entrepreneurs to understand what they are bringing into the industry and why they want to exist (Enslin, 2011). This speaks to brand identity which is important to crafted over a period of time to fully understand the purpose of the brand and the value it brings about (Enslin, 2011).

Therefore, looking at how entrepreneurs create their identities how they aim to tackle societal and economic issues will have an impact on how they function as an upcoming brand or business thus their brand identity would need to be cohesive therefore the study is relevant as it wants to understand to what degree shared value will play a role amongst entrepreneurs with pursuing their purpose (Porter and Driver, 2012).

1.3. Problem statement

Shared value has been identified as a practice that underpins that brands it is important to note that the profits are no longer enough to create sustainable and valuable brands (Porter and Driver, 2012).

The implantation and practice of shared value allows the brand to look around their communities to identify a social or economic need and make some changes however shared value is not a once off plan to act; it becomes the way a brand adapt this shared value perspective and use it to govern its daily functions and practices (Porter and Kramer, 2011).

Throughout the years, brands and businesses have been under scurrility about what value they add because within society most of the time they are made to seem has though they are only profit driven. Therefore, there has been a shift in brands and business developing and implementing strategies that support improving the societies and communicates they operate (Langeveld,2017). However, this has been seen just an extra cost or an extra activity a business or brand has to do in order to for them to be conveyed as though they care about people and the planet, not only profits (Cudmore, 2019).

1.3.1. Research question

To what extent does shared value play role in brand identity amongst entrepreneurs?

The research goal is applied research. This study aims to assess to what extent shared value as a practice has an influence on brand identity amongst South African entrepreneurs (Davis, 2014).

1.3.2. Research objectives

To explore the extent shared value plays a role in brand purpose and positioning amongst entrepreneurs.

To explore the extent to which shared values has an influence on brand vision amongst entrepreneurs.

To explore the extent to which shared values plays a role on brand value amongst entrepreneurs.

1.4. Purpose statement

The purpose of this study is to gain an in-depth understanding to what extent shared value plays a role in entrepreneurship in detailing the entrepreneurs brand identity for their start-ups. This is relevant to the field of study because understanding the purpose of brand can assist the brand in positioning themselves in way that enhances people's lives and builds on meaningful brand.

2. Section 2: Literature Review

2.1. Conceptualization (of key concepts)

- Entrepreneurship – This is based on the action of finding the need to implement ideas through creating a product or service (Zhao, 2005). This stems from social issue being unemployment thus affecting the economy to a certain extent. Thus, the research wants to explore to what extent shared value plays a role in the brand identity of an entrepreneur's business.
- Shared value – This is a framework which consists of policies and activities that promotes structures and operations that improve the competitive nature of an organisation simultaneously responding to the financial and social conditions in communities within their reach (Porter and Kramer, 2011).
- Brand identity system – The system is used to develop the core purpose of a brand and use this as a guide to conduct daily activities within brand (Enslin, 2019). The aspects within this brand identity system are integrated to build a brand and identify its purpose within the market. This will assist the researcher in understanding the influence of shared value on how the entrepreneur's start-up has been structured.

Furthermore, four concepts out of the seven concepts of the brand identity system will be used to explore the entrepreneurship in relation to what extent shared value on these aspects which make up the brand identity system of the business.

- Brand value – Relates to what values the brand is built on for example honesty, respect and trust just to name a few thus using this a way to conduct the brand's processes and activities through following these values (Enslin, 2011). Therefore, in the context of this study the researcher explores the values of the entrepreneur's businesses and how they add value to the people they serve (Enslin, 2011). Thus, exploring to what extent does shared value play on this specific aspect of their brand identity system
- Brand purpose and positioning - The purpose is in alignment with what the brand envisions to become therefore creating a place for the brand in the market (Enslin, 2011). Thus, in the context of the research, the brand purpose of the entrepreneurs' businesses was identified to convey the reason for the

business to exist and in what way does it have a role within the South African in relation to the shared value framework (Porter and Kramer, 2014).

- Brand vision – This conveys how the brand sees its growth and impact in the future thus working towards better and developed systems, services and products to suit the consumers or clients' needs at different times (Enslin, 2019). Therefore, this research explored how the entrepreneur's business will look like in the future, what impact it will have thus identifying the value it will bring in relation to shared value.

2.2. Theoretical Approach

The theoretical foundation for the scope of this research will unpack shared value and brand identity as intrinsic frameworks pertinent for exploring the influence of shared value on brand identity amongst entrepreneurs.

Shared Value

Over the years companies have been viewed as consistently making ends meet solely for their benefit and not the broader community (Porter and Kramer, 2011). Porter and Kramer (2011) have created a framework which explores opportunities for businesses to balance their objective to make profit with responding to social and economic issues, Porter and Kramer (2011) explain that shared value is a management strategy which brands explore monetary opportunities in facing social obstacles (Kramer, 2015; Nicholson, 2017).

The framework is structured around the following three pillars which businesses can choose one or up to all three to implement shared value as their way of conducting business (Langeveld, 2017). Firstly, re-imagining of products and services which assisted the researcher identify how have the businesses the entrepreneurs created, assist those who are underprivileged with their new service or product offer (Langeveld, 2017). Secondly, redefining productivity in the value chain which would highlight how or if it all the entrepreneurs' business structured their business in a way that uses new innovations and processes to efficiently and effectively utilize resources and deliver greater results in terms of the environment and society at large (Langeveld, 2017). Lastly, enabling local cluster development which would assist the researcher to explore how the entrepreneur's business collaborate with different sectors or partners

to enhance local development such the government or the local community which they operate in (Langeveld, 2017).

Thus, shared value framework suggested to be a viable strategy in which brands can add value to society, increase their competitive assessment, perhaps help individuals to trust in the brand again and improve profits (Moore, 2014).

Porter and Kramer's (2011) seminal work "Creating Shared Value" has received an impressive amount of as a legit and reliable (Moore, 2014). Several international brands have taken on this framework and instilled in the way they run their business for example such as Google, IBM and Wal Mart (Porter and Kramer, 2011).

With that being said, the shared value concept and implementation has gained tough scrutiny (Lee, 2019). Some of the judgements passed on by critics consist of the framework lacking originality and the similarities it has when compared to concepts such as corporate social responsibility, stakeholder management and social innovation (Lee, 2019). Although these judgements have been passed on there are author who look at the shared value from perspectives which highlight limitations and benefits of this concept (Crane, Palazzo, Spence and Matten, 2014). (Crane et al, 2014) reviews that the shared value concept has made some notable changes towards improving solutions regarding the social practices of businesses. However, they also mention that the shared value framework lacks originality and sustainability of business striking a balance between economic and social needs (Crane et al, 2014).

Brand Identity System

This system has been developed to assist brands in structuring what they purpose is and to guarantee their employees can use this purpose in how the brand functions and makes decision (Enslin, 2011). The brand identity system needs to be aligned with the practices of the brand to ensure that its known why the brand matters and how different it is from various competitors (Enslin, 2011).

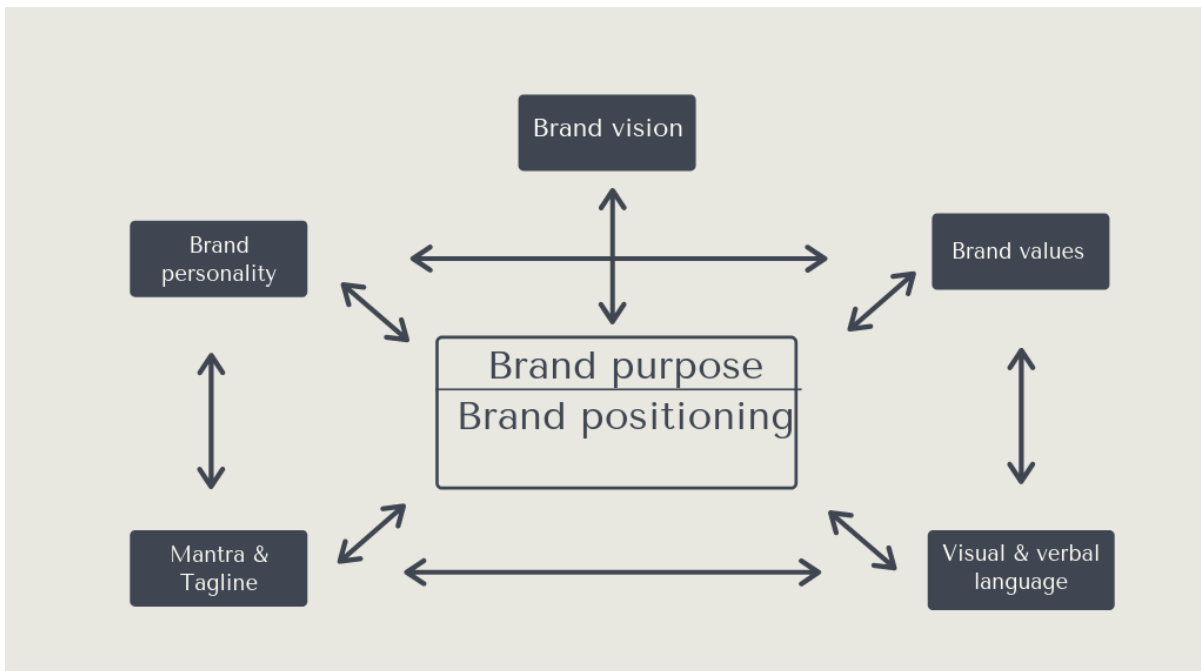


Figure 1: Enslin. 2011. Adapted from The development of a brand identity system

As conveyed in *Figure 1* the elements that holistically present the brand identity system include Enslin (2010:69) “the brand vision, the brand purpose and positioning, the brand personality and the brand’s values set and visual and verbal language”

Brand vision: The vision ties into inspirational thinking into what the future will look like for a brand and where it would like to be as times passes by (Enslin, 2011).

Brand purpose and positioning: The purpose is in alignment with what the brand envisions to become. This then allows the brand to have a place in the market that best convey what its offering and why its offering that product or service (Enslin, 2011). Enslin (2011:72) states that the positioning is “the essence of the brand” ultimately alluring to its purpose.

Brand personality: Allows the brand to become life within the industry it operates in, thus the brand personality is the traits for example humorous, witty, or services which describe what the brand would be like if it was a person (Enslin, 2011).

Brand values: This adhere to a what a brand believes in thus implementing that is how the brand conducts itself and its internal stakeholders (Enslin, 2011).

Visual and verbal language: These are used to allow the brand to express itself in way which people can hear or see through various platforms such as photos, icons which would be more visual or through television commercials which may use a specific tone of voice thus highlight the verbal language (Enslin, 2011).

Mantra and tagline: The mantra is used as to engage and connect with people within the brand, this mantra signifies who the brand is and what their about. The tagline is used for external audience, it allows the brand to connect to the audience with emotion through the brands communication messages (Enslin, 2011).

For the purpose of the study which is explore to what extent shared value plays a role on brand identity amongst entrepreneurs, the researcher will zoom into four properties which will unpack this topic in context below in the literature review. Namely: brand values, brand purpose and positioning, and brand vision (Enslin, 2011).

2.3. Review of Literature

This section will assist in exploring various literature to gain insightful content which will result in greater understanding of the topic at hand. The aim is attaining comprehension into what extent does shared value have an influence on brand identity amongst entrepreneurs in South Africa.

South Africa has over time has become a country set out to be democratic over the past two decades back – in this process over a long period of time it is important to genuinely reflect on the nation's development with the economic and social environments within this time frame (Ferreira and Rossouw,2016). Since 1994, the progression of monetary strategies has been presented by the advancements in an offer to re-establish South Africa's macroeconomic stability, position the nation as a worldwide and local exchange partner, and draw in foreign investments (Ferreira and Rossouw, 2016).

However, the attempt to build the economy for the better and alleviate social injustices has not been as smooth as South Africa is still faced with challenges with poverty, lack of job opportunities thus not growing the economy (Ferreira and Rossouw, 2016). Ferreira and Rossouw (2016:809) state that “To some extent, the low levels of growth and employment witnessed in South Africa over the years are a reflection of a skills mismatch in the economy”

Thus, over the years they have various initiatives and strategies which have been introduced to combat this social issue. (Packirisamy, 2016), mentions that being in an environment where such a social issue exists people have had to adapt and think of new ways to relieve themselves from unemployment and having businesses that use this an opportunity to build lives and the economy. An example of doing things differently in an attempt to alleviate unemployment is through entrepreneurship (Brière, Tremblay and Daou, 2014).

Entrepreneurship is a journey that an individual would go on in order to create a way for them to work for themselves thus supporting their needs and those around them (Packirisamy, 2016).

By making new markets, plans of action and work opportunities, South African business endeavours can possibly set the economy in movement towards a more brilliant, progressively fair future for South African (Littlewood and Holt, 2015). Littlewood and Holt (2015) note that it is important to identify the elements that will bring together the venture into entrepreneurship. These elements include discovering the need for a business opportunity; gathering resources for the business; which marketing products and/ or services to utilise; crafting the product or service; developing the business and lastly, act in response to government and community challenges (Littlewood and Holt, 2015).

When there is a business, company or brand venture being pursued there are elements which are considered. This is to assist the variation of ventures to be differentiated within a clustered market of brands, product and services (Lake, 2019). This is referred as brand identity (Lake, 2019). However, the brand identity concept has been created and adapted by various authors which include the likes of Jean-Noël Kapferer and David A. Aaker (Haaften, 2019).

For example, the brand identity revolving around the views which are internal to the brand and external to the customer of the brand (Kapferer, 2007). There six aspects of these views which are illustrated in a form of a brand identity prism created by Jean-Noël Kapferer (Haaften, 2019) They are external and internal from the customer and brand perspective (Kapferer, 2007).

The internal perspectives include the brand's physique which conveys how the brand is visually; culture which communicates the behaviour, experiences and expectations of the brand; personality which allures to human like characteristics (Kapferer, 2007). The external include self-image which is the views that customers have towards the brand; how the customers want to be seen when they use a brand which is reflection and lastly, relationship is the connection the customer will form with the brand (Kapferer, 2007). The purpose of this model is to create strong brands which communicate effectively and efficiently to their target customer the perspectives (Lombard, 2018).

Then, David A. Aaker has developed his own take on brand identity through his model which includes four perspectives with twelve dimensions which explore these perspective (Haaften, 2019). According to Aaker (1996) brand identity is "a unique set of brand associations that the brand strategist aspires to create or maintain" These associations are to convey what a brand aims to be represented as within its industry and communicate the brand delivering a promise to its customers (Aaker, 1996).

The four perspectives are: brand as an organisation which focuses on attributes for example trust worthiness and customer concerns and or relationships; brand as product convey the range and description of the product offering; brand as a person speaks to a unique trait that the brand possesses and lastly, brand as a symbol signifies the visual and verbal elements of the brand (Aaker, 1996). This model is argued to assist a brand in creating sustainable brand equity over time (Aaker, 1996). This conveys the brand's overall value in terms of its offerings, return on investments, customer relationships, brand recognition and competitive advantage (Aaker, 1996).

These above models differ in terms of the expansion of different elements that can develop and maintain a strong brand however similar in way that equip brands to become valuable, sustainable and meaningful brands (Enslin, 2011). Thus, acknowledging that there are different identity models however suggesting that the

Enslin's model is more applicable to the study in terms of creating value not only for the brand but those it serves (Enslin, 2011).

Author, (Enslin, 2011) speaks of a brand identity system which describes why a brand exists and how they use this system to guide the way a brand continuously functions internally. Enslin (2011:67) states that "the system must present sufficient depth and texture to guide all brand decisions and actions" This is important to note because this brand identity system adheres to how the brand will stay true to its purpose, build and maintain its value imposed on people's lives (Enslin, 2011).

This system includes the following properties brand purpose, brand positioning brand vision, brand values, brand personality, brand mantra, visual and verbal language (Enslin, 2010). However, for the purpose of this study the researcher will focus on the following properties; brand purpose and positioning; vision and values. The researcher will look at the brand purpose of the entrepreneur to gain understanding into what the entrepreneur is set out to be within the market. This is will be important to note for the researcher to establish an idea into where the entrepreneur would the position themselves because as mentioned earlier, the brand purpose structures more or less where the brand will be placed in the market. Then looking at which brand values are the vehicle to drive the brand towards what matters (Enslin, 2011). These values within the brand identity assist the brand in creating meaning and guiding the brand in their daily functions and decision- making. Then looking into the vision and how the brand wants be regarding its purpose (Enslin, 2011).

Shared value was created to encourage businesses to improve financial value and at the same time improve societal value by making the effort to address requirements and issues in communities (FSG, 2017). Porter and Kramer (2011) state that there three specific ways to go when creating shared value. These approaches include: reconceiving products and markets; redefining productivity in the value chain: and enabling and building supportive local cluster development (FSG, 2017; Porter and Kramer, 2011).

Reconceiving products and markets entails assessing what a brand currently offers and changing it to meet some new criteria that will deliver great value, better products or services which meet society needs and assist those who underprivileged (Porter & Kramer 2011; Maltz & Schein 2012; Sharedvalue.org, 2017).

Redefining productivity in the value chain includes adjusting the value chain processes through sustainable and innovative means to create efficient productivity (SharedValue, 2017). This is obtainable by using business resources from employees, investors, suppliers more accurately (Fichtenbauer, 2015). Juan Valdez for instance, in the journey of building up a niche in its home market, Juan Valdez expanding in Chile and Ecuador through private accomplices utilizing a franchising model. Nations nearest to Colombia were the underlying geographic focus as a result of the solid social estimation of value espresso; and the simplicity of doing business in Spanish-language nations (Young,2013). This will explore whether the business venture that the entrepreneur has developed changed how things work together in terms of collaboration of cross-sectors, resource distributions and/or how the entrepreneurs brand identity system promotes sustainability through effective processes and operations.

This allowed for Juan Valdez to increase work morale across their various establishments as the access to quality coffee beans is focused in areas that supply this and allowing for the establishments to trade in Spanish which is the majority of their niche market (Young, 2013).

Finally, enabling local cluster development consists of allowing the growth of the cluster of abilities and capabilities whereby the company is set to improving the community in which it runs their business (Christiansen, 2014). It alludes to a circumstance where brands take part in endeavours to improve accessible aptitudes and grow establishments in the environment in which it works to expand efficiency, help development and enhance its community (Porter and Kramer, 2011). For example, Juan Valdez has created a way in which the local farm growers have access to more income through Jaun Valdez having a direct sale channel where the farmer gains more profits from production and the direct sale (Young, 2013).

Through the comprehension of shared value approaches is significant as it showcases how within the above examples the brands have shared value in what they do and who they are which speaks to the brands identity (Enslin, 2011).

Through extensive reading on the concept shared value, South Africa is still picking up on this concept and implementing it (Nicholson, 2017). There is insufficient body of

knowledge which is accredited and recommended in current academic discourse within South Africa (Nicholson, 2017).

However, this is not suggesting that the implementation of shared value does not completely exist within the South African context because there are brands which are on the rise with creating shared value in the way they operate in their given industries (Nicholson, 2017). Here are some examples that convey the progression of shared value within South Africa although still not prevalent within academic discourse as mentioned:

The Enel Green Power (EGP) is a company which believes that education is one in every of the basic parts for the socio-economic development of any community as it unfolds an opportunity for an individual to grow themselves thus shared growth within the community (Mail&Guardian, 2018). Therefore, the Enel Green Power has developed their projects in a way which applies the creating shared value model. The EGP focuses on projects such as, creating new job opportunities by training technicians and supplying development courses for small businesses specialising in the renewable energy sector (Mail&Guardian, 2018).

Secondly, encouraging and implementing renewable energy with their 'Liter of Light project', where in included sixty teenagers that were assisted to build eighteen solar bottles and twenty-five lights, which are now utilized to light the villages around Nojoli (Mail&Guardian, 2018). In addition to those projects, they focus on using digitalisation to allow access to the internet and using that as a tool to use the internet to enhance education through connecting, sharing and interacting with other people and resources (Mail&Gaurdian, 2018).

This example touches on how EGP has altered their services to enhance those disadvantaged through on-the ground training and innovating within the Nojoli villages with renewable energy through innovating resources recycling litter (Langeveld, 2017). In addition to this, because EGP collaborates with the teenagers for the litter project and the local communicating for job training they enable a space of development in order for these people to stand on their own and make a living for themselves (Christiansen, 2014).

A second example is based on the South African Breweries (SABMiller) operations square measure designed on its solid native value chains (Langeveld, 2017).

Operations in most African markets supply important agricultural raw materials like sorghum or cassava root directly from the local farmers (Langeveld, 2017). This assists in decreasing the import prices.

In addition to that, collaborating with local farmers within the supplying chain. during this means, the corporate is increasing the agricultural return on the raw materials, whilst conjointly keeping the bottom line intact (Langeveld, 2017). This specific example utilises the redefining the productivity in the chain value of SABMiller, where it benefits the company and local farmers they collaborate with in agriculture (Langeveld, 2017).

Thus, suggesting that the shared value strategy is being utilized within the South African space however it has not been explored by fellow researchers and brand. Therefore, conveying that there is a shift in business practices within South Africa where it is about creating shared value to help alleviate socio-economic issues (Porter and Kramer, 2011). Thus, the purpose of the research is to explore to what role does shared value play on the entrepreneur's business in relation to its brand identity system.

3. Chapter 3: Research Methodology

In light of this section, there will be a discussion of the paradigm selected for the research, the research approach and design, population and sampling, the data collection method and the data analysis method used to systematically explore the brand identity system specific to the entrepreneur's businesses and how shared value has influenced their brand identity systems. As the research methodology highlights the processes in which a researcher used to identify, collect, process, and analyse information pertaining this particular phenomenon (Leedy & Ormrod, 2013).

3.1. Research paradigm

A research paradigm contains views, beliefs and structures which are used to carry out research and attend to solutions (Bryman, 2012). Within research there are three research paradigms that are used by various authors, namely: positivism, critical realism and interpretivism (du Plooy-Cilliers, 2014).

The chosen paradigm for this research was the interpretivism paradigm as the goal was to gain an in-depth understanding of the way humans behave and allowed the researcher to observe the phenomena from the participants point of view (Leedy & Ormrod, 2013). In this paradigm, considering the description above, it is deemed to be subjective in nature thus qualitative research was used to gather the insights to build this story (du Plooy-Cilliers, 2014). Thus, this study was aimed at exploring the role shared value plays on the brand identity system that of a South African entrepreneur's business thus tapping into how they perceive to have built their businesses based on purpose and value.

Interpretivism was chosen as the suited paradigm, as it depicts common sense to be a source for creating knowledge (Leedy & Ormrod, 2013). Taking note of the subjective knowledge which will be explored amongst the entrepreneurs, this enabled the researcher to achieve a greater understanding of shared value and its influence on how the entrepreneurs built their business in light to the brand identity system (du Plooy-Cilliers, 2014). In that, it conveyed the epistemological position of interpretivism from the entrepreneurs' point of view (du Plooy-Cilliers, 2014).

Thereby, reflecting the epistemological position of interpretivism. The epistemological position of interpretivism aims to grasp the way individuals interpret information they gain thus resulted in the knowledge the entrepreneurs displayed through exploring their brand identity system as they know it based from their frame of reference (du Plooy-Cilliers, 2014).

In addition, this research considered reality to be subjective, advancing in nature and a social development, as people's set of opinions, perceptions and sense of reality are continuously changing due to their different engagements and experiences in their life time (Nieuwenhuis, 2016). Therefore, the researcher explored the reality of the result of shared value has on how entrepreneurs as they build their own brands (Nieuwenhuis, 2016). According to du Plooy-Cilliers (2014) the ontological position of interpretivism communicates that "Interpretivists do not believe in an objective, external reality that is experienced in the same way by everyone" In this regard, the ontological position of interpretivism is reflected (du Plooy-Cilliers, 2014).

Lastly, the research aimed to explore value that the entrepreneur's businesses have in the community which they operate. Lastly, looking at what values are present in the way they conduct business or engage with the clients/consumers (du Plooy-Cilliers, 2014). The different values which the different entrepreneurs explored specific to what their business venture conveyed that, people to some extent share some similar values and aim to add value to their consumers (Leedy & Ormrod, 2013). As a result, reflected the axiological position of interpretivism which highlighted the value the researcher discovered through realising the different opinion, values, views and beliefs of the entrepreneurs (du Plooy-Cilliers, 2014).

The aim of interpretivism in context of this research firstly, investigated shared value in light of how the entrepreneurs seek to add value with their business. Then, it enabled the ability of exploring the brand identity system of businesses in light of value through their brand purpose, position, vision and value therefore understanding influence of shared value on brand identity system that of the entrepreneurs' businesses (Nieuwenhuis, 2016)

3.2. Research approach and design

There are two main research methods that were considered which are quantitative and qualitative research however for the purpose of this study qualitative design was utilised for the following reasons.

The qualitative method was used to gather insight and in-depth understanding of how the entrepreneurs developed their businesses in relation to their brand value, vision, purpose and positioning (Surbhi, 2016). This assisted the research to explore the insight into the entrepreneur's business in relation to its purpose and how it adds value (Surbhi, 2016). As mentioned previously, entrepreneurship is seen as a response to alleviate a social issue specifically unemployment therefore looking at how it has influenced their purpose and actions within society and the economy (Packirisamy, 2016).

The aim is to explore which other social or/and economic issues the entrepreneurs aimed to alleviate with the purpose of the business brand identity system. It is used to gain more knowledge through the research (Davis, 2014). In this instance the research aims to explore to what extent does shared value play a role on brand identity system amongst the entrepreneur's businesses (Davis, 2014). In addition, the research was conducted in an inductive manner because the researcher used the specific theoretical shared value and brand identity system to explore and gain insight into the general concepts. In addition, the researcher then applied the concepts to the findings once gathered to be interpreted according to the previous literature (Bezuidenhout, 2016).

The research design that was utilised in the study was the exploratory design which is about exploring new concepts and gathering new insights into behaviours, environments and phenomena's (Davis, 2014). It assisted the researcher to gain more knowledge about the concept of shared value and the brand identity system through previous literature (Davis, 2014). In this instance the research aimed to explore the role of shared value on brand identity system amongst entrepreneurs in South Africa.

3.3. Population and sampling

3.3.1 Population

For this research study, the target population will be all South African entrepreneurs (Pascoe, 2014). These participants were identified as entrepreneurs given that they are operating one or more business under their own name. However, due to lack of resources such as time and geographical reach, the research focused on the accessible population. The accessible population was two entrepreneurs who reside in Johannesburg, within Roodepoort and one entrepreneur who is based in Pretoria, the Menlyn area (Pascoe, 2014). In addition, the unit of analysis is people, which the context of this research, these people had to be an entrepreneur.

3.3.2 Sampling

A sample represents possible associations, beliefs and opinions for example of the broader population (Pascoe, 2014). Thus, dealing with the accessible population above, was created in order to better manage, gather and analyse the information that was obtained from the data from the in-depth interviews (Pascoe, 2014).

Because the researcher did not have the means to reach the entire population the non-probability method will be used (Pascoe, 2014). The main detail in this method is to gather comprehensive information that answers the research problem thus mostly used in qualitative research (Pascoe, 2014). Hence, this was used to gain as much insight and in-depth understanding into the brand identity systems that of the entrepreneurs' businesses and how shared value has played a role based on the elements that highlight shared value. With that being said, the research used this method using a small sample size of people due to the lack of time and the lack of access to a mass number of people.

The non-probability method was used as the researcher did not access the entire population of entrepreneurs in South Africa thus which made it difficult to decide who the entire population was (Pascoe, 2014). Under the non-probability method there six types of ways to conduct this method however this research will discuss two and decide on the most viable type. These types are purposive sampling and convenience sampling (Pascoe, 2014). Purposive sampling is only taking the factors a researcher wants to utilise which in this case the sample specifically utilised entrepreneurs. In addition, convenience sampling was used. Convenience sampling was used because

the researcher had easy access to the participants. This made it easier for the researcher to get in touch with them through means of the entrepreneur's personal email addresses as the researcher had these emails (Pascoe, 2014).

Sample size

The sample size for this research will be 3 South African entrepreneurs between the ages of 18-45 who live within Pretoria and Johannesburg.

3.4. Data collection

This research used the qualitative data collection approach, in the form of semi-structure in-depth interviews. An interview guideline was used to conduct the in-depth interviews where one participant was interviewed at a time (Strydom and Bezuidenhout, 2016). The aim of this was to gain understanding of beliefs, behaviours, opinions and experiences as the researcher asked the same set of questions inclusive of prompts amongst the entrepreneurs (Plooy-Cilliers and Cronje, 2014). The prompts were included as a way for the researcher to gain clarification and provoke comprehensive information (Plooy-Cilliers and Cronje, 2014).

The interview guideline consisted of ten questions that covered concepts of the brand identity system; brand vision, value, purpose and positions (Enslin, 2011).

Please refer to Appendix (NUMBER) to view the questions and prompts that will form part of the semi-structured in-depth interviews that will be conducted.

To ensure that the questions were going to assist answering the research questions and objectives, a pre-test of the semi-structured interview was conducted with two participants who fit the population characteristics however did not fall part of the sample size. This was to determine whether the questions asked were viable to the purpose of this study (Koonin, 2016). After this, it enabled the researcher to add additional questions, add prompts and remove invalid questions which were not valuable to the purpose of this research.

The semi-structured interviews were conducted in a private, quiet and secure place to accommodate the three entrepreneurs. Therefore, these interviews took place at the researcher's home. This was done to ensure privacy, no interruptions and a space

where the participants will feel at ease. The interviews were conducted over two consecutive days in the month of September following ethical clearance from the institute. Two of the interviews took place in Johannesburg, the two interviews took an hour to complete and the third interview took place in Pretoria, at the researcher's home at which it took thirty minutes for the interview. Interviewees were requested to arrive 30 minutes before the interview to ensure the interviews starts on time and that there is enough time to finish the interview.

Before each interview was conducted, a consent form was given to the participants to sign. This was to ensure that the participants agree to the interview and were willing to be recorded for later analysis. The interviews were recorded on two different devices to carefully capture data and in case one does fail during the course of the interviews.

3.5. Data analysis

The main aim of conducting research is to analyse the information gathered to create understanding and clarity (Bezuidenhout and Cronje, 2014). Thus, thematic analysis to interpret common and central themes related to exploring the role shared value has amongst the brand identity the entrepreneurs create when building their own ventures. Thematic analysis is done through examining the themes that will come through the participants answers from the semi-structured interview (Maguire and Delahunt, 2017)

Steps to thematic analysis

These steps are adapted from (Maguire and Delahunt, 2017)

Step 1: Gathering and sorting the data.

These interviews were recorded on two devices namely a computer and smartphone. This required the researcher to transcribe the three individual semi-structured in-depth interviews (Maguire and Delahunt, 2017).

Step 2: Read through the data.

The researcher read through transcripts for the first time and returned to the data and read it again. This assisted the researcher to formulate some understanding of the data and write some thoughts on a separate page to later devise into findings (Maguire and Delahunt, 2017).

Step 3: Formulation of the codes from transcripts

After reading the transcripts the researcher took the individual transcripts and identifies similar ideas in the participants responses. Open- coding was used because there were no established codes to work from rather the researcher looked at the overall data and gather the common codes in the participants answers (Maguire and Delahunt, 2017).

Step 4: Search for themes

All these similar codes/patterns were grouped and sorted into themes and revisited later for interpretations (Maguire and Delahunt, 2017).

Step 5: Discuss the themes

The researcher refined and defined these themes from the findings and used supporting quotes from the participants (Maguire and Delahunt, 2017).

Step 6: Interpret findings

The researcher interpreted the findings from the data and linked it back to the literature. Thereafter, evaluated the findings in context of the research question and research objectives in addition to creating a table of the themes summary (Maguire and Delahunt, 2017).

4. Section 4: Findings and Interpretations

4.1. Introduction

The following section will identify the findings from the data collection described in the methodology section. Thereafter, the findings were analysed interpretation in the section below using thematic analysis as mentioned previously.

The process entailed the researcher starting off with reading the data collected from the three in-depth interviews over several times. This is where the researcher then made notes of common occurrences amongst the participants. Secondly, the researcher created codes to assist in forming the smaller and finer details into interpretation using previous literature in section two (Maguire and Delahunt, 2017). The researcher used open coding because there were no pre-set codes thus codes were generated throughout the coding process (Maguire and Delahunt, 2017).

Secondly, these codes were put together to form identified themes thereafter these were analysed¹ and adapted into sound themes (Maguire and Delahunt, 2017). Lastly, in the section below the adapted themes were discussed according to the theory, literature and research objectives and questions (Maguire and Delahunt, 2017).

Table 1: Theme summary

Themes	Interview Question	Objective
Societal issues	Question 3 & 4	Objective 1
Shift in business practices	Question 4,5, 6 and 7	Objective 2
Value creation	Question 8, 9 & 10	Objective 3

The table above identifies the core themes that came from the participants which are entrepreneurs during the in-depth interviews [See appendix 1] The table includes the themes, societal issues, shift in business practices and value creation. These were identified using the answers from the specific questions and which objective was covered.

Theme: Societal issues

This theme is stemmed from the participants responses which highlighted the problems they wanted to try and solve with their own business venture within their community and eventually South Africa as a whole (Brière, Tremblay and Daou, 2014). The social issues were identified as the following: limited or no access to technological tools; insufficient job training and lack of educational content regarding upcoming and different cultures, passions and lifestyles. Here are quotes to support the identified social issues:

The first participant noted that his entrepreneurial venture is set out to assist small business to “take advantage of the emerging technologies as a way of streamlining their processes”

The second participant identified that people within South Africa that “government struggling with job opportunities because people are not um... what's the word, they have the education, they're not skilled”

And the third participant stated that “people have a lack of understanding of how they should build a brand”

Interpretation

The following quotes conveys what opportunities these entrepreneurs sought-after to establish their businesses. As mentioned in Enslin's model, as business is established to fulfil a purpose or have a purpose within the market it plays in (Enslin, 2011). However, this purpose in context to branding it should serve a greater purpose other than just pushing the business's products or services (Littlewood and Holt, 2015).

The brand identity system developed by Enslin suggest that the elements within this system work together to direct how the business operates on a day to day and how they business carries out its activities (Enslin, 2011). Through, brand purpose or in this context the purpose of the business ventures formed by these entrepreneurs they saw an opportunity to solve the societal issues they identified within the South African

market (Nicholson, 2017). As a purpose is identified it goes hand in hand with the position, they have within the market they operate in. The position they hold is that of being enablers through their ventures to alleviate these societal issues (Enslin, 2011). As mentioned in previous literature the shared value strategy speaks to “corporate shared value is a management strategy in which companies find business opportunities in social problems” states (Loeries, 2019).

In context of this theme, since the entrepreneurs identified these opportunities, they structured their business ventures. Without, directly asking the entrepreneurs ‘how they founded their business on shared value?’ The researcher could sift out factors which made these entrepreneurs start their businesses thus through the definition and practice of shared value a business needs to first identify how it will assist the communities in which it operates in to better the society and economy (FSG, 2017).

Therefore, this suggests that as much as in the previous literature the researcher mentioned that within the South African context, at times entrepreneurship is a result of the lack of unemployment (Packirisamy, 2016). People creating businesses solely to make ends meet however based on the participants from this study the reason they started their business is aid people in their respective areas of need namely; access to technology; job/skill training and education in terms of different cultures, brands and lifestyles.

As a result, to some extent shared value plays a role in the brand purpose and positioning of the entrepreneurs’ own businesses.

Theme 2: Shift in business practices

In this theme, the research looked at how the entrepreneurs described how their businesses would look like in the future and how would this impact the South African market. Through the participants answers that were analysed, that the ability for businesses to give more than they take is becoming more of a standard than just an additional initiative a business spends money on (Crane et al, 2014).

Participant 1 stated that “We live in a digital age. And I think slowly most of my clients are adopting or are embracing the digital way of doing things”

Participant 2 stated that “I think we always say think outside of the box. I think even beyond not only outside but beyond this whole entire view of what the world is. So, it's all about equipping”

Lastly, participant 3 stated that “So it means having an application that not only has access to subscriptions related to brand products but content to enrich our viewers”

In addition to these specific quotes, the participants all mentioned some elements of technology consistently changing therefore changing how technology will enable the entrepreneurs clients/customers in improving their systems and processes through technology (participant 1); advancing their skills and work experience (participant 2) and give them a tool to access relevant and engaging content to teach them about the various cultures in music, art, lifestyle and the society at large (participant 3)

Interpretation

In light of this theme and what the participants have mentioned about the future of their businesses, they are aimed to supply their clients with relevant and effective tools to fulfil their needs of progressing their lives. This forms part of what the brand envisions and the kind of impact it wants to have (Enslin, 2011). In relation to this, the businesses that the entrepreneurs detail that, as the needs of customers/clients change, and the way technology is changing, in the end they want their services to continuously alleviate the social issues identified previously.

This conveys the way in which the entrepreneur's business looks not only the success of their businesses but also the success of those they assist with their services, which ties into shared value.

As mentioned under the previous literature, shared value has three ways in which can be used to implement the strategy namely; reconceiving products and markets, redefining productivity in the value chain and enabling local cluster development (Langeveld, 2017). In context of this theme, the researcher has made a link between the purpose of these businesses and how these businesses create a space where they are implementing and encouraging development technology, training and meaningful content (Christiansen, 2014).

Theme: Value creation

This theme consists of two findings which will be conveyed and interpreted.

According to Enslin (2011:76) “the brand that delivers on its purpose in pursuit of its vision is a brand that practices its values in all that it does” Therefore, it is important that the elements in a brand identity system work cohesively to enable and maintain the overall value on the lives it serves (Enslin, 2011).

In conjunction to the brand values, the researcher tapped into how the entrepreneurs describes the value their business ventures add within the South African market. In addition to that, the researcher then explored how the entrepreneurs understood shared value in context to building a business (Porter and Kramer, 2011).

The following was highlighted from the participants in terms of brand values of their business venture:

Participant 1 “integrity and transparency.”

Participant 2 “Well what does agile mean meaning flexibility adaptability. So, you need to be able to adapt to different situations.”

Furthermore, participant 3 stated that “What I can say is authenticity, integrity and just write for the genius.”

These specific quotes convey the value that the entrepreneurs use throughout their business practices. The one value that was predominant across the board was ‘integrity’ which speaks to consistency and honesty (Kang, 2017).

In relation to these, the participants conveyed the value which they add to the customers they cater to;

Participant 1 “the relationship that me and my clients will establish when I introduce my expertise. And by understanding what products they want to put out in the market giving them the ability to make the right decisions”

Participant 2 “And one thing that will never disappears education. You cannot replace education or training people.”

Participant 3 “Basically finding a high cultural brand that actively adds to the culture and being able to take a part of it.”

With regards to the question of how the entrepreneurs understand shared value, two out of three participants identified some understanding of what shared values when one is building a business,

Participant 1 “that link you know in terms of as I said what you are offering and then what you are doing to empower you know society and community whereby the value that you're providing is actually shared between the consumer and the provider”

Participant 2: “Uh, for me that term just simply spells out what business should not be all about the creator of the business it has to benefit the user as well”

Interpretation

When it comes to a brand identity of a business, it is essential that the brand is transparent and true to who they claim to be, not only in their products or services but also how they run daily processes and operations (Enslin, 2011). Previously, the researcher identified that the entrepreneur's business ventures began with identifying the social issues relevant within the South Africa context; as a result, these issues need to be dealt with openness and ensuring that the business pays close attention to how they deal with the issues (Kang, 2017).

Because, these are delicate issues that affect many people within South Africa it is important that there are dealt with transparency and honesty as indicated by the business as indicated by the business values (Ferreira and Rossouw, 2016).

In relation to shared value, a business should conduct the activities with outlook of adding value to the communities they operate in (Langeveld, 2017). However, these must be done with authenticity, transparency and with sustainability in mind to

separate these businesses from the ones that are seen as ingenuine and only driven by profits (Lee, 2019).

4.2. Validity and reliability /Trustworthiness

These concepts all play a different role in research. Reliability and validity are concepts which are not often used in qualitative research. Reliability conveys how often the same results from research can be retrieved over time if the research had to be conducted again (Golafshani, 2003). These results need to be the same from the same representative population that will be used (Golafshani, 2003).

Validity speaks to how truthful the results are in terms of the research matching its true objectives of what it is measuring (Koonin, 2014). It uses cause and effective of variables as measurement and thereafter obtaining a hypothesis (Golafshani, 2003). These are mostly used in quantitative research because the units of measurements are variables in nature unlike in qualitative which is the nature of this research where the unit of measurements are people (Koonin, 2014). Therefore, reliability and validity concepts will not be used for this research.

Koonin (2014: 258) states that "Since qualitative researchers do not use numbers as evidence, they use different criteria to determine the trustworthiness..." The criteria used to determine trustworthiness includes the following; credibility, confirmability, transferability and dependability (Koonin, 2014).

- Credibility refers to how precisely the researcher has retrieved data from the information gather through the participants (Koonin, 2014). In context of this research, the researcher collected all the findings using the semi-structured in-depth interview and used thematic analysis to analyse and interpret the findings. The research also followed an exploratory research design as the concepts pertaining the brand identity system and shared value were used gather understanding through previous literature and entrepreneurs. The researcher also consulted with a supervisor for assistance from the beginning of the research process to the end (Anney, 2014).
- Confirmability is the extent at which how accurately the data obtained substantiates the findings (Koonin, 2014). The researcher had to fully extract

and interpret these findings well enough for them to flow from the research data therefore another individual who goes through the data must extract and interpret similar findings from the data obtained from the in-depth interview (Koonin, 2014).

- Transferability is how the same findings can be obtained within a setting that will deliver the same answers (Koonin, 2014). This concept allows for generalising to take place within qualitative research which is the nature of this research like the reliability concept in quantitative research (Koonin, 2014).
- Lastly, dependability refers the logical flow of the data collection to the data analysis from the research (Koonin, 2014). This is to make sure that there is a clear understanding where there is a beginning, a middle and the end, so that anyone other than the researcher can understand the entire research process and results (Koonin, 2014). Thus, the researcher explained in detail of which information was consulted in terms of exploring the shared value and brand identity system concepts (Nieuwenhuis, 2016).

5. Section 5: Conclusion.

The aim of this research consisted the exploration of shared value in terms of what role it plays in the development and function of the brand identity system in relation to the entrepreneurs within South Africa. Thereafter, the researcher identified findings and then grouped them into three major themes which were explained and interpreted in relation to the previous literature and the theory. Moreover, this section will discuss the implications of the findings and evaluate whether the research was successful or not lastly, ethical considerations and limitations are discussed. Finally, there will points on the heuristic value of the research.

5.1. Concluding answers to the research question and objectives.

The research question pertaining to this research was “To what extent does shared value play role in brand identity amongst entrepreneurs?”. Through the analysis and interpretation of the findings the researcher identified that shared value has played a role with the way in which the entrepreneurs have detailed their brand identity system through their purpose, positioning, value and vision (Enslin, 2011). The researcher did not simply just ask straight out if the entrepreneurs built their businesses using shared value however the researcher identified through the findings relating to brand purpose, brand value and vision there were similarities of what authors said about creating shared value and the examples example explored in the review of literature.

Through this, the themes namely; social issues, the shift in business practices and value creation were created. The concept of shared value is essentially about the business advancing the community and society through means of alleviating persisting societal and economic issues (Porter and Kramer, 2011). Due to the finding that all

the entrepreneurs identified a social problem that drove them to develop their businesses in order to possibly become a solution to these social issues, namely: limited or no access to technological tools; insufficient job training and lack of education. This conveyed that the entrepreneurs brand purpose is to become enablers of the solutions they bring into the South African market (Langevel, 2017). With that being said, it positions the entrepreneur's business to be different in the sense that its core purpose not only lies in making a profit however lending a hand to those in need (Porter and Kramer, 2011). Additionally, though the entrepreneurs taking advantage of the era of advancing technology within South Africa, they seek to be at the forefront of using digitalisation to offer access to processes which streamline systems and operations; where the one business assist individuals to actively train and gain skills for jobs now and in the future and the other business empowering people by engaging them with content that celebrate different cultures, passions and dreams (Langeveld, 2017). This speaks to the future the entrepreneurs envision thus linking to brand vision and the development of meaningful brands with a wider purpose in South Africa (Enslin, 2011). Taking all of this into account, leads to the researcher identifying that with regards to this study the entrepreneurs, businesses in relation to the concepts of the brand identity system. They seek to create value through integrity thus creating the sense that the businesses are honest and aim to not only take from the client/customers they service however to build them. This so they too can develop their lives and assist others in the process through shared value tactics (Enslin, 2011).

5.2. Ethical considerations

When conducting research, the researcher needs to follow and consider a various number of rules and precautions when conducting research. The researcher must follow standards which are moral and true to ensure that research is conducted in fair and professional manner (Louw, 2018).

Ethics regarding the participants

The researcher ensured that all consent forms for the participants were signed (Louw, 2014). This consent form means that the participants willing engaged in the in-depth interviews therefore there were three signed consent forms (Louw, 2014).

Ethics regarding the researcher

The researcher acted ethically by ensuring that they're not bias when it comes to the process of the research and obtaining the data. The researcher did not misuse or alter the recordings of the interviews, the researcher will keep the recordings for the next five years in safe storage. (Resnik, 2015).

Ethics regarding the entrepreneurs' businesses

The researcher protected the identity that of the entrepreneur's business which were elaborated upon for the relevance of the study. The researcher ensures that if the entrepreneurs felt uncomfortable at any point of the interview they could stop the interview (Richea, 2013).

46

The above moral concerns have been upheld for the duration of the research with the aid of drawing up a private ethics code prior to the studies being performed to function as a personal guide for the researcher regarding their ethics. Moreover, the researcher conducted all research in keeping in line with the *IIE Ethical Guidelines and Clearance*. The participants were notified of the purpose of the research, the techniques that were to be observed and their rights regarding participation (IIE, 2016), In addition, the researcher consulted with their researcher supervisor whom advised the researcher in conducting their research in an ethic manner throughout their entire research (Louw, 2016).

5.3. Limitations

As indicated by Enslin (2016), restrictions are characterized as limitations that are out of the researcher's control though delimitations come to pass dependent on the choice's scientists make. Impediments identified with the exploration included time, assets and test procedure (Pascoe, 2016) and a delimitation recognized included the example size (Larson, 2010).

- Time constraints – Time is a valuable resource however limited when a researcher is conducting research with the aftermath of analysing the research (Enslin, 2014). The researcher had limited time to go in-depth as the findings and interpretation lacked some additional valuable insight. (Enslin, 2014).

- Representation – This looks at the sample size which is representative of the population, in this research the sample size was three entrepreneurs. Therefore, the findings could not be generalised to a larger population. In addition, it limited the depth and insights of the data that will be gathered from the semi-structured in-depth interviews (Enslin, 2014).
- Bias – This looks at the researcher looking to draw insight and results that would give them a desired outcome in terms of the objectives. The researcher may do this being unaware but because the nature of this research is qualitative it is possible which will not be a true reflection of the research and data gathered (Louw, 2014).

5.4 Heuristic Value

To explore and develop a more insightful understanding in context of shared value in relation to the brand identity system amongst entrepreneurs, it is recommended that those who wish to contribute to this study consider the following:

- To increase the sample size of entrepreneurs which can be found within South Africa at other major provinces and cities. This will assist the researcher to gain deep insight to whether the shared value aspect is evident within the various brand identity systems across the various start-ups that exist (Pascoe, 2016).
- To also, include relevant businesses who assist entrepreneurs realise their ventures in order to identify what these businesses and possibly, other brands they assist to discover and explore the presence of shared value. This will be used to either further the shared value strategy and ensure that businesses and brands within the South African market are catching on (Porter and Kramer, 2011).

5.5 Conclusion

This study assisted the researcher to identify what extent does shared value play a role on the brand identity system that of entrepreneurs' businesses. It was identified that shared value does have an influence on the purpose of the businesses and the value they create for others, other than themselves (Porter and Kramer, 2011).

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Appendices

Appendix 1: Ethics Clearance Letter



August 26, 2019

Student name: Luyanda Ngcobo

Student number: 15021786

Campus: Vega Pretoria



Re: Approval of Bachelor of Arts (Honours) in Strategic Brand Communication Proposal and Ethics Clearance



Your research proposal and the ethical implications of your proposed research topic were reviewed by your supervisor and the campus research panel, a subcommittee of The Independent Institute of Education's Research and Postgraduate Studies Committee.



Your research proposal posed no significant ethical concerns and we hereby provide you with ethical clearance to proceed with your data collection.

There may be some aspects that you still need to address in your proposal. If this is the case, feedback will be provided to you in writing. You will need to address these aspects in consultation with your supervisor.

In the event of you deciding to change your research topic or methodology in any way, kindly consult your supervisor to ensure that all ethical considerations are adhered to and pose no risk to any participant or party involved. A revised ethical clearance letter will be issued in such instances.

We wish you all the best with your research!

Yours sincerely,

Amalia van Schalkwyk

Name: Luyanda Ngcobo

Appendix 2: Participant Consents Forms



To whom it may concern,

My name is Luyanda Ngcobo and I am a student at Vega School Pretoria. I am currently conducting research under the supervision of Gene about *Exploring the role of shared value on brand identity amongst entrepreneurs in South Africa*. I hope that this research will enhance our understanding of to what extent does shared value play a role in entrepreneur's business ventures.

I would like to invite you to participate in my study. In order to explain to you what your participation in my study will involve, I have formulated questions that I will try to fully answer so that you can make an informed decision about whether or not to participate. If you have any additional questions that you feel are not addressed or explained in this information sheet, please do not hesitate to ask me for more information. Once you have read and understood all the information contained in this sheet and are willing to participate, please complete and sign the consent form below.

What will I be doing if I participate in your study?

I would like to invite you to participate in this research because facilitate the exploration of my research topic as mentioned above. If you decide to participate in this research, I would like to interview you for at least an hour and record the discussion.

You can decide whether or not to participate in this research. If you decide to participate, you can choose to withdraw at any time or to decide not to answer particular interview questions.

Are there any risks/ or discomforts involved in participating in this study?

Whether or not you decide to participate in this research, there will be no negative impact on you. There are no direct risks or benefits to you if you participate in this study. You might, however, indirectly find that it is helpful to talk about your business venture in regard to its identity. If you find at any stage that you are not comfortable with the line of questioning, you may withdraw or refrain from participating.

Do I have to participate in the study?

- Your inclusion in this study is completely voluntary;
- If you do not wish to participate in this study, you have every right not to do so;
- Even if you agree to participate in this study, you may withdraw at any time without having to provide an explanation for your decision.

Will my identity be protected?

I promise to protect your identity. I will not use your name in any research summaries to come out of this research and I will also make sure that any other details are disguised so that nobody will be able to identify you. I would like to ask your permission to record the interviews, but only my supervisor, I and possibly a professional transcriber (who will sign a confidentiality agreement) will have access to these recordings. Nobody else, including anybody at Vega School Pretoria, will have access to your interview information. I would like to use quotes when I discuss the findings of the research, but I will not use any recognisable information in these quotes that can be linked to you.

What will happen to the information that participants provide?

Once I have finished all interviews, I will write summaries to be included in my research report, which is a requirement to complete my BA Honours in Strategic Brand Communication. You may ask me to send you a summary of the research if you are interested in the final outcome of the study.

What happens if I have more questions about the study?

Please feel free to contact me or my supervisor should you have any questions or concerns about this research, or if there is anything you need to know before you decide whether or not to participate.

You should not agree to participate unless you are completely comfortable with the procedures followed.

My contact details are as follows:

Name: Luyanda Ngcobo

Number: 062 7568 702

E-mail address: Luyandangcobo12@gmail.com

The contact details of my supervisor are as follows:

Supervisor name: Gene

E-mail address: vanheerden.gene@gmail.com



Consent form for participants

I, Sibusiso Maku, agree to participate in the research conducted by Luyanda Ngcobo about *Exploring the role of shared value on brand identity amongst entrepreneurs in South Africa*

This research has been explained to me and I understand what participation in this research will involve. I understand that:

1. I agree to be interviewed for this research.
2. My confidentiality will be ensured. My name and personal details will be kept private.
3. My participation in this research is voluntary and I have the right to withdraw from the research at any time. There will be no repercussions should I choose to withdraw from the research.
4. I may choose not to answer any of the questions that are asked during the research interview.
5. I may be quoted directly when the research is published, but my identity will be protected.



Signature

11 / 09 / 2019
Date



Consent form for participants

I, Luyanda Ngcobo, agree to participate in the research conducted by Luyanda Ngcobo about *Exploring the role of shared value on brand identity amongst entrepreneurs in South Africa*

This research has been explained to me and I understand what participation in this research will involve. I understand that:

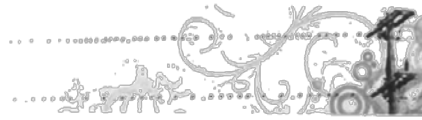
1. I agree to be interviewed for this research.
2. My confidentiality will be ensured. My name and personal details will be kept private.
3. My participation in this research is voluntary and I have the right to withdraw from the research at any time. There will be no repercussions should I choose to withdraw from the research.
4. I may choose not to answer any of the questions that are asked during the research interview.
5. I may be quoted directly when the research is published, but my identity will be protected.



Signature

07/08/2019

Date



Consent form for participants

I, M Ngcobo, agree to participate in the research conducted by Luyanda Ngcobo about *Exploring the role of shared value on brand identity amongst entrepreneurs in South Africa*

This research has been explained to me and I understand what participation in this research will involve. I understand that:

1. I agree to be interviewed for this research.
2. My confidentiality will be ensured. My name and personal details will be kept private.
3. My participation in this research is voluntary and I have the right to withdraw from the research at any time. There will be no repercussions should I choose to withdraw from the research.
4. I may choose not to answer any of the questions that are asked during the research interview.
5. I may be quoted directly when the research is published, but my identity will be protected.


Signature

01-09-2019.
Date

Appendix 3: Interview guidelines

The following questions were adapted from the brand identity system create by Enslin (2011). These will be used standardised semi-structured open-ended questions.

1.How many businesses do you currently run?

2.From those businesses or business, which one is currently occupying most of your time?

3.(Purpose & needs)

Please discuss the opportunities you found within the South African market which made you start this business?

(Prompt: Why were these opportunities important for you to build your business?)

(Purpose and position)

4.Discuss the role your business currently plays within the South African market?

Objective 1

5.In relation to the role your venture plays, explain what makes your business unique compared to competitors?

6.What values drive your business?

7.(Vision)

Describe the future of your business?

(Prompt: What impact will this have in the South African context?)

8.(Shared value)

How would you describe the value your business adds to your customers?

9.Relating to the previous question, why do you think this is valuable to the sustainability of your venture?

10. In context of building a business, what is your understanding of the term “shared value”?

Appendix 4: Interview transcripts

Interview 1.

Participant 1	Good evening.
Interviewer	How are you feeling today?
Participant 1	I'm feeling very good. How are you?
Interviewer	Fine thanks. Thank you for taking part in my thesis. If at any point you feel uncomfortable you can let me know and we can stop the interview.
Participant 1	I'm comfortable with that.
Interviewer	Awesome. So just going to get right to it. My first question is how many businesses do you currently run?
Participant 1	I'm currently only one business.
Interviewer	Okay so that answers my second question since you running that one. Please discuss the opportunities that you've found within the South African market which made you start this business?
Participant 1	So, the business that I'm focusing on is a start-up and the opportunity that I saw in the market is with reference to small businesses and that opportunity is an aiding the small businesses to take

	advantage of the emerging technologies as a way of streamlining their processes and making sure that they gain a competitive advantage in the marketplace.
Interviewer	Prompt: So why would you say these opportunities were important for you to start this business. Why do you feel like that specific opportunity is important for you to reach?
Participant 1	So, I think the key here is the customer. So, I too am a customer and I need to experience a journey when I'm purchasing a product or consuming a product. A journey that basically says that the business that I'm interacting with has that ducks in a row. They treat me as a customer. They understand what my needs are, and they make me wear them in as far as consuming their product. So, we are and currently as a customer is that I believe in technology. So, any organization that I deal with has to offer me those services and those products through a form of technology in a very streamlined process so that I can have a good experience.

Interviewer	Awesome. Next question. Can you discuss the role the business currently plays in the South African market?
Participant 1	So, in the African markets my business plays a space in the technology. So, with the technology that I provide to small businesses I enable them to participate in the global economy. So, meaning that not only do they interact with African consumers they also interact with you know global consumers.
Interviewer	So now in relation to the role of your venture what do you think makes your business unique compared to your competitors?
Participant 1	It's unique in the sense that I provide expert knowledge in as far as the small businesses making the right decisions in terms of which technology to you know to use you know to enable their businesses. So, I think what's unique is that I have the capability to create value rights in terms of what they want to achieve because at this day and age you know there's lots of technologies out there. So, most of my customers don't know which ones to choose for their businesses. So, I provide expert knowledge and advice in terms of helping them make the decisions in

Interviewer Participant 1	terms of which technology to choose. And by so doing creating value with them. So what values drive your business? Well the value that my business runs on is number one integrity and transparency. And also, you know I'm not quite sure what what's the one word for this value, but you know if you say you can deliver something you know we believe in you know under promising and over delivering you know and you know yeah. So, you know those are the you know the core values.
Interviewer Participant 1	All right, so can you briefly describe the future of your business? Where you see yourself or rather your business in the future? Well the future of the business you know is very positive. You know from where I stand. We live in a digital age. And I think slowly most of my clients are adopting or are embracing the digital way of doing things. So how we interact you know I believe in the concept of you know at the speed of business because we have consumers that are very demanding. So, in the future I believe that my business

Interviewer Participant 1	will then be the anchor know for those customers that I have you know who are providing the service to their customers who are very demanding. So, meaning that in the future my business will be at the leading edge. And what I'm hoping for is that we can be very responsive to us to my customers to my and our customers' needs in the future. So that's where I see it all right from that description. Prompt: What impact will this have within the South African context? Okay, so in the South African context you know there's a lot of issues around governance. There's a lot of issues around let's say corruption does a lot of issues around security. There's a lot of issues around you know misinformation or ill information. So, you know with using technologies I'm providing capability whereby people can learn to trust each other you know between a consumer and a provider to establish that trust you know whereby as part of our values integrity then you know is brought into the fold whereby we now start operating businesses where you can basically see the level of transparency and in base we're doing is re-establishing the trust
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Interviewer	that is needed in the South African context.
Participant 1	All right. So then how would you describe the value your business adds to your customers? The value is the one of you know integrity as I said you know for me those are the inherent values that all of us have. Because from a technology point of view technology is becoming a commodity. And as I said previously I'm there to create value work with my clients. So, what that value is based on the relationship that me and my clients will establish when I introduce my expertise. And by understanding what products they want to put out in the market giving them the ability to make the right decisions you know and be confident that's the decision that they made in terms of the technology that they go to using either sound decision-making simulating and so on
Interviewer	So why do you think this is valuable to the sustainability of your business?
Participant 1	I believe that it's viable in a sense that you know technology is changing very rapidly. And if you're not in the forefront

	of what's happening in the world or globally then obviously you're going to be left behind. So, the whole idea is to ensure that we remain relevant but not just remain relevant but that we create the value that I've discussed earlier on. So, I think that's what makes it safe.
Interviewer	Last question, in the context of building a business what is your understanding when you hear the term shared value?
Participant 1	Well from my understanding is shared value is where you as a corporate OK or is an entrepreneur and you basically create a link between what you're offering you know from a business sense and you know what it is that you are responsible for right at a social level. And in basically finding that, that common ground or maybe that link you know in terms of as I said what you are offering and then what you are doing to empower you know society and community whereby the value that you're providing is actually shared between the consumer and the provider. Awesome, thank you so much for your time.
Interviewer Participant 1	Thank you.

Interview 2

Participant 2	Oh hello
Interviewer	How are you?
Participant 2	Good, how are you?
Interviewer	I'm fine thank you. Thank you for taking part in my interview. If you feel any uncomfortable rather through any point in time we can stop the interview. So, let's start, So the first question is how many businesses do you currently run?
Participant 2	One. Just one.
Interviewer	So that leads me the next question. The second question which of these businesses do you mostly focus on however it's okay. Let's move on, so with the business that you currently have, can you please discuss the opportunities you found with in the South African market? Which made you start this business.
Participant 2	Well it is not an opportunity. It was just a gap I basically picked up. When you actually identify a gap. And it was mainly something that was bugging me. Um...

	Which is occasional dedication and bringing um... information to people. And also, the government struggling with job opportunities because people are not um... what's the word, they have the education, they're just not skilled. So, I think that's what I found,
Interviewer	Of course. Can you please discuss the role of your business? Um, so what role does it currently play within the South African market?
Participant 2	Giving a role which, we call job readiness. So that means it gets people really to get into the market. Um because uh you see this man growing up without experience.
Interviewer	All right in relation to that role what thing. I mean what do you think makes your business unique to your competitors.
Participant 2	Um nothing. I can say that um. I know that there are other businesses or companies that are embarking on this. Um but I think what makes um... so I think a little bit different is um identifying and understanding the future roles not uh the current jobs because uh we need to understand that some jobs are going to be redundant and we have to focus on what the future jobs are and actually

Interviewer Participant 2	getting those people ready for those future jobs. Well you know we don't take on people to go and practice administration based. You need to put people in places where we will be able to play better roles. All right. So, when you started off this business but what would you say was the values that drove you to start your business? What values are your business founded upon? But first I think the value that I think is founded in a scripture which is in the problems that due to lack of knowledge. So, when people are equipped with knowledge and most besides knowledge skill practical skill as well then, they actually flourish. So, I think that's the main job I have to go into each and every single venue that holds up it could be here the whole night to see. Uh okay. Another one is worth to seconds. Um it's the value of um what I can describe as how can I put it when I put it in. Purpose. I would use the word agility. Well what does agile mean meaning flexibility adaptability. So, you need to be able to adapt to different situations.
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	the world is. So, it's all about equipping. For me the random sense follows later. I think my passion is when people call I'm not. Also, I was so in relation to that.
Interviewer	
	What impact will this have in the South African context?
Participant 2	
	Um South Africa as it stands right now I think that I almost had like 30 percent of that. I don't think I know what It is. Um or rather what is wrong.
	We have a 30 percent rate of unemployment but properly, so which is quite big.
	And then we have less than a certain percentage I think less than 10 percent of people who are taxpayers and we have almost half almost half the population in the. So, there is a problem like for me. So, when you mean what is this going to do for South Africa I think it's going to assist in changing those statistics
Interviewer	
	And then now with that being said how would you describe the value that your business adds to your customers?
Participant 2	
Interviewer	Firstly, learning the skills equal to all too much.

Participant 2	Why do you think this is valuable to the sustainability of your business? So, based on the value that you may be adding to your customers. Yeah. So, I think he's a human being is being a bit complex. Yeah. Better the value would be that there would be stored human touch. I think that's really. Human Touch and it can be a machine that can so that human factor attached to it would make a huge impact in another human being. For them to know when communication cold and cold. Yes, it will be speaking the same language versus we have to try and do your learning platforms computerized self-study and all of those things because people comprehend things differently. Definitely.
Interviewer	So that brings me to my last question in the context of building a business any business. What is your understanding of the term sharing that term shared value?
Participant 2	Uh, for me that term just simply spells out what business should not be all about the creator of the business it has to benefit the user as well. So, I think that we share many things. Uhm, because I don't think there would

Interviewer Participant 2	be any such thing in a business that is solely developed to assist. The only owner to gain more but not have the people who are supposed to be receiving and receiving the services or purchasing or buying into anything on those or not benefiting anything anyway. That's why when you are creating a business you should be solving a problem. Not trying to identify need trying to solve for them and that's a shame because other people will benefit because that would be an exchange. Those people. What was missing in. Oh baby. Oh yeah. Yeah yeah. Thank you for your time. Thank you. Thank you. Yeah.
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Interview 3

Interviewer Participant 3 Interviewer Participant 3 Interviewer	Hello. How are you? I'm well and you? I'm all right thank you. Just like thank you for taking part in my interview. As I mentioned earlier, if you feel uncomfortable at any point during the interview let me know and we'll stop the interview. Okay, (Laughs) Don't be weird... So, let's just shoot straight to it How many businesses do you currently turn right?
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Participant 3	One. At the moment just one.
Interviewer	Okay then that answers my next question leading up to the third one. Can you please discuss the opportunities you identified with the South African market which made you start this business?
Participant 3	What made me start this market within the South African market is a lack of relationships between brands and people. I saw...well okay, for me since I study Strategic Brand Communication, I saw that people have a lack of understanding of how they should build a brand. So, I saw an opportunity to build a brand in way that really resonates with people. And then from there that would actually allow me to start approaching people and sell anything. There's a thing brand doesn't resonate with people on a larger scale because of the cultures that coming up. I'm still learning to understand it but not a lot of people understand it. I think that's what you can get people hyped up with.
Interviewer	Why were these opportunities important for you to build your business?
Participant 3	Longevity. Cause last year we focused just on selling but now not a lot of people to come back and engage with brands. So, for me it was like longevity in order to create a relationship with people.
Interviewer	Discuss the role your business currently plays within the South African context?
Participant 3	Okay so the role it plays, uhm, so Berknation. so it is like writing for creatives so like that's the whole thing. So the role it plays, uhm, I don't want to say just creative creators of but people, and brands, on actually how they engage with the people on a bigger

	scale well not a bigger scale but on a more intimate relationship kind of thing. This is where they get to understand people in those spaces which can really could bring people closer to understanding the artist instead of saying "oh, it's just an artist ". Now with our coverage and our relationship being built We've been able to get a better understanding of the people we are working with we work and work with multiple brands.
Interviewer	In relation to the role of your business what makes your business unique compared to your competitors?
Participant 3	Okay, uhm, I think that really makes it unique, okay for me our brand is very emotive. The thing that really makes it unique is that, we go out and actually write for the dreamers. So, whatever it is on the field, so you know it's easy to be on social media and say you supporting a brand or whatever via likes and the following. But for me, I think that the way we do it is very engaging and on a more personal manner. Which takes away the sell sell sell and more into forming a relationship with the customer and then from there the selling of the content will come. This helps bypassing having to convince someone to buy a product because a genuine relationship was created therefore it makes it easier for people to buy into.
Interviewer	Awesome. What would you say are the values that drive your business?
Participant 3	What I can say is authenticity, integrity and just write for the genius. So that doing something and being fully submerged in it. Creating content that will inspire and build dreamers.

Interviewer	Thank you. The next question. Describe the future of your business?
Participant 3	The future ah...Do you know a Heist? Uhm, ok well uhm Hypebeast?
Interviewer	Yes,
Participant 3	Okay, it is also focused on news and applications. So basically imagine, using an application instead of buying a newspaper small features in the newspaper purchase what never should have the services that we have. So, it's basically like, can I be abstract now? So, it means having an application that not only has access to subscriptions brand related products but content to enrich our viewers. Yeah.
Interviewer	So, in relation to that what impact have on the policy in the South African context?
Participant 3	It's definitely going to change the way people purchase because now instead of not having to just solely depend on a platform they can lift the people that support our platform. So that's one way and that thing is people if the main thing we need targeting is active subscription but not just reading that extra subscription I mean that whatever we ask people to do we want them doing well it's not just sharing. But if you think a lot of people are accustomed to engaging with this correct you have to do it like this. You know the country concert are mostly trinkets which you can be part of the mission. If you love active writing is really going to push people to just instead of just say I like this brand. Oh, that's a cool brand. They actually find ways to engage with the brand actively and you will have this is the way convenient for them to use. Yeah okay.

Interviewer Participant 3	How would you describe the value your business adds to your customers? My customers will have up to date knowledge of a culture of a brand that is coming up and much of because there's a lot of brands that come into play. Everybody's creating brands but not all of them enhance or equip lifestyles. I've said it in the culture, that the culture spoke about in that place like not all of them are of a culture. So, Bernation will be placing people in context of high culture great brands that people want to buy. You're not just going to be exposed to all kinds of brands at that point. So for the customers maybe just convenience but aspiration. Aspiring that are easily accessible and easily can easily engage on an everyday basis instead of just actively purchasing. That may be social media engagement that might have to come to play a little bit open to it. Basically, finding a high cultural brand that actively adds to the culture and being able to take a part of it.
Interviewer Participant 3	Relating to the previous question, why do you think this is valuable to the sustainability of your venture? Sustainability is based on people coming back in business. So, by now for the sustainability of our planet for me a solid relationship that I will grant an identity because of working with multiple friends. Identity was ever shifting. So, this approach helps us be sustainable in that our cultural value will be evolving. That's what's needed and wanted at that time sustainability wise. Ironically demand will always be high interest and customer retention can even pay you brand and being able to introduce brands that highlights all of your cultural value interests through the brand in order of building a business

Interviewer Participant 3 Interviewer Interviewer	Last question, in the context of building a business what is your understanding when you hear the term shared value? For my experience shared value is not just what you give to the customer but what the cues from you. Much of anything you supply so for you to be able to give proper shape. That's where everybody gets the results they want for the customer get the products the services the high value and affiliation with a that need to be in touch with high brand. It's maybe an important concept in that it guarantees quality for the supplier to what you can do and to what extent what the customer experience is something to be shared. That is what you what I would look at as with what I have right now from what I got from my competitors to my customer, is that I will be able to increase the value and contain the savings that customers have of my product they should not be a one sided. I'm winning but it shouldn't only be that, it should be something that everyone is winning. Great that brings us to the end. Thank you for your participation.

Appendix 5: Safe assign report



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Research Report 1

Luyanda Ngoobo on Fri, Oct 25 2019, 4:55 PM

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Submission ID: 9048870-d2a2-489d-9ad1-b48c75b67d

FINAL POE 15021786....

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Another student's paper

Title:

Exploring the role of shared value on brand identity system amongst entrepreneurs in South Africa

Student Name: Luyanda Ngoobo

Student Number: 45021786

Supervisor: Gene

Submitted in partial fulfilment of BA Honours in Strategic Brand Communication at Vega School, a brand of the Independent Institute of Education (IIE) on 25 October 2019

ABSTRACT

The aim of this research consisted the exploration of shared value in terms of what role it plays in the development and function of the brand identity system in relation to the entrepreneurs within South Africa. Thereafter, the researcher identified findings and then grouped them into three major themes which were explained and interpreted in relation to the previous literature and the theory. Moreover, this section will discuss the implications of the findings and evaluate whether the research was successful or not lastly, ethical considerations and limitations are discussed. Finally, there were points on the heuristic value of the research.

ii

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Annexures

Annexure 1: Concept Table Document

Annexure 1: Final Research Report Summary Document Table

Title: Exploring the role of shared value on brand identity system amongst entrepreneurs in South Africa.

Research Purpose	Primary Research Question	Research Rationale	Seminal Sources	Literature Review – Conceptual Framework	Paradigm	Approach	Data Collection	Ethics	Key Findings	Recommendations
The research goal is applied research. This study aims to assess to what extent shared value as a practice has an influence on brand identity system amongst South African entrepreneurs (Davis, 2014).	To what extent does shared value play a role in brand identity system?	To further investigate and gather information on shared value and its influence on a brand identity system	Michael E. Porter Mark Kramer Franz du Plooy-Cilliers et al Carla Enslin	Theme 1 Social issues Theme 2 Shift in business practices Theme 3 Value creation.	The interpretivism paradigm - in-depth of an individuals' beliefs, opinions, values, reality and life experiences. Through: Axiology - Role of values Ontology - Reality Epistemology - nature of knowledge	Qualitative Population Accessible: 3 entrepreneurs based 2 in Pretoria and 1 Johannesburg	In-depth interviews using an interview guideline.	To ensure that participants provide informed consent. To communicate that anonymity and confidentiality will be maintained. To prioritize participants' physical & psychological comfort. To not provide participants with an incentive. To not falsify information.	All entrepreneurs identified a social issue they aim to help alleviate. There is a shift of technology which enables digitalization to assist in assisting people efficiently. Creating value builds and sustain meaningful brands.	Increase sample size of entrepreneurs. Expand study to business incubators and other brand who are potentially using the shared value strategy.
Research Problem	Secondary Questions OR Objectives	Key Concepts	Key Theories			Sampling	Data Analysis Methods	Limitations	Key Contributions	
Opportunity - emerge to evaluate the influence shared value has on a brand identity system.	n/a	Brand identity system, Shared value, Brand Brand vision Brand purpose and positioning and brand value.	Brand identity system by Carla Enslin. Shared value by Michael E. Porter and Mark Kramer			Non-probability Using purposive and convenience sample technique 3 Participants Inductive reasoning.	Thematic Analysis Unit of analysis is people (Entrepreneur)	Time & Resource Constraints. Geographically constrained. Limited representativeness	To possibly have a concept such as shared value embedded into brand's identity system to give back more than they take.	