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Handledare: Henrik Merckelsen
Examinator: Mats Heide

The Social Dilemma of Moving to a Mass Market

A QUALITATIVE STUDY OF SOCIAL ENTREPRENEURSHIP AND TO
STRATEGICALLY MANAGE IDENTITY

IAN OLEHED

Lunds universitet
Institutionen för strategisk kommunikation
Examensarbete för masterexamen



Populärvetenskaplig Sammanfattning

Det sociala dilemmat med att förflytta sig mot en massmarknad.

Samhällsentreprenörer behöver anpassa sig efter en massmarknad för att kunna maximera sin påverkan på samhället, något som kan leda till att dess rykte skadas.

Studien handlar om de mest grundläggande antaganden om en organisation, det vill säga dess identitet. Att förändra identiteten är inget lätt beslut eftersom följderna bland annat kan innebära att organisationen upplevs som opålitlig, även om identitetsförändring i sig kan leda till en bättre position på marknaden. Därför är det viktigt att undersöka hur identiteten påverkas av förändringen för att undvika att den upplevs som opålitlig.

Det är en problematik som är extra tydlig hos samhällsentreprenörer, det vill säga entreprenörer som driver företag inte av främst ekonomiska skäl, utan för att bidra till en bättre värld. För att maximera nyttan som samhällsentreprenörer bidrar med har det föreslagits att de behöver förflytta sig mot en massmarknad, vilket innebär att fler människor nås och en större påverkan på samhället. Dock, vägen dit är inte alltid lätt. Ofta behöver samhällsentreprenörer anpassa sin identitet för att kunna bli attraktiva för massmarknaden. Om anpassningen innebär att samhällsentreprenören behöver begränsa hur de gör världen bättre, kan de lätt framstå som opålitliga och deras identitet kan ifrågasättas.

Det som studien har försökt att skapa en förståelse för är hur samhällsentreprenörer kan agera för att nå en massmarknad, utan att behöva få sin identitet ifrågasatt. Detta har gjorts genom att undersöka identiteten hos tre samhällsentreprenörer och vilka hinder de själva har sett stå i vägen för att de ska kunna nå en massmarknad samt hur dessa hinder kan övervinnas. Utifrån det som hittades har sedan 3 generella slutsatser dragits.

Studiens första slutsats pekar på att orsaken till varför det upplevs som extra problematiskt för samhällsentreprenörer är på grund av att de arbetar för en bättre värld. Eftersom att samhällsentreprenören värderar sin påverkan på omvärlden och samhället högre än, eller i alla fall lika högt som, ekonomisk vinning, innebär det att beslutet att ändra identiteten och nå en massmarknad kan inte ske till priset av att anpassa sin påverkan.

Studiens andra slutsats visar på att samhällsentreprenörer, till skillnad från vad tidigare forskning har föreslagit, inte automatiskt borde flytta sig mot en massmarknad. Istället bör för- och nackdelarna noggrant övervägas och analyseras innan en eventuell förflyttning påbörjas. Studiens sista slutsats föreslår att om samhällsentreprenören ser hindrena för att nå en massmarknad som för höga, bör den istället avvakta att omvärlden hinner ikapp för att undvika att uppfattas som opålitlig och permanent skada sitt rykte.

Abstract

The Social Dilemma of Moving to a Mass Market - A qualitative study of social entrepreneurship and to strategically manage identity.

Social startup wanting to broaden their impact on society needs to move towards a mass market, something that may require an adaptation of its identity. By adapting the identity it can be seen as untrustworthy and unreliable. The choice is to either limit the good it can do for the world, or sacrifice the foundation of what the startup is. The purpose of the study is to create an understanding of how the identity of social startups can be managed in the move towards a mass market. It was addressed by conducting a discourse analysis on three case studies. The findings point at moving towards a mass market as more complex for social startups because of their social orientation. It is proposed that social startups may want to remain in the niche and await for changes in society that will lower the barriers, rather than adapting to the mass market.

Keywords: Strategic Communications, Social Entrepreneurship, Identity, Multi Level Perspective.

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Sammanfattning

Det sociala dilemmat med att förflytta sig mot en massmarknad - En kvalitativ studie om samhällsentreprenörskap och att strategiskt hantera identitet.

Samhällsentreprenörer som vill ha en bred påverkan på samhället behöver förflytta sig mot en massmarknad, något som kan kräva att deras identitet anpassas. Genom att anpassa identiteten kan de framstå som opålitliga. Valet de står för är därför att antingen begränsa det goda de kan göra för världen, eller offra grunden för vad startup-företaget står för. Studiens syfte är att skapa en förståelse för hur samhällsentreprenörer kan hantera och förvalta sin identitet i flytten mot en massmarknad. För att svara till detta genomfördes en diskursanalys på tre fallstudieföretag. Slutsatserna pekar mot att flytten mot en massmarknad är mer komplex för samhällsentreprenörer just på grund av deras vilja att göra världen bättre. Studien föreslår att samhällsentreprenörer kan tjäna på att stanna i sin nischmarknad och vänta på förändringar i samhället som kan sänka barriärerna, snarare än att anpassa sig till massmarknaden

Nyckelord: Strategisk Kommunikation, Samhällsentreprenörskap, Identitet, Multi Level Perspective.

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1. Introduction

The identity of an organization is key to its strategic communication. It is not just an integrated part, but identity is the foundation to all strategic communication efforts (Feldner and Fyke, 2016). To develop a broad understanding of identity in an organizational context is thus of utter importance to the research field of Strategic Communications. This study aims to do just that, by explaining how the identity of an organization is an important factor for the problem social entrepreneurs face when attempting to grow their business.

Social entrepreneurs are actors that implement business strategies to initiate change in society, a process that is called social entrepreneurship (SE). The process is done by identifying problems in society, pursuing the cause of the problem and then attempt to solve it through innovative products. Success is not measured by the financial value of what they create, but rather on the impact it has on society. (Vasakarla, 2008)

SE takes different forms depending on what type of actor or organization that facilitates the SE. However, SE is often expressed in the form of a startup-business, a so called social startup. No matter what societal issues the social startup attempts to solve, such as human rights, gender equality, protecting the rainforest and the environment, the bottom line of SE is the same: providing social value through systematic change of society towards sustainability. This is a core characteristic of SE and deeply integrated in the identity of social startups. (Waldron, Fisher and Pfarrer, 2016)

Often, a change in society challenges the current norms. It is therefore necessary for SE to disrupt the current social norms of society, if it is to fulfill its core characteristic. (Thompson, Herrmann and Hekkert, 2015). This is for example shown in the environmental benefits gained through the changed norms of meat consumption. A recent study by Klöckner (2017) showed that an increased awareness of the negative impact the meat industry has on the environment has influenced Norwegian consumers to decrease the amount of beef they consume, in favor of other sources of protein. (Klöckner, 2017)

Most social startups act in a confined niche market, where their ability to influence the broader society is limited. As a niche market is characterized by being a protected space that supports radical innovations, deviating from the dominant norms of society, social startups are able to ensure a high level of sustainability in their product by being in the niche (Schot and Geels, 2008). Social startup are thus able to operate in a more norm-challenging

way and provide a product with a more salient sustainability identity than they would be able to have if they were to operate in a mass market. (Hörisch, 2015)

This is also in line with a recent debate on social startups and degrowth. It has been argued that one of the greatest barriers for social startups to succeed in their mission of changing society is economic growth. Since growth for the organization equals growth in the amount of materials and energy used, it essentially makes it impossible for the social startup to contribute to a change in society. By focusing on degrowth on the other hand, defined by Schneider et al. (2010, p. 511) as an “equitable downscaling of production and consumption”, the startups can act to radically change the way society operates and contribute to a different type of economy all together. However, if a social startup aims at creating a change in society towards sustainability, it needs to change society’s norms by influencing a mass market. (Hörisch, 2015)

A mass market demands to a higher degree than a niche that social startups are in line with the current societal landscape, e.g. the current norms, regulations and consumer preferences. If the social startup is far from being in line with these factors, they will turn into barriers that hinder it from moving towards and penetrate a mass market. In order to move towards a mass market it would thus need to modify aspects of what defines the social startup. As a result, the social startup is able to provide value to a broad category of consumers, some of which never before consumed sustainable products. (Hörisch, 2015)

It would thus seem that it is necessary for the identity of a social startup to be progressive if it is to be able to have a broad impact on society. A progressive identity can however cause irreversible damage to the social startup if its most defining characteristics are modified. These characteristics are built upon the commitments that the startup is known for, which in turn creates the foundation of how the startup can be understood by its stakeholders. To alter or change these can create confusion and the social startup run a risk of being seen as untrustworthy and unpredictable, even if this change can put the startup in a strategically more favorable position. (Whetten, 2006)

This is an area that have been largely overlooked in previous research. What little have been written about identity in the context of SE have mainly been focused on the identity of the entrepreneur (Lewis, 2016). The impact of moving towards the mass market is however shown in Yakovleva & Flynn’s (2009) study of how the organic food industry adapted to the principles of mainstream food industry to maximize the positive impact. Following the adaptation, the positive environmental effects of organic food has been put to question by several studies, questioning if the adaptation really was done to maximize the positive impact, or if it was merely a means to create a larger profit.

Reaching a mass market is thus problematic if the barriers to enter requires a change of what defines the social startup. At the same time, the core objective of a social startup requires it to advance societal change. If the adaptation, as noted in the organic foods example above, demands a change in the fundamental reason for being, the adaptation instead becomes counter-productive. If the social startup is neither able to contribute to society's move towards sustainability, nor able to manage the identity in a way that allows it to have a salient sustainability identity, the entire reason of running a social startup can be put to question.

This challenge leads us to the purpose of the study, which is to create an understanding of how the identity of a social startup can be managed in regards to the dilemma that a move towards a mass market represents. The social startup appears to be stuck between a rock and a hard place, either moving towards a mass market at the cost of what makes the startup "social", or remain with a salient sustainability identity but without being able to influence society.

The study takes a relational view on identity and sees it as a dynamic process. It also follows He & Balmer's (2007) proposal of seeing identity as the sum of the distinct, enduring and central characteristics that the organization refers to itself by, both in terms of self-expression and self-perception. It aims to contribute to Strategic Communications research by looking at the field of social entrepreneurship and how identity in this context is managed in the move from a niche towards a mass market. By capturing the identity process of three social startups in a case study-format, the findings of the study aims to explain how social startups strategically manage their identity in order for it to be progressive and adaptable.

1.1 Research Questions

- How is the identity of social startups affected by the barriers that an adaptation to a mass market represents?
- How can social startups strategically manage a progressive identity in the move towards a mass market?

2 Theory

This chapter describes the theories and theoretical perspectives that study rests upon. First is the previous research in Social Entrepreneurship presented, followed by the Multi Level Perspective explaining how change in society happens. Following these are Organizational Identity theories, used to create an understand of the identity of social startups, and the chapter ends with theory on Identity Change.

2.1 Social Entrepreneurship

The academic field of social entrepreneurship (SE) has been criticized for having a wide definition, somewhat of an umbrella concept depending on what context it is being used for, and previous research has pointed at the importance of making clear distinctions of SE (Mair and Martí, 2006). Mair & Martí (2006) proposed that the distinction lies in what level the research is discussing, that SE being discussed on an individual level could be referred to as a *Social Entrepreneur*. When discussing SE at an organizational level the term *Social Enterprise* is frequently used for an existing business (Mair and Martí, 2006), while *Social Startup* can be used when discussing an emerging business (Zhao, 2012). When discussing individuals, who work with SE from within an existing organization in order to influence the organization towards sustainability, the term *Social Intrapreneurs* have been used (Alt and Craig, 2016).

The roots of SE is found in business entrepreneurship, which Schumpeter (1947) defined as doing things that are outside the norms of the routine business (Vaskarla, 2008). Business entrepreneurship is further defined as the creation of wealth by individuals who take great risks, commit their time and career to provide a product that creates financial value (Ronstadt, 1988 i Vaskarla, 2008). In contrast, a social entrepreneur has been defined as an actors that aims at creating social value through innovative practices and products that aspires to solve social needs (Waldron, Fisher, Pfarrer, 2016).

Researchers in the field of SE have discussed whether or not organizations that wants to create social change can, or should, be driven as for-profit organizations. It is mainly the practice of using market logics to initiate social change that have been put to scrutiny, with the argument that these two are incompatible. (Townsend and Hart, 2008) At the same time, “pro-for-profit” scholars have argued that using market logic to initiate social

change is not only possible, but essential. The difficulty for nonprofits to ensure their own survival by gaining funding has in essence showed the importance for nonprofits to find other ways of funding. (Skloot, 1983)

Others have found that nonprofit and for-profits in SE both aim at achieving the same thing; using similar tools (entrepreneurship) to achieve similar goals (social change) (Townsend and Hart, 2008). Recent studies argue that the debate between nonprofit and for-profits is moot, as SE can facilitate both of these organizational forms as well as numerous others. While using for-profit elements in SE have become increasingly popular among both scholars and practitioners, the resistance to it can be seen as a backdrop of SE's historical roots in nonprofit organizations. (Goyal, Sergi and Kapoor, 2017)

There are three broad categories of actors conducting SE: Alternative actors, Bioneers and Ecopreneurs. Only the Ecopreneurs have an interest to aid in society's transition towards sustainability by moving towards the mass market and changing the system from within. The Alternative Actors reject contemporary marketing and business ideas, not wanting to conform to the mass market but are able to have a high level of sustainability in their products. Bioneers have an equally high level of sustainability, but avoid mass markets as they settle with having a niche market with a philosophy of "small is beautiful". The Ecopreneurs attempt to bridge the niche with the mass market and are thus able to have a broad market impact. (Schaltegger, 2002)

SE can be seen to focus on a wide spectrum of different societal issues (such as human rights, poverty, the environment, gender equality. etc.) and take different organizational forms (nonprofit, for-profit, hybrids, etc) but what truly sets them apart from business entrepreneurs is the core objective of their business (Waldron, Fisher and Pfarrer, 2016). Whereas business entrepreneurship's objective is to conquer gaps in the market in order to make money, social entrepreneurs rather acts as custodian of society by tending to its basal needs. (Vasakarla, 2008)

Broadly speaking, the social entrepreneur's objective is to create social value, rather than making a profit, for which end she or he will utilize a entrepreneurial behavior (Lewis, 2016). This is done by identifying societal issues, finding what causes them and attempt to solve them (Vasakarla, 2008). With the realization of a successful business that provides products to sustain the natural and social environment, social entrepreneurs are able to exploit sustainability-related opportunities to influence social change in the society (Hörisch, 2015; Abdelkafi and Täuscher, 2016; Rahdari, Sepasi and Moradi, 2016) and challenge conventional products and organizations (De Maeyer and Bonne, 2016).

By aiding the transition of society towards sustainability, SE's are able to create social value rather than just financial value (Vasakarla, 2008). A business model for sustainability places emphasis on how the social value is enhanced by the value provided to the environment, created for the customer and captured by the organization. This can create a positive spiral where the values reinforce each other, as long as the organization creates value through socio-ecological activities rather than along with them. (Abdelkafi and Täuscher, 2016)

To facilitate the core objective of SE, society's transition towards sustainability, Thompson, Hermann & Hekkert (2015) stated that social entrepreneurs needs to act to disrupt the societal institutions or create new ones, such as societal norms and market regulations. This needs to be done to ensure that sustainable products are considered legitimate and competitive. (Thompson, Hermann & Hekkert, 2015)

2.2 Multi Level Perspective

A framework that have been used to understand and analyze societal transitions is the Multi Level Perspective (MLP) (Schot and Geels, 2008). Originally developed from the research field of *Strategic Niche Management* and used by engineers to understand how new technology (tech) can innovate an industry, the framework describes three levels in society (Schot and Geels, 2008):

Micro-level niches, where radical innovations emerge from and are supported, often deviating greatly from the dominant institutions of society. The niche is seen as a protected space where experimentation is enabled and encouraged and entrepreneurs are an important actor at this level.

Meso-level regimes, which are the dominant structures and institutions consisting of established rules and practices that aims to preserve existing large scale systems and creating stability. Most organizations operate at this level.

Macro-level landscapes, can be described as the shell that encompasses the niches and regimes, e.g the environment the micro- and meso-levels interact in. The landscape level consists e.g. of societal values, norms & political ideologies. Changes at this level happens slowly, over the passing of decades. (Schot and Geels, 2008)

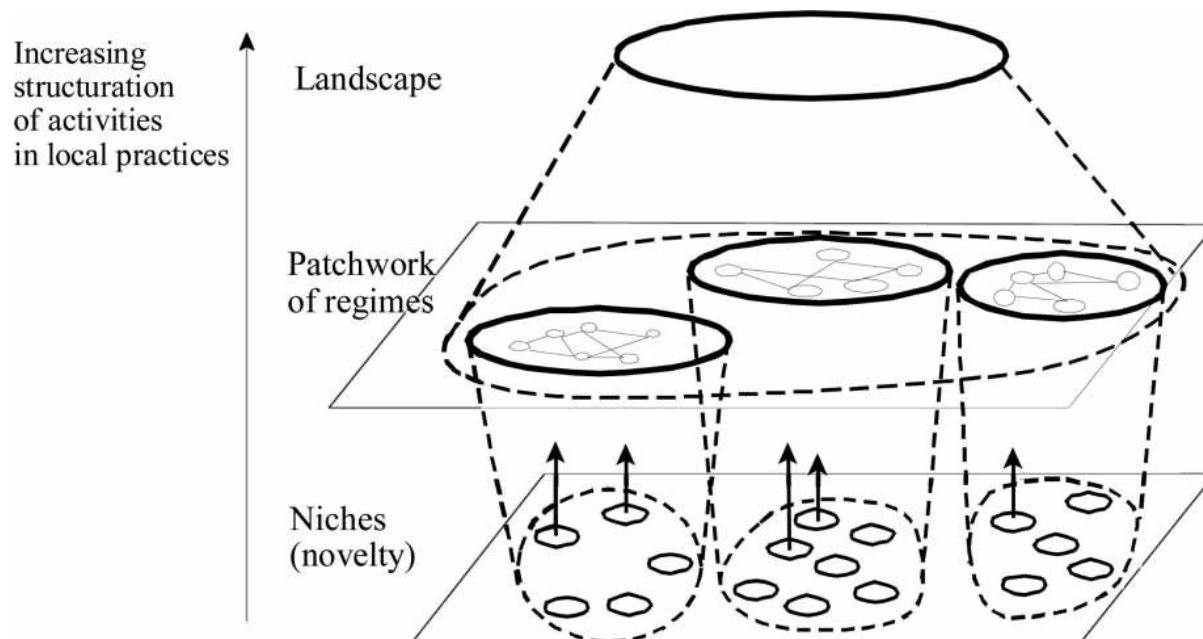


Figure 1. The interplay between the three socio-technological levels as an encapsulated hierarchy (Schot and Geels, 2008)

The core argument of MLP is that changes to the dominant structure of society does not come from a bottom-up perspective, where a niche would expand until it takes over the regime. Instead, MLP sees changes as an interaction between different levels, such as (1) innovations in the niche creates a momentum, (2) development in the landscape-level creates a strain on the dominant regime, (3) destabilization in the dominant regime creates a possibility for said niche innovation to influence, change or mold the regime. The niche is however only able to initiate change by joining current developments in the broader landscape and regime levels. (Schot and Geels, 2008)

MLP has increasingly been used to understand and analyze specifically sustainability transitions (Hörisch, 2015). For SE to facilitate this transition, there are certain barriers that can appear between the meso-level regimes and the micro-level niches, which needs to be taken into consideration. These barriers are in the forms of gaps in tech, science, consumer preferences, policy and socio-culture, which all need to be bridged for the sustainability transition to take place. (Hörisch, 2015)

In regards to how sustainability transitions differ from other types of transitions, three distinct characteristics have been found that define sustainability transitions. The first characteristic is that sustainability transitions are, in contrast to most transitions, goal-oriented rather than open-ended; The goal is the societal transition towards sustainability, rather than something that is yet to be defined. The second characteristic states that this goal (the societal transition towards sustainability) is for the collective good.

What this means is that the value SE brings to consumers are often indirect or hidden, and do not exclusively serve the individual but rather the entirety of society. The third characteristic is the importance of grassroot innovation and change in behavior, in combination with tech innovations. (Geels, 2011) This is e.g the case when considering renewable energy transitions (Hörisch, 2015), or the transition towards eating less red meat (Klößner, 2017).

For social entrepreneurs to be able to contribute to the sustainability transition, an increase in the the market impact is imperative. This can be done by leaving the micro-level niche market for a meso-level mass market. On the meso-level, social entrepreneurs are able to reach a larger audience, which magnifies the overall sustainability effect. Simultaneously, it creates indirect effects, such as putting pressure on other actors in the regime and influencing policy-makers. In order for this to be made possible, the social entrepreneur needs to have a product that is appealing and of interest to consumers who never before have consumed sustainable products, e.g. adapting the product to create user-benefits that are without solid sustainability perks. (Hörisch, 2015)

2.3 Identity

Identity is the answer to the questions of “Who am I?” and “What do I do?”. In an organizational context, the perhaps most cited definition is that of Albert & Whetten (1985) who states that identity describes the claimed distinct, enduring and central characteristics of an organization (Waldron, Fisher, Pfarrer, 2016). Identity is not a fixed construct, but constantly evolving in the interaction between different actors, the organization and the socio-cultural context (Down & Warren, 2008; Jones, Latham, and Betta 2008).

The benefits of having an identity that is clear, consistent and socially valued have been shown to be both external and internal. The external benefits can mainly be seen in the organization making itself appear more attractive to its stakeholders and ultimately earning the organization an increased recognition. The internal benefits consists of being able to use the identity as a platform to base decisions and initiate problem-solving from, increasing not only commitment but also loyalty among employees while attaining legitimacy in whom the organization is and what it does. (Bouchikhi and Kimberly, 2008)

Identity in an organizational context is according to He & Balmer (2007) characterized by the dichotomy of organizational identity and corporate identity. Organizational identity is sprung from organizational behavior research and have traditionally focused on internal aspects of identity, primarily from the organizational member’s point of view. Corporate identity on the other hand has its roots in marketing research and graphical

design, traditional with a focus on the external aspects from a managerial point of view. (He and Balmer, 2007)

The dichotomy of the organization's identity have raised concern among scholars, as it has been argued that it is unable to adequately answer how identities are constructed versus how they are recognized by other actors, as well as how the different "modules" of an identity is arranged and collected in a specific context (Lewis, 2016). In order to more fully describe the complex notion of the organization's identity, a synthesis of the two research areas have been proposed (He and Balmer, 2007). At the same time, scholars have found that the barriers that used to separate the external and internal aspects of an organization have been brought down. Instead, they have become entwined and interpenetrate each other. (Hatch and Schultz, 2002)

For example, Hatch & Schultz (2002) found in their study that this is clearly visible in the areas of culture, image and identity. The study views corporate culture as created in the interaction between organizational members, which in turn creates the identity. The top management attempts to manipulate the identity with the use of symbols, statements and actions, all of which are interpreted by the organizational members. These are also communicated to external stakeholders and their interpretation of the communication creates the image. Due to the interconnectedness of the external and internal, the image is intercepted by the organizational members, who becomes influenced by how the organization is being portrayed by external stakeholders. The image is absorbed back into the culture, creating a feedback loop between culture, identity and image and the three continually affect and shape each other. (Hatch and Schultz, 2002)

2.3.1 Organizational Identity

Organizational identity is the cognitive notion of identity as the claimed distinct, enduring and central characteristics of the organization as an entity, based on Albert & Whetten's (1985) definition, and stemmed from the metaphor of an individual's identity (Whetten, 2006). Evolved from the original definition, the research field has mainly focused on organizational members *perception* of the characteristics that define the organization (He and Balmer, 2007).

Organizational identity has also been defined in terms of the social identity organizational members get from being part of the organization, although this variation have been argued to be due to a lack of distinguishing between the identity of the organization (the actual organization's identity) and the identity of the organizational members (a consequence of the organizational identity). While this definition does not attempt to

describe the identity of the organization, both the claim-identity-perspective described by Albert & Whetten (1985) and the internally-perceived-identity-perspective described by He & Balmer (2007) does.

These two perspectives have also been combined in a number of studies in order to fully describe the organizational identity. Kiriakidou & Millward (2000) defines organizational identity as the beliefs that an organizational member would hold about the characteristic of the organization. They have elaborated their definition in line with Albert & Whetten's definition (1985), by stating that organizational identity is what the organization's member would derive as the distinctive, enduring and central in their organization. (Kiriakidou and Millward, 2000)

The distinct, enduring and central characteristics are also what distinguishes the organization from other, otherwise similar organizations. Whetten (2006) described these as identity claims, which signifies the self-defined social space and uniqueness of an organization. It has also been proposed that of equal importance is the identity claims that an organization makes in regards to what industry it operates in, or what type of organization it is. This "social identity of the organization"-identity claim describes not what is different about it, but how it is similar to a group of organizations and how they share similar characteristics. (Whetten, 2006)

2.3.2 Corporate Identity

Corporate identity is the tangible expressions (the substantive elements) of the organization. It aims at answering the question of what the organization is (He and Balmer, 2007), as in what form and how organizations can be presented to create optimal relations with external actors (Kiriakidou and Millward, 2000).

The tangible expressions can also be called the symbolism of the organization. It is both in the form of the verbal and visual aspects of the identity that stakeholders use to identify the organization and tell it apart from competitors, as well as how the organization can be managed through the official symbols of the organization, such as the logo, website, packaging of the products. (He and Balmer, 2007; Hatch and Schultz, 2002) In contrast to organizational identity, corporate identity is seen as a top-down, highly manageable strategic function that defines the uniqueness of the organization in regard to its image and reputation through corporate communication (Balmer and Gray, 2000).

Corporate identity has also been seen to have its core in the organizational identity. The relationship between the two can be described by viewing the organizational identity as the soul of the organization and corporate identity as the expression of that soul, both in the

communication as well as behavior of the organization. (Kiriakidou and Millward, 2000) The soul is made out of what the organizational members believe the organization is. Since these members generally are sensitive to, and aware of, what external stakeholders think about the organization, it is of greatest importance that the organization is managed in such a way that the external identity is in compliance with the internal identity. (Dhalla, 2007) Basically, to manage the corporate identity in a way that does not reflect the organization's identity is bound to fail. (Kiriakidou and Millward, 2000)

2.3.3 Identity change

There are plenty of reasons for an organization to want to re-formalize and examine its identity. Some of the most common reasons are changes in the extent of the operation, misunderstandings of what and why the organization is, regulatory changes, changes in management/structure/strategy, change of competition or need for economy of scales. (Baker and Balmer, 1997) Basically, the strategic repositioning or recreation of an organization's identity enables the organization to counter changes. Based on the threats presented to the organization, it can alter its identity claims in order to create the greatest competitive and strategic advantage to itself. (Dhalla, 2007)

Changes in the identity does not come without any downsides however. By altering the identity claims of the organization, the foundation of what the organization has based itself upon is likely to also be changed. This can be problematic as the identity does not only describe who the organization is, but also what it is not and how it should act to avoid being out of character. To act out of character can prove fatal for an organization, as it in contemporary society is seen as more than just a social collective of people working. In many regards organizations are also seen as individuals, but with the power and responsibility of a social collective. Organizations are thus expected to follow the same moral rules and logics as individuals and while a mistaken identity as an individual is alarming, doing so as an organization is a directly lethal defect. (Whetten, 2006)

It has been argued that an important aspect for an organization to be accurately recognized is to be accurately classified. The organization may cause irreparable damage to its classification if it acts out of character. For example, if an organization has the goal of fighting corruption in the government and wants to be seen as such, it cannot use its profits to bribe government officials. Even if this bribe would be made with good intentions, in order to stop further corruption, the organization is acting outside of its identity-character of being ethical, moral and "corruption-fighting". (Whetten, 2006)

This is an example of an organization that does not honor the commitments upon which its identity rests. By initiating an identity change that conflicts with earlier commitments, the organization will appear untrustworthy and unpredictable, even if it would place the organization in a strategically more beneficial position. (Whetten, 2006)

The main point is that the organization is known by its commitments, which in its most basic notion is described in the identity. The organization is expected to continuously act to fulfill these commitments, no matter the circumstances and through a long period of time. (Whetten, 2006)

In the context of SE, the insights from identity change theory points at the fundamental dilemma of change being necessary but also potentially damaging. If the change brings with it that the social startup is seen to be dishonoring its previous commitments, the damage may too great for it to survive. This would make it relevant to question if the identity change can be done without damaging the foundation of the social startup.

3. Method

The chapter describes how the study was conducted, what perspectives and approaches were used and why these were chosen. It begins by describing the scientific perspective of the study and its design. Following is the research method and the analytical method. The chapter ends with describing the ethical considerations of the study.

3.1 Scientific perspective

This study focuses on what something is and what it does, ergo the identity. To understand identity there is no need to question the physical or biological construction of reality, as identity is what happens when objects are named by someone in a certain context. Identity is in itself a question of ontological nature, as how objects are named and classified directly affect how they are understood and what they are able to do. (Langston and Pell, 2015)

A mountain can for example be classified as a home, as an obstacle or as a resource depending on who is viewing it. If a person is living on the mountain, she or he can see it as a place for a house, family and neighbours. A person wanting to cross the mountain to get to another destination will not see these aspects, but rather that the mountain represents hardships and that it makes the journey longer. A third person might see the mountain as a resource of dirt and rocks which can be used to fill a hole somewhere else.

This study sees identity as something subjectively relative, as every object can be named and classified in an indefinite number of contexts, creating the possibility of an object having an infinite number of identities (Emirbayer, 1997). An object can be understood as several different things simultaneously, all which together adds to defining it is. As different views and understandings criss-cross, they compete for interpretative prerogative and as a result some understandings become dominated by others. This competition between the understands effectively redefine the collective understanding of what the object is and how it can be understood. To understand identity is thus to understand something that is constantly changing.

The paradox that it represents to try to understand something that is ever-changing makes it relevant to view identity as a dynamic process. The epistemology of the study thus takes a relational perspective (Emirbayer, 1997), with a focus on what goes on *between* objects and identities. The aim of the study can be seen to create an understanding of the

relational processes of identity and how identity is constructed through processes, rather than through static characteristics.

Studies that view identity as relational has previously been criticized on the basis of presenting challenges that a static view of identity does not (Emirbayer, 1997). However, this study follows Abbotts (2010) argumentation in agreeing that yes, a relational perspective unavoidably create problems that a static perspective does not have to consider. It is however possible through a relational perspective to explain identity as "... sometimes produced by perpetual change; it is not possible to explain change as a phenomenon sometimes produced by perpetual stasis" (Abbott, 2010, pp. 254)

Hermeneutics has been chosen in combination with the relational epistemology of the study. Since relational-hermeneutics attempts to create an understand of the relationship between someone who says something and what is said, regardless of the relationship between the speaker and the audience, it was considered to be suitable to create an understanding of the identity of social startups. (Gadamer, 1976)

Through hermeneutics, the researcher is able to explore the subjective life-world of the subject, thus being open to the point of view of the subject and her or his interpretation of the world. By focusing on subjective knowledge, the hermeneutic approach seeks what is hidden in the empiric material by moving back and forth through it. By moving back and forth between the different parts of the empiric material a deeper understanding is made possible, as connections between the empirical data may reveal insights that otherwise would be lost. (Prasad, 2005)

3.2 Research Design

The paper makes use of case study as its research design. It has been chosen based on case studies being suitable when the aim is to get rich empirical data in regards to complex phenomena, especially so when it comes to insight into processes (Flyvbjerg, 2006). In order to describe the process of managing an identity through different stages of growth, a methodological choice of using three organizations has been made. Understanding and comparing several social startups was seen to enable access to more rich data, which in turn can help give a more nuanced answer to the research questions.

Another option would have been to make one case, trying to understand how the identity of one social startup has evolved through time. It was considered unreliable to conducting the study this way, as one of the base principles for using a case study is access to rich data and a study done this way would demand an understanding of what the social startup's identity has previously been. Essentially, it would mean being trying to reconstruct

and understand something that no longer exists, which would drastically lower the quality of the study. An alternative would have been to do a longitudinal study (Shadish, Cook and Campbell, 2002), something that was considered unrealistic in regards to the restraints of the master thesis format.

3.2.1 Purposive sampling

A purposive strategy of sampling has been chosen to ensure as rich data as possible and that the social startups chosen are at different growth stages. When making use of a purposive sampling, there needs to be criteria that ensure rich data and enables a deep understanding of what is being studied (Yin, 2014). The criteria that this study made use of were: (1) at the startup stage, (2) being a social business, (3) conducting an ecopreneur-type of social business, (4) being at certain, but different, growth stages.

These criteria were used to ensure that the research questions could be answered and the purpose of the study fulfilled. To identify what stage of growth the social startups were at, a organizational life cycle framework developed by Lichtenstein and Lyons (2006) has been used. Only three of the framework's six steps can be considered to deal with the startup-stage of a business, thus being relevant for the study. These are:

Infancy - The business is launched with a product that is ready to be put on the market. Basically the venture could be described as promising, without having sustainable proof of concept.

Early Growth - Begins with the startups breaking even from its sales. It can thus ensure its survival, as long as the conditions of the market does not change.

Sustained Growth - Begins when the startup shows profit over time and has proven its growth potential by spending its profits on actions that grow the startup. If successful, the startup can evolve in its niche market until it is large enough to attempt to enter a mass market.

3.2.2 Choice of cases

One Planet Rating

One Planet Rating (OPR) aims at accelerating growth of sustainable tourism. Sustainable tourism is traveling with as little negative impact as possible, or having a positive impact when traveling. OPR provide a platform where the users can rate and review hotels, restaurants, activities, etc. based on their social, cultural and environmental impact. The user can either give a general 1-5 stars review on these three broad categories, or go deeper into each category to rate and comment on more specific areas. (respondent a, April 21, 2017)

OPR has been chosen because it was found to be at the infancy stage. Following the recent release of their early-beta in May 2017, they have started to market their product towards a niche market of people already traveling sustainably. This has been done to gain insight that can be used to further develop the product and to gain a sustainable proof of concept. Following a successful beta release, the product will then also be marketed towards the mass market, with the goal of getting people to transition from the global travel market to the sustainable travel market. (respondent a, April 21, 2017)

Xamayca Treatz

Xamayca Treatz (will be referred to as XT) aims to promote a healthy lifestyle through sustainable eating. While XT sees eating vegetarian and vegan meals as parts of a sustainable and healthy lifestyle, it does not advocate for people to stop eating meat, only that they eat more vegetarian and vegan food. The social startup identified a problem with fast food generally being something unhealthy with poor, if any, alternatives to meat and what few healthy fast food restaurants that exist often offer salads. XT instead provides healthy vegetarian and vegan fast food with a jamaican twist, with the ultimate aim of starting a chain of XT fast food franchises. (respondent b, April 24, 2017)

XT was found to be at the early growth-stage. They are currently catering to companies and events mostly because they do not have a physical location yet. The catering enables XT to indirectly reach the desired segment of customers, the public, with the aim of spreading awareness about the social startup. XT is thus able to ensure its own survival, while working towards reaching a larger market. (respondent b, April 24, 2017)

BIGHEART

BIGHEART (will be referred to as BH) is a smartphone app that allows the user to donate money to charity by viewing targeted ads on the lock screen. Each month the user is able to donate approximately 100 SEK to the charity of their choosing, depending on how often the user wants the ads to be shown and how targeted they are. The app creates a synergy between the corporations that pay for having their ads shown, the customers that see the ads and the charity organization that receive the donations. (respondent c, April 26, 2017)

BH was found to be at the sustainable growth-stage. During 2016 it was able to donate more than 50 000 SEK to charity, and following a successful crowdfunding campaign the social startup amassed 2 MSEK in 9 days, money which will help fund the release of the Iphone version of the app and start to target a broader market. BH has showed profit over time, not only ensuring its own survival, and it is now in a phase where its financial means will mainly be used to accelerate its growth. (respondent c, April 26, 2017)

3.3 Research Method

The study aims to create an understanding of the identity of three social startups. To understand something as complex as identity from only one perspective was not considered able to provide data rich enough. As a result, the study attempts to triangulate the understanding by using several methods of data gathering: collection of content in which the identity is being expressed (will from here on be described simply as “content”) and two separate interviews. (Netanda, 2012)

This multiple-methods approach enables the study a deeper and multi-faceted understanding of identity, following the findings of Hatch & Schultz (2002) in regards to the interconnectedness of internal and external aspects, as well as He & Balmer’s (2007) proposal to understand identity as a synthesis of corporate (expressed) and organizational (perceived) identity. The content aims to capture how the social startups express their identity and the interviews are intended to create an understanding of how the identity is being perceived internally. The second interview also provides insight into the respondent’s perception of what effects a move towards a mass market would have on the identity of the social startup.

In the attempt to create a triangulated understanding of identity, a greater focus has been put on the content rather than the interviews. This is motivated by the content already having been communicated, whereas in the context of an interview the respondent is influenced by the researcher, adapting her or his answers to what the researchers is thought to want to hear (Brinkmann & Kvale, 2015). The goal of the data collection is not to provide a complete description of the identities of the social startups, but to show patterns in the parts that are being viewed. By analyzing the relationship between these patterns, the study attempts to find meaning in what is being communicated. To reveal these patterns of meaning a discourse analysis was chosen as the analytical method.

3.3.1 Content

The founder or a co-founder of each social startup was asked to provide as much content where the identity of the startup was expressed as she or he felt comfortable with sharing. The respondents of each social startup was considered the most suitable person for providing content, both because this study aims to discover subjective life-worlds and because there are numerous different ways of communicating an identity. Most of the chosen content consists of so-called Hypermedia. Hypermedia is commonly found in web content and can in its most basic form be described as combinations of several different

types of media, such as images, texts and videos, often combined together with hyperlinks. It creates an aggregated and circular understanding of the content and its context, with the aim of providing additional value to the reader. (Canavilhas and Baccin, 2015)

This study follows Barthes (1977) model of viewing what can be seen in terms of connotation and denotation in order to create an understanding of the hypermedia, images and videos used to express the identity of the social startups. Barthes describes the different elements of a piece of content as signs, and the two different terms are used to understand the signs. Denotation is the direct and literal meaning, simply said what actually is being portrayed, while connotation is what can't be directly seen, the indirect and underlying meaning. Barthes model was used because it views content in a similar way as how the study views identity; as relational processes that vary and are constantly changing. The model thus enables a deeper understanding of what is being viewed, seeing the relations between the denotations and connotations and the signs rather than simply stating what is visual in the images. (Barthes, 1977)

The chosen content went through basic sampling criterias and a process of inductive coding. The denotations and connotations found in the content were grouped together, showing broader categories. By merging certain categories, more overarching identity claims were made, which was repeated until only a few identity claims remained.

3.3.1.1 Choice of Content

The sampling strategy used was a purposive sampling to ensure as rich data as possible. After the initial content was provided by the founder or co-founder, it was screened on the criteria of relevance to the study. These criteria were: (1) expressing similarities or differentialities to other organizations, (2) expressing the uniqueness of the organization, (3) expressing characteristics of the organization, (4) expressing methods of operating the business.

Content that was considered to fulfill at least one of the criterion was then sent back to the founder, who had the opportunity to review and add content that she or he thought was missing before confirming. Some content was not chosen even though it fulfilled the criteria. The reasons for not being chosen was because it had already been expressed in another channel, it was not contributing with anything new as it was too similar to other content or the content was a repost without any original content added by the social startup.

The focus on the content has been on quality rather than on quantity, as it was meant to enable a discourse analysis. In a discourse analysis the size of the sample is not the most important factor, as patterns of meaning can be expected to be seen already after a few text

or images. (Jørgensen and Phillips, 2002) The chosen content varied with the social startups, from app prototype and promotion video to rollups and flyers, but most of the content has come from social media channels and websites. For a full list of the chosen content for each social startup, see appendix 1, 2 & 3.

3.3.2 Interviews

To explore the internally perceived identity of the social startups, two semi-structured interviews were conducted with each social startup (Brinkmann & Kvale, 2015). The interviews followed an interview guide made out of general themes and broad questions (see appendix 4) to ensure the respondent would focus on the areas that shape the purpose of the study. By making use of open ended questions the respondents were encouraged to give their view of identity and how it is affected by moving towards a mass market. This is done to generate the knowledge needed to fulfil the purpose of the study. (Bryman & Bell, 2011)

Two interviews per social startup were conducted because it was thought to be more likely to gain access to startups and respondents by having two shorter interviews rather than one longer. It also provided the interviewer time to go through the answers in the first interview before having the second, enabling the possibility of a deeper understanding and higher quality in the follow-up questions. The first interview was also considered to provide the second interview with a context; the first interview discussed and described an identity, while the second described the consequences of that identity. To avoid that the respondent lost the context created in the first interview, the first theme of the second interview summarizing what had been said in the previous interview.

The interviews were then transcribed, followed by a screening process in which relevant parts were highlighted. The relevant parts were then inductively coded according to how the identity was discussed and quotes were saved for later use in the results chapter. These were then sent to the respondents to ensure the information was correct and to lower the chance of misunderstandings.

3.3.2.1 Choice of Respondents

The staff of startups is often limited to the founders. The sampling is thus limited to one or two persons, who could be considered to have similar knowledge of the identity of the social startup. The choice of respondent is therefore purposive in regards to who was considered to have the knowledge needed to provide insight that could help answer the research questions. See appendix 5 for the full list of which respondent belongs to what social startup.

3.4 Discourse analysis

Identity can be understood in a discursive context as created from the relationship between several discourses. The discourses are made out of several *signifiers*, and the relationship between those is what together creates discourses. Signifiers are often being described with the metaphor of being knots in a fishing net. The relations between the knots are what give them meaning and together they create the net, in the same way as the relationship between the signifiers create the discourse. The similarities end there however, as a discourse, just like identity itself, is a constantly changing and fluid process. Discourses are also not something that exists, but something that the researcher creates in order to discover meaning. (Jørgensen and Phillips, 2002)

The aim of the data collection is thus to provide the discourse analysis with signifiers, and the aim with the discourse analysis is to make these signifiers and relationships visual in the form of an identity process. Signifiers are similar to what Whetten (2006) describes as identity claims, understood as the claims that describe the uniqueness, differentialities and similarities of an organization in comparison to other organizations. For pedagogical purposes signifiers are therefore referred to as identity claims in this study. The discourse analysis followed the proposition of Gee (2014) to first analyse the content, followed by an analysis of the interviews based on what was found in the content. In this regard the analysis follows three steps, each representing one of the data collection methods.

The first phase is the analysis of the content. Following the creation of codes outlined above, certain identity themes were found in the individual pieces of communication. These were analyzed in relation to the other pieces of content and broader identity claims became apparent. For example, BIGHEART's logo was found to be a puzzle, signaling "small pieces that together make something bigger". This, together with e.g. "creating a sense of community" and "making users part of the solution" created the identity claim of "Together creating a better world", which was found to be part of the "Empowerment" discourse.

The second phase is the analysis of the first interview. The codes generated through an inductive process were compared with the discourses found in the analysis of the content. The discourses found in the content acted as a lens for what was found in the interviews in order to broaden the identity claims and discourses already found. The relationship between the identity claims were analyzed in order to make visible the discourses that can be seen in each social startup's identity.

The third phase was the analysis of the second interview. The first theme of the second interview followed the same structure as the first interview, being compared with the identity claims of the content, ultimately broadening the discourses. The second theme, covering the effects a move towards a mass market would have on the identity, was analyzed on the backdrop of the combined identity claims and discourses gathered from the content, first interview and first theme of the second interview. The data provided insight into how the identity claims were perceived to be affected by a move to a mass market.

3.5 Ethical Considerations

Prior to the first interview the respondents were given the interview guide, with several examples of follow-up questions for each theme (see appendix 4). This was done in an attempt to make the respondents comfortable in the interview situation and aware of what type of questions that would be brought up. At the start of the interview the respondents were given information about being able to skip any questions that they did not feel comfortable in answering and that they could take a break any time they want during the interview.

Steps to attempt to anonymize the respondents have also been taken. Towards this end some of the content have been anonymized to protect the identity of the respondents, removing images and/or names of the respondents. These images have been marked with [anonymized]. The names of the respondents neither add nor complicate the data gathering of the study, and as such it was not considered necessary to include any names. After the interview, the respondents were given contact information to the interviewer, and were told to be in touch if they had any questions or concerns. Before anything related to the social startups was published in this study, it was first sent to the respondent to be reviewed and confirmed.

4 Results

This chapter will provide the reader an overview of the results of what was found through the discourse analysis of the empiric material, presented in a case-format organized by stage of growth. The structure of each case begins by presenting the discourses and how they are related to each other and the overall identity. After the presentation is a description of how the discourses are seen to be affected by moving towards the mass market follow. At the end of each case is a table providing an overview of the discourses found throughout the material.

4.1 One Planet Rating

OPR was found to be at the infancy stage of growth. The social startup and its identity is thus at a stage where it is fighting for its own survival, prioritizing the struggle of proving its concept in a niche above reaching a mass market. The discourses found are “Making the world better”, “Business-minded”, “Exploration”, “Teaching” and “Community”, as can be seen in appendix 6.

4.1.1 Making the World Better

The discourse is made up by the relations between the identity claims “Sustainability”, “Social entrepreneurship”, “Focus on measuring”, “Integrity & transparency” and “Critiquing the mass market”. Found in the discourse are aspects marking the startup as “social” in terms of what the startup want to achieve and how it can go about changing the world. Some of its identity claims are more commonly found in a business discourse, such as quantitatively measuring results, but in OPR’s case they are used to make the world a better place.

As the respondent put it, *“What this means is, while we are definitely for profit, we have other metrics that we measure our success on as well and those are of environmental and social nature.”* (respondent a, 21 April, 2017)

The discourse is found to be intimately entwined with the “Business-minded” discourse described below, as the two are seen to have a dynamic relationship between their identity claims. Certain characteristics are also recurring in both discourses, such as the long-term strategy and goals of what OPR wants to accomplish in the future. As such, it

could be argued that “Making the world better” is one part of the foundation that OPR and its discourses rest upon.

4.1.2 Business-minded

The “Business-minded” discourse consists of the relationships between the identity claims “Business entrepreneurial elements”, “Business model to create profit”, “Branding with SDGs” and “Tech-oriented”. The discourse describes the business aspects of the social startup and the foundation of what is needed to ensure the long-term survival of OPR, in a way defining the social startup as a business that provides value. It is built upon the “Making the world better”-discourse, which can be seen through the use of the United Nations (UN) Sustainable Development Goals (SDG) in an effort to gain legitimacy and as a strategy to gain customers, something that image 1 is an example of.

“Business-minded” together with “Making the world better” is seen to be the foundation of OPR’s identity, as they both describe the more basic functions of what OPR is as a startup. Together they can be seen as the roots of the other discourses, as it can be argued that OPR still could function as a social startup without the other discourses, but not without “Making the world better” and “Business-minded”.

Impact

We align our mission with the [UN Sustainable Development Goals \(SDGs\)](#) and measure the long term impact of our work against these. One Planet Rating will recognize and reward practices that make a meaningful contribution towards the following SDGs:

	<p>UN Definition SDG8: "Promote sustained, inclusive and sustainable economic growth, full and productive employment and <u>decent work</u> for all".</p>		<p>UN Definition SDG14: "<u>Conserve and sustainably use the oceans, seas and marine resources for sustainable development</u>".</p>
<p>Travel is a major part of the global economy. It provides 1 in 11 jobs worldwide. Access to decent work opportunities in the sector is spelled out in target 8.9 - "By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture."</p>	<p>Responsibly sourcing, conserving and recycling waste water are key areas where travel and hospitality can improve their impact. Protection of marine ecosystem health goes beyond this, to include sustainable fishing practices and sourcing of food, and ways humans impact the well-being of marine life (e.g. scuba diving, pleasure craft).</p>		
	<p>UN Definition SDG12: "Ensure sustainable consumption and production patterns".</p>		<p>UN Definition SDG15: Protect, restore and promote sustainable use of terrestrial <u>ecosystems</u>, sustainably manage forests, combat <u>desertification</u>, and halt and reverse <u>land degradation</u> and halt <u>biodiversity loss</u>"</p>
<p>Target 12.b states - "Develop and implement tools to monitor sustainable development impacts for sustainable tourism which creates jobs, promotes local culture and products".</p>	<p>Magnificent landscapes, forests and beaches, healthy biodiversity and natural heritage sites are major draws and valuable natural assets. Responsible tourism must play a role in conserving and preserving biodiversity and fragile ecosystems. For the travel and hospitality sectors, this is a key to long term resilience: eroding the natural assets they are built on puts at risk their long term viability.</p>		
	<p>UN Definition SDG13: "Take urgent action to combat <u>climate change</u> and its impacts by regulating emissions and promoting developments in <u>renewable energy</u>".</p>	<p>Travel both contributes to and is affected by climate change. Options that reduce emissions and lower energy consumption - e.g. accommodation running on renewable energy sources - are examples of how the travel and hospitality sector can improve its impact.</p>	

Image 1. “Impact”, Website hypermedia

4.1.3 Exploration

The discourse “Exploration” consists of the three identity claims “Wilderness”, “Travel” and “Discovery”. “Exploration” conveys the underlying excitement of traveling and discovering something new, pointing at the associated positive feelings. The discourse was found to be part of the distinct characteristics of OPR, mostly by indirectly boosting other discourses. The underlying positive feelings that “Exploration” provides can for example be seen to boost the “Teaching” discourse in image 2.



Image 2. “Explaining responsible tourism + risks” Twitter hypermedia combining “Exploration” & “Teaching”

4.1.4 Teaching

The discourse is found through the relationships between the identity claims “Educating & showing expertise”, “Experienced travelers as founders” and “Setting an example”. “Teaching” is seen be part of the distinct characteristics of OPR and it connects the positive feelings of the “Exploration” discourse with responsibility, showing that in order for the positive feelings to continue there needs to be a change in how traveling is done. Through the discourse OPR presented itself as an expert, wanting to educate the public, something that is visible in image 3.

These attempts to enlighten people on the effects traveling has on the world is seen to conflict with the “Community” discourse described below, in which the user’s own knowledge stands in higher regard than expert opinions. The two discourses are seen to compete for interpretative prerogative across both different communication channels and in the interviews, but it can generally be said that “Teaching” is prevailing where the identity is expressed.

Welcome



"Our economic system has elevated the human race to the point of vastly reduced poverty, improved health, tremendous wealth and amazing technologies. In fact we have become so advanced that we now affect planetary systems like the climate and sea levels. With great power comes great responsibility and sadly we are not stepping up to the plate to overcome the challenges we ourselves have engineered. The continuously growing tourism sector, already about 1/10th of the global economy, is having a major impact in terms of emissions and exploitation of natural assets in a unsustainable way. A burgeoning movement of responsible tourism is designed to make tourism about positive social and environmental impact, rethinking how we travel, how we engage in destination activities and how this is measured. One Planet Rating wants to accelerate this movement by creating a more transparent feedback loop between tourists and destination stewardship, by way of a user generated rating platform targeting individuals that are passionate about being part of this reformation. We welcome you to join us in our mission.

Image 3. "Welcome" presentation slide [ANONYMIZED]

4.1.5 Community

This discourse is made up by "Sense of community", "User-driven", "Social media-friendly", "Rewarding" and "Being easy to use". In the discourse, the users and building a community around the users is prioritized. By focusing on the users and celebrating their knowledge, the knowledge of experts are categorically disregarded as untrustworthy.

The approach to promote the knowledge of people rather than expert knowledge was for example stated by the respondent, *"Basically every travel destination will have a green certification but it's all expert driven. What we have is a reverse approach, saying we believe the users, the travelers, are the best resource to keep a reality check on the green washing that exist on the market."* (respondent a, 21 April, 2017)

"Community" is more dominant in the empiric material focusing on the internally perceived identity, whereas the discourse presenting OPR as the expert is more dominant in the expressed identity. This battle for interpretative prerogative between the two discourses can be seen to contribute to the distinct nature of OPR's identity, simultaneously disregarding experts while presenting itself as such.

4.1.6 Effects of Moving Towards a Mass Market

OPR see their mass market as people currently not considering what impact their traveling has on the world. Remaining in the niche would mean that OPR would be in a situation of "preaching to the choir", ergo attempting to convince people already thinking about sustainable travel without being able to have any real social impact as a result. Moving

towards the mass market is thus seen to be equal with enabling more change. (respondent a, 26 April, 2017)

In the words of the respondent, *“But preferably the mass market, because we believe that is our way to enable more change, to involve the mass market.”* (respondent a, 26 April, 2017)

The mass market is seen to distrust experts and expert created certifications and being seen as an expert in the field is a potential barrier for OPR to reach the mass market. The barrier becomes ever more difficult to overcome if the platform is seen as too complex for the mass market-users or if OPR is seen to be too far ahead of the market. Users of OPR has shown this to be a potential problem as some have reported a difficulty in rating some of the more general categories. (respondent a, 26 April, 2017)

As the respondent stated, *“Some of the feedback we have been getting points at a problem with, for example, the environmental aspects being to technical in nature.”* (respondent a, 26 April, 2017)

One way to overcome the barriers of knowledge gaps among the users is by educating them about sustainability and responsible travel, a solution seen to satisfy both the niche and the mass market simultaneously (respondent a, 26 April, 2017). Doing so is to strategically put “Teaching” in a more dominant position, but also potentially make the mass market see OPR not as user-driven, but as expert-driven. This is to effectively put OPR in a position of hypocrisy. When the two discourses collide, with “Community” rejecting the notion of expert’s opinions in favor for people’s opinions and “Teaching” stating OPR as an expert, confusion would be sure to follow.

Another option is to adapt the platform to fit the knowledge-level of the mass market, making the rating system more basic and more easy to use. It was seen as a viable option especially to guard against the mass market using the product in a different way that what was intended (respondent a, 26 April, 2017). This would allow “Community” dominance over “Teaching”, but could result in the platform becoming too basic, making it irrelevant for the niche of knowledgeable people. Ultimately, the platform could turn into something superficial that would not provide any social value at all, going against the most basic ideas of OPR.

Stuck between a rock and a hard place, the choice seems to be between sacrificing the social side of OPR in order to reach a mass market or to greatly limit the impact on society by avoiding the mass market all together. As neither of these options can be considered as especially attractive for OPR, the only viable option seems to be to carefully balance and combine the two discourse.

4.2 Xamayca Treatz

XT can be found at the early growth stage. The identity of XT can be understood through it being able to survive, but without having found a stability in its niche. As such it is not yet ready to start moving towards the mass market, but XT is seen to prepare for this move. The discourses found are “Sustainability”, “Business-minded”, “Happiness”, “Healthy” and “Authentic”, as can be seen in appendix 7.

4.2.1 Sustainability

The “Sustainability” discourse is found through “Social entrepreneurship” and “Good for the environment”. Through “Sustainability” XT is seen to contribute to a better world, making use of the “Business-minded” discourse to enable the change in society that it aims to provide. It can thus be seen to be closely connected and dynamic with “Business-minded”, in that the two discourses equally affect each other. Both of them are seen to form the foundation of XT, signaling towards the long-term future of XT, whereas the other discourses are centered on the current uniqueness of the social startup. However, “Sustainability” also shows similarities to the other discourses, especially in regards to them being connected in the branding of XT, something that can be seen in image 4.

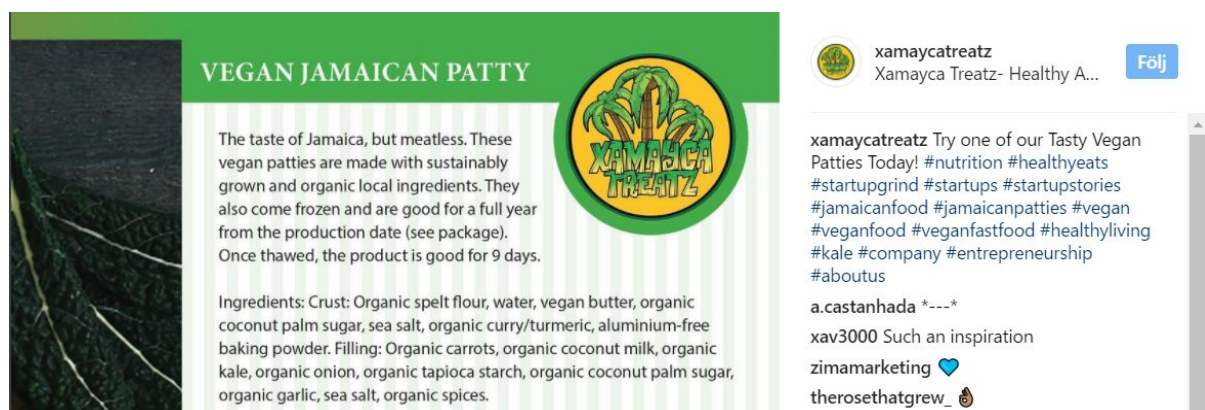


Image 4. “Vegan patty description” Instagram hypermedia using “Sustainability” as branding [anonymized]

4.2.2 Business-minded

The discourse of “Business-minded” is found through the identity claims “Business entrepreneurial elements”, “Branding” and “Customers co-shaping the company”. In the discourse are the elements that make XT into a business, creating the foundation of XT together with “Sustainability”. “Business-minded” is often seen to be the dominant discourse, especially in regards to building the brand of XT. The branding connects all of the discourses in a process that seems to aim towards strategically placing XT in a position of stability in

regards to its niche. However, the branding is seen to be co-created with the customers as XT, especially in regards to sustainability, is seen to adapt to the existing preferences of the customers to ensure XT's long-term survival.

As the respondent put it, "I wasn't thinking about the sustainability concept in that I wanted to remain through to the authentic, however I found a compromise in making it sustainable without compromising the authenticity of the product." (respondent b, 24 April, 2017)

Other than attempting to find stability in the niche, "Business-minded" is also seen to position XT to ensure a future move towards the mass market. In the process of doing so it can also be seen to conflict with the other discourses, which can be seen to affect the authenticity of XT.

4.2.3 Happiness

The "Happiness" discourse was found through the relationship between the identity claims "Tropical", "Celebrating good things in life", "Coziness" and "Informal". It is seen as part of the distinct characteristics of OPR, however "Happiness" is not seen directly. Rather, it is integrated within the other discourses, empowering them in a similar way as to how all of them could be seen as integrated in the branding of XT which image 5 is an example of.



Image 5. "Endlessly delicious" Facebook hypermedia showing a combination of three discourses

4.2.4 Healthy

The "Healthy" discourse is seen in the relationships between "Vegan", "Vegetarian", "Healthy option", "Quality" and "Transparency". The discourse stands out as more product-focused

than the other discourses, something that is especially visible throughout the branding. “Healthy” is part of the discourses that define the distinct characteristics of XT, but it is often seen to collide with the “Business-minded” discourse. As they collide, the latter often wins interpretative prerogative, resulting in “Healthy” being adapted to prepare for the move towards the mass market.

“Healthy” is seen to be closely entwined with the “Authentic” discourse, something that can be seen in image 6. Due to the interconnectedness of “Authentic” and “Healthy”, the authenticity of XT is seen to be affected when “Healthy” adapts in favor of the “Business-minded” discourse.



Image 6. “Promo poster” Instagram hypermedia combining “Healthy” with “Authentic”

4.2.5 Authentic

The “Authentic” discourse is seen between the relations of the identity claims “Authentic experience and food” and “Jamaican Heritage”. The discourse is partly built upon the authenticity of XT itself and it can be seen to be supported by all the other discourses, sort of as a goal the other four discourses aim at achieving. The authenticity gained from the other discourses is seen to further empower “Authentic”, which in turn empower all of the discourse in a positive spiral.

This can for example be seen in image 7, where “Happiness” and “Healthy” can be seen to contribute to the authenticity of the product while playing on the jamaican heritage by a bob marley reference. The heritage of the founder is another important aspect of contributing to the overall authenticity of XT, as it can be seen to empower the other discourses. For example, this is something that is seen in the name, Xamayca Treatz.

As the founder puts it, “It comes from the languages of the indigenous people that lived on the island, who named the island Xamayca, and it means the land of wood and water.” (respondent b, 24 April, 2017)



Image 7. “Patty-face” Instagram hypermedia showing “Authentic”, “Happiness” and “Healthy”

4.2.6 Effects of Moving Towards a Mass Market

XT sees the mass market both as people who eat meat and sometimes vegetarian, as well as people who never tried vegetarian before but would consider doing so. Reaching these people can mean moving away from parts of the niche XT currently operates in, vegetarian and vegan, since some people within these niche segments consider people who eat meat to be unethical. (respondent b, 24 April, 2017)

The move towards the mass market is motivated by being an opportunity to innovate the fast food industry with healthy and different food, while also promoting healthy and sustainable eating in society. Barriers in form of societal norms are seen standing in the way for XT to move towards the mass market, such as the preconceptions about vegetarian and vegan food. The respondent sees the preconceptions as difficult to overcome and the products have been branded in an attempt to do just that. XT can thus be seen to be branded as vegetarian *and* vegan, even though all the products are 100% vegan. Vegetarian food is seen as less costly than vegan, as well as being less “anti-meat”, which lowers the

normative barriers of the mass market and allows XT to prepare for a move towards it. (respondent b, 25 April, 2017)

By branding XT as both vegetarian and vegan is therefore seen to prepare for the move towards the mass market by giving the “Healthy” discourse less space and adapting it, which can have a negative effect on the authenticity of the social startup. A branding that is moving away from the niche to enable a bigger impact can thus be seen to collide with several of the discourses that make up XT’s identity.

Other than the societal norms, the internal process for making the food needs to adapt in order to be able to handle a larger volume. However, the respondent also stated that one important aspect that sets their identity apart from regular fast food is the home-made feeling and quality that is only possible when producing on a smaller scale. (respondent b, 25 April, 2017)

In the words of the respondent, “...*other companies are producing on a large scale and while their quality may be good it is not as good as someone who is producing on a smaller scale*, so the care and precision put into our small scale production is even better than companies who are producing on a large scale.” (respondent b, 25 April, 2017)

Similar as the solution for overcoming the barriers of societal norms, this adaptation would lessen the “Healthy” discourse in favor for being able to move towards a mass market, also influencing the authenticity of it. Similarly as to how “Authentic” is seen to boost the other discourses, changes to it could be seen to instead create a negative spiral of “un-authenticity”, or being fake. The question of authenticity is thus in this case highly correlated with adapting to the mass market, as the damage to the authenticity also could damage the foundation of what the social startup rests upon. As such, the strategic choice of maximizing the social impact by moving towards the mass market would demand XT to be willing to sacrifice parts of its “Healthy” and “Authentic” discourses.

4.3 BIGHEART

BH is found to be at the sustained growth-stage. It’s identity can be understood by the social startup having achieved stability in its niche and can put its earnings towards further developing the startup and the products. At this stage of growth the social startup can be considered to be ready to begin moving towards the mass market. The discourses found are “Sustainability”, “Competence”, “Empowerment”, “Compassionate” and “Friend”, as can be seen in appendix 8.

4.3 1 Sustainability

The “Sustainability” discourse can be seen through the relations of “Create a better world”, “Spreading knowledge” and “Social entrepreneurship”. The discourse shows BH to be a social startup that aims at doing good for the world. It is seen to both enable and be enabled by “Competence” as it provided the identity claims of “Competence” with meaning and reason for being, something that can be seen in image 8 as it explains making the world better through the tech innovation of BH.

By giving meaning to “Competence”, “Sustainability is seen to jointly create the foundation of BH’s identity together with “Competence, something that the other discourses can be seen to rest upon. At the same time, “Sustainability” can also be seen as the goal for the other discourses, something they aim at enabling.



Image 8. “Concept” Instagram hypermedia showing “Sustainability” being enabled by “Competence”

4.3.2 Competence

The “Competence” discourse was found to consist of “Professional, “Tech-characteristics” and “Innovative”. In the discourse are the business aspects of BH, pointing at the operational characteristics of running a business. It is both seen to enable and be enabled by “Sustainability”, often with the two discourses deeply entwined which makes it difficult to distinguish them from one another. By mixing professionalism with making the world the two discourses are seen to be able to boost one another.

This can be seen in image 9, where the arguments for placing an ad with BH in part is motivated by making the world a better place. By being dynamically linked with “Sustainability” it provides the other discourses with a foundation to be based upon. This foundation could however be argued to potentially create a conflict between the

professionalism of “Competence” and the informality of the “Friend”-discourse described below.



Image 9. “Annonsera” website hypermedia showing “Competence” and “Sustainability” boosting each other

4.3.3 Empowerment

The discourse of “Empowerment” was found through the relationships between “User-driven”, “Together creating a better world”, “Win-win” and “Easy to use”. It is seen to be part of the distinct characteristics of BH by placing the users first, focusing on BH enabling the user to do good. The discourse is found to also further the good BH can do for the world, contributing to the overall sustainability by adding the users and their impact. It is however in the hands of the users, as they are given power to decide where, and to whom, the donated money goes to.

This if for example seen in image 10, showing the results of a vote among the users of what organizations and projects will receive their donations. Through “Empowerment” the users are seen to be given a lot of power, something that can be seen to potentially collide with the “Sustainability” discourse. As long as the power is not abused, “Empowerment” and “Sustainability” is however seen to be able to coexist without colliding with each other.

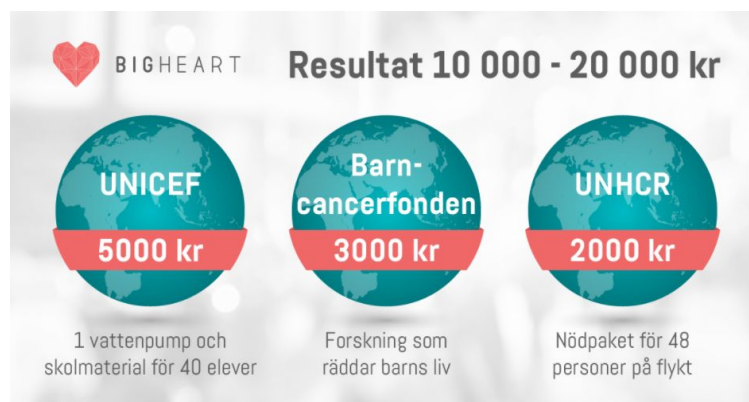


Image 10. “Senaste 10.000” Blog image. Results of a user-vote of who will receive donations.

4.3.4 Compassionate

The discourse of Compassionate was found in the relationship between “Caring”, “Transparency” and “Ethical”. The discourse is part of the distinct characteristics,

showcasing BH both as caring and for people that cares. “Compassionate” is seen to be entwined with the other discourses, both implicitly by providing a reason why BH exists and why anyone should use it, but also explicitly by attempting to wake empathy. This can for example be seen in BH using children as examples of who is to gain from the donations, as image 11 is an example of. That “Compassionate” can be seen to legitimize the other discourses and why the users should use BH, is indirectly contributing to “Sustainability”. “Compassionate” is thus seen to empower and legitimize the foundation discourse.



Image 11. “200 bags of rehydration” Facebook hypermedia attempting to wake empathy

4.3.5 Friend

The discourse is found through the identity claims “Personal”, “Part of your everyday life” and “Informal”

“Friend” is seen to be somewhat of an underlying characteristic in how the social startup wants to be perceived, amplifying the sense of creating a better world together and caring for the users and stakeholders. The informality of “Friend” is thought to potentially collide with the professionalism shown in “Competence”. However, the two discourses meet in such ways that it does not create any struggle between them, rather the personal informality was considered to provide a sense of sincerity when mixed with the professionalism of “Competence”. This can for example be seen in image 11, where BH present their know-how of designing ads in an informal way, appearing more like a friend than a business.

Behöver du hjälp med att designa din annons?

Inga problem, vi tycker det är kul och är dessutom ganska bra på det.

Om du inte har kunskap eller resurser för att göra en snygg och strategisk annons så hjälper vi dig gärna. Fotografering, grafisk design och redigering är en walk in the park för oss.

Kontakta oss

Image 12. "Annonsera" website hypermedia showing "Friend" combined with "Competence"

4.3.6 Effects of Moving Towards a Mass Market

To avoid cannibalization of the charity markets, BH's view of the mass market is people who currently are not donating to charity. The importance of reaching a mass market in order to have a social impact was stressed however. (respondent c, 27 April, 2017)

As the respondent put it, *"It is only important if we get a lot of people, otherwise we will not be profitable and then we will not be able to have any impact"*. (respondent c, 27 April, 2017)

What is seen to be in the way of reaching the bigger mass of users is both of technical and normative nature. Both of these aspects are rapidly changing, making barriers of these kinds seen as challenging to overcome. However, the solution is seen in giving more power to the users. The willingness to compromise with the users, as well as adapting to their needs and situations, is seen as surrendering some of the control to the users. It was pointed out that this loss of control and adaptation could not be done to the most basic concepts of what makes the company what it is, e.g. the core values or the business model. (respondent c, 27 April, 2017)

"Empowerment" is thus seen to gain interpretative prerogative over "Sustainability" in order for BH to move closer to the mass market, but only so far as BH is able to retain the basic concepts of "Sustainability". The basic concept is decided through the "Competence" and "Sustainability" discourses, putting both of the discourses at conflict with "Empowerment". It would thus seem that to overcome the potential barriers of the mass market, a strategic choice would have to be made.

BH can allow "Empowerment" to grow more dominant as the social startup gets closer to the mass market, potentially at the expense of "Sustainability" and, in extent, also "Competence" which the founder stated an unwillingness to do. Another option is to avoid the mass market and continue in the niche, limiting the good BH can do for the world while waiting for the barriers to lessen. BH could also attempt a compromise between the two discourses, but this could ultimately create a schism between BH and the mass market it aims to reach. In a situation where BH is neither adapted to the mass market nor social enough for the niche can potentially place BH in a position it can not survive.

5 Discussion, Conclusion & Further Research

The concluding chapter of this study discusses the findings of the previous chapter and draws conclusions from these. Finally, further research is suggested that can broaden and add to the findings of the study.

5.1 Discussion

The three cases point at some interesting similarities in regards to the type of discourses that were found to be part of the identities. Two categories are found in all cases, with the first consisting of the basic principles of a social business; the business and sustainability sides. These will be referred to as the foundation discourses and were found to be dynamic in nature. The second category is seen to be built upon the foundation discourses and includes the discourses that distinguish the social startups from one another, referred to as the distinct discourses. The foundation discourses are seen to provide meaning to the distinct discourses, although both of the categories are closely entwined. The distinct discourses can also be seen as industry specific and vary according to what business-sector the social startups operate in, something that the similar discourses found in OPR and BH point towards.

	Foundation Discourses	Distinct Discourses
One Planet Rating	Make the world better, Business-minded	Exploration, Teaching, Community
Xamayca Treatz	Sustainability, Business-minded	Happiness, Healthy, Authentic
BIGHEART	Sustainability, Competence	Empowerment, Compassionate, Friend

Table 5. Overview of the discourse categories in relation to each social startup.

Moving towards the mass market is a strategic decision (Hörisch, 2015), in this study understood as allowing certain discourses more space or giving them interpretative prerogative at the expense of other discourses. The strategic decision is seen to affect all the discourses, either directly or indirectly, making a change of the identity both difficult as

well as complex. As noted by Dhalla (2007), to strategically reshape the identity of an organization is to put it at the greatest possible strategic and competitive advantage to itself.

The findings of this study would suggest that in the context of social startups, consideration also needs to be taken towards how the change impacts the good the startup can accomplish in the world. Certain business decisions that would ensure a greater strategic and competitive advantage for the social startups were declined on the basis of going against the values of what they wanted to accomplish. This can be understood through what Whetten (2006) describes as the importance of being accurately classified in order to be accurately recognized. By acting out of character, even if it would result in a strategically better position, an organization can cause heavy damage to itself and its reputation by appearing untrustworthy and unpredictable.

In the context of the social startup, it is a question of changing or adapting its identity claims in order to maximize the good it can do for the world. If this adaptation requires the social startup to diminish the sustainability discourse, understood as one of the foundation discourses, it could mean that it acts out of its sustainability character. As the sustainability discourse and the business discourse are dynamic, it simultaneously puts the business side of the social startup into question. All in all, this would question the social startup's commitments to run a business as well as its social commitments.

By acting out of character the social startup no longer honors the commitments that it is known for and what its identity is based upon. As Whetten (2006) stated, organizations are expected to dedicate themselves wholeheartedly towards fulfilling these commitments over a long time. The foundation discourses are seen to be equal with the commitments that Whetten described, and the social startups can be seen to be "in character" when they are honoring these commitments. Essentially, this means that a social startup moving towards a mass market, faced with a barrier that can be overcome by diminishing its foundation discourses, would have to consider the consequences of acting out of character. In most cases, it could see that the social startup would avoid the mass market rather than doing this, as the other option would be a potential reputational suicide.

The social startups can be seen to face different barriers, and see different discourses collide, depending on what stage of growth they are found at. At the infancy stage, OPR sees two of its distinct discourses battle for interpretative prerogative when moving towards the mass market. This can be explained by it being a priority for OPR to show that it can both survive as a business and contribute to making the world a better place, as it has yet to prove its concept in the niche. It is thus making commitments and showing that when OPR is "in character" it has a salient sustainability profile and runs a

successful business. A compromise between the two conflicting distinct discourses can through this be understood as the most viable solution for OPR to avoid any collision with the foundation discourses in order for it to prove itself to the niche.

For XT, the foundation discourse was seen to be given interpretative prerogative, even though this could damage the authenticity. This can be explained through XT being at the early growth stage and is searching for stability in its niche. It has made commitments towards parts of its foundation, but it has not proven that it can sustain financially over a longer time. XT can thus be seen to prioritize its business discourse over the distinct “Authentic” discourse in order to be recognized as running a successful business.

Similarly, BH sees its foundation discourse to be the dominant one when faced with a potential barrier, even when this means to remain in its niche. It can be understood by BH being at the sustained growth stage, and has made commitments in regards to its foundation discourses. To dishonor them can prove fatal and as such it would be more beneficial for BH to remain in the niche and await changes in society that would lower the barriers.

In both of the cases where the foundation discourse collided with the distinct discourse, the foundation was seen to win interpretative prerogative, whereas a compromise was seen to be possible when two distinct crossed paths. This points at a fundamental difference between the two types, where the discourse categories can be seen to be malleable in different extents depending on whether it is a foundation or distinct discourse.

In order to strategically manage an identity in the move towards a mass market, a social startup would have to consider how the different elements of its identity is going to be impacted by the move, as well as at what stage of growth it finds itself in. If the social startup finds that its identity is not malleable enough to overcome the barriers, it might need to reconsider remaining in the niche and await a lessening of the barriers.

5.2 Conclusion and Further Research

As stated in the introduction to this study, identity is key to the strategic communication of an organization. This study contributes to the research field of Strategic Communications by placing it in the context of social entrepreneurship, showing how the identity can be strategically managed when growing towards a mass market. The findings add to the body of research by proposing that this dilemma makes the identity change more complex in the context of social startups than what contemporary research would suggest, pointing at the social orientation of the startup as the reason for this increased complexity.

In contrast to the findings of Hörisch (2015), this study argues that the move towards a mass market is not as something that all social startups should attempt, but something that

needs careful consideration and analysis before attempting. The dynamic relationship between the sustainability and business side of the social startup provides a further complication, as both of these represent the deepest commitments made by the social startup and harming one side indirectly harms the other. The priorities of the social startup also vary depending on what stage of growth it can be found in, making the move towards a mass market less prioritized the less established its commitments are.

If the barriers of the mass market prove to high for the identity of the social startup, it may actually be required to remain in its niche to be able to provide any value at all. This study thus proposes that social startups wanting to aid in society's move towards sustainability should not automatically attempt to move towards the mass market. Rather, it may be required to remain in its niche to have any affect on society at all and await changes at the landscape or regime-levels in order to lower these barriers.

For future research it is important to note that this study is solely focused on social startups, which is not to say that a similar challenge won't be found in social enterprises. They share clear similarities in that they also have an identity grounded in both a business and a sustainability side. Although they differ in their inclination towards growth, the increased difficulty of balancing a social and business side is something that may affect the identity of social enterprises, making it relevant to also include these in future studies.

Further, the study has only studied a three social startups in a case study format. To study if the results found here are generalizable, a broadening of the number of startups is needed as well as including a larger variety of different social startups. Further, a longitudinal study following one or several social startups going through this process would also greatly add to the body of knowledge. As this would provide an actual situation where this process can be seen, rather than looking at potential scenarios, it would be able to triangulate the results in showing both what actually happened with how it was perceived by the founder or founders, similarly as to this study has tried to understand the identity.

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Appendix 1. One Planet Rating Content

Title of content	Source	Type of content	Include what?
Smartphone App Prototype	One Planet Rating	Hypermedia	(4) <ul style="list-style-type: none"> • Loading screen • Facebook • Thx for sharing • Rate hotel
Webpage	www.oneplanetrating.com	Hypermedia	(4) <ul style="list-style-type: none"> • Home • About • Impact • Join
Twitter	https://twitter.com/OnePlanetRating	Hypermedia	(3) <ul style="list-style-type: none"> • 3/3 Explaining responsible tourism + risks • 6/2 What's up in the sustainability sector? • 1/2 declaration of support to sector
Logo	One Planet Rating	Image	(1) Logo
Presentation Slide "Welcome"	One Planet Rating	Hypermedia	(1) Image
Graphic Profile	One Planet Rating	Hypermedia	(1) Image
			TOTAL: 14

Appendix 2. Xamayca Treatz' Content

Titel of Content	Source	Type of Content	Include what?
Instagram	https://www.instagram.com/xamaycatreatz/	Hypermedia	(10) <ul style="list-style-type: none"> • 20/4-17 HD article • 12/4-17 Green matmarknad • 3/4-17 Boot camp snapchat • 26/2-17 Food stand folkets park • 16/1-17 Vegan Patty Descrip. • 5/1-17 Patty-face • 24/12-16 Christmas • 3/11-16 Steamy patty • 4/7-16 Promo poster Brasilien Day • 2/6-16 wooden tray with lemons
Facebook	https://www.facebook.com/xamaycatreatz/	Hypermedia	(3) <ul style="list-style-type: none"> • 10/4-17 History • 14/12-16 endlessly delicious • 2/12-16 menu
Logo	Xamayca Treatz	Image	(1) Logo
			TOTAL 14

Appendix 3. BIGHEART's Content

Title of content	Source	Type of content	Include what?
Facebook	https://www.facebook.com/bghrtapp	Hypermedia	(2) <ul style="list-style-type: none"> • 30/3-17 Crowdfunding • 26/16-16 200 bags of rehydration.
Instagram	https://www.instagram.com/bghrtapp/	Hypermedia	(2) <ul style="list-style-type: none"> • 30/7-16 Pride-colored logo • 4/6-16 Concept
Webpage	http://bghrt.se/	Hypermedia	(3) <ul style="list-style-type: none"> • "Använda appen" • "Annonsera" • "Om BIGHEART"
Blog	http://bghrt.se/blogg/	Hypermedia	(3) <ul style="list-style-type: none"> • "Trumpdepression" • "Senaste 10.000" • "Globala mål för en bättre värld."
Roll-up	BIGHEART	Image	(1) Roll-up poster
Logo	http://bit.ly/2pyBom6	Image	(1) Logo
Promo Video	https://www.youtube.com/watch?v=6QZAmGC_ohc	Video	(1) Video
			TOTAL 13

Appendix 4. Interview Guide

You may at any time choose to take a break or end the interview. If there is a question you do not want to answer just tell me and we will skip that one.

I will be recording the interview, but the only one who will listen to the recording is me, and i will destroy it after my thesis has been accepted. After I have transcribed your answers you will get them back to review before i publish anything. I will not name you in the study, but I would like to use your company's name if that is okay with you.

I am interested in **YOUR** thoughts and ideas, as such there are no “wrong answers”.

<h1>Interview Guide pt.1</h1>		
Theme	Broad question	Example questions
Introduction & Stage of growth.	Tell me about your company?	<ul style="list-style-type: none"> • How many people are you working with? • How long have you been running it? • What is the problem your company wants to solve? • Who are your customers right now? • Who are the customers you would like have? • What do you think is the biggest challenge for you to reach these customers?
Internal Identity	What do you think makes your company into what it is?	<ul style="list-style-type: none"> • What characteristics or values would you say your company holds? • How has these characteristics/values developed since you founded the company?

		<ul style="list-style-type: none"> • Did you choose these characteristics/values, or do you think they grew “organically” from your company? <ul style="list-style-type: none"> ○ How did you choose them / Do you think you had an influence on how the values grew? • How do you think these values define what your company does?
External Identity	How would you like your company to be perceived by other people?	<ul style="list-style-type: none"> • How do you try to make people perceive your company in this specific way? • How do you think the characteristics and values of your company are visible in your communication and logo? • How do you think that external stakeholders, say a journalist, can influence and change what defines your company?
Final remarks pt.1	Is there anything else that you would like to add / Do you think we missed anything?	
Interview Guide pt.2		

<p>Identity claims</p>	<p>Who is your organization?</p>	<ul style="list-style-type: none"> • In what ways would you say that your company differs from other organizations? • How do you think your company is similar to other organizations? • How would you describe the ways that your company differ from other social startups? • How do you think your company is similar to other social startups? • What do you think is unique about your startup?
<p>Reaching a mass market</p>	<p>What would it mean for your company to move towards a mass market?</p>	<ul style="list-style-type: none"> • How do you believe what defines your company would be affected by a move to a mass market? • Can you see anything standing in the way for your company reaching a mass market? • What benefits or problems do you see with changing what defines your company in order to reach a mass market?
<p>Final remarks pt.2</p>	<p>Is there anything else that you would like to add / Do you think we missed anything?</p>	

APPENDIX 5 - List of respondent and interviews

One Planet Rating

Respondent code: Respondent A

Interview 1

Date: 21 April 2017

Length: 26:54

Interview 2

Date: 26 April 2017

Length: 26:06

Xamayca Treatz

Respondent code: Respondent B

Interview 1:

Date: 24 April 2017

Length: 26:40

Interview 2:

Date: 25 April 2017

Length: 23:42

BIGHEART

Respondent code: Respondent C

Interview 1:

Date: 26 April 2017

Length: 33:47

Interview 2:

Date: 27 April 2017

Length: 23:47

Appendix 6 - The identity discourses and identity claims found in One Planet Rating

One Planet Rating's Identity Discourses				
Making the World Better	Business-minded	Exploration	Teaching	Community
<ul style="list-style-type: none"> - Sustainability - Social Entrepreneurship - Focus on Measuring - Integrity & Transparency - Critiquing Mass Market 	<ul style="list-style-type: none"> - Business Entrepreneurial Elements - Business Model to Create Profit - Branding with SDGs -Tech-oriented 	<ul style="list-style-type: none"> - Wilderness - Travel - Discovery 	<ul style="list-style-type: none"> - Educating, Expertise - Experienced Travelers as Founders - Setting an Example 	<ul style="list-style-type: none"> - Sense of Community - User-driven - Social media-friendly - Rewarding - Easy to use

Appendix 7 - The identity discourses and identity claims found in Xamayca Treatz

Xamayca Treatz's Identity discourses				
Sustainability	Business-minded	Happiness	Healthy	Authentic
<ul style="list-style-type: none"> - Social Entrepreneurship - Good for the environment 	<ul style="list-style-type: none"> - Business entrepreneurial elements - Branding - Customers co-shape the company 	<ul style="list-style-type: none"> - Tropical - Celebrating good things in life - Coziness - Informality 	<ul style="list-style-type: none"> - Vegan - Vegetarian - Healthy option - Quality - Transparency 	<ul style="list-style-type: none"> - Authentic Experience and Food - Jamaican Heritage

Appendix 6 - The identity discourses and identity claims found in BIGHEART

BIGHEART's Identity Discourses				
Sustainability	Competence	Empowerment	Compassionate	Friend
<ul style="list-style-type: none"> - Create a better world - Spreading knowledge - Social entrepreneurship 	<ul style="list-style-type: none"> - Professional - Tech-characteristics - Innovative 	<ul style="list-style-type: none"> - User-Driven - Together Creating a Better World - Win-Win - Easy to Use 	<ul style="list-style-type: none"> - Caring - Transparency - Ethical 	<ul style="list-style-type: none"> - Personal - Part of your everyday life - Informal