SCHOOL OF ECONOMICS AND MANAGEMENT

LUND UNIVERSITY

What the heck? Who the hell am I?

Multiple logics and organizational members' identity in social enterprises: A case in the retail industry

by

Gerardo Arroyo & Katrin Dobraj

May 2020

Master's Programme in Managing People, Knowledge and Change

Supervisor: Stephan Schaefer
Examiner: Sverre Spoelstra

Abstract

Social enterprises are hybrid organizations with two institutional logics, one focusing on social goals and the other one focusing on economic profitability. Both logics set the attributes for an organization. These attributes are, for instance, goals, values, or beliefs. The presence of two different logics can generate tension in these attributes. One type of tension is belonging tension. This tension refers to the personal struggle of an organizational member that tries to identify themself with the hybrid organization, which holds two logics and therefore possesses multiple goals, values, or beliefs. Through an abductive approach, this paper explores organizational members' identities within social enterprises. A case study about ReTuna, a second-hand shopping center, and a social enterprise that is recognized worldwide, helps us to do this. The literature review provided us with insights into the identification process and offered us two generic identities within social enterprises: a utilitarian identity, based on a market-oriented logic and a normative identity, based on social and welfare missions. However, with our empirical study, we realized that the identification process is more complex than expected. Our findings show that cultural background and an individual's financial stability are critical factors determining one's identity. With this research, we detected four different identities at our site, a second-hand mall: *the entrepreneurs, the companions, the opportunists*, and *the romantics*.

Keywords: Institutional logic, hybrid organization, social enterprise, utilitarian identity, normative identity

Acknowledgements

Gerardo Arroyo

Thank you to my father Gerardo and my mother Sonia, you deserve this and more.

also

This publication is part of my research work at Lund University, funded by a Swedish Institute scholarship

Katrin Dobraj

I want to thank myself for never giving up.

Thanks also to my loved ones who were there whenever I needed an open ear or a shoulder to cry on during the whole process of this work.

Finally, I would like to thank our thesis supervisor for his great support and feedback.

Table of Contents

List of Figures

List of Tables

Abbreviations

BBC	British Broadcasting Corporation
COVID	Corona Virus Disease
EEM	Eskilstuna Energi och Miljö
IT	Information Technologies
NGO	Non-governmental organization
SDG	Sustainable Development Goals
SE	Social Enterprise
SEK	Swedish Krona

1. Introduction

The impact of the global economic crisis in 2008 has raised awareness in society about the responsibility that organizations have by questioning the economic model that has been dominating different industries in the last decades. Indeed, the economic model that has been leading and influencing the majority - if not all - of the organizations around the world is the linear economy model. Under this model, the production of goods is manufactured from raw materials, distributed to different stores, sold under different marketing strategies and finally consumed and discarded as waste. This economic approach is based on the idea that resources could be infinite. Recognizing that resources are not infinite, a new model arose over the last decade, trying to generate less waste than the linear economy model (Ellen Macarthur Foundation, 2020).

This model is called the circular economy model. It is based on three principles: design out of waste, keep products and materials in the economic cycle and support nature in regenerating itself (Ellen Macarthur Foundation, 2015). The main cross-cutting factor of this model is that it chooses to repair and reuse resources in the step where the linear economy instead decides to dispose of used resources. This model has been reaching sectors such as the food industry, textile industry or retail industry, generating inspiration and a tendency for organizations to become more conscious about the impact that they have on society and the environment. (Ellen Macarthur Foundation, 2015; European Commission, 2014; Michelini, 2012). One of the initiatives that try to support the development of the circular economy is the so-called hybrid organization.

These organizations merge the social institutional logic, which is typically associated with nonprofit organizations, and the commercial institutional logic based on market regulation and traditionally linked with for-profit companies (Spieth, Schneider, Clauß & Eichenberg, 2019). Institutional logics, either economic or social, shape the organization's goals according to their underlying values. However, each institutional logic also shapes the mental structures and belief system of individuals (Thornton, Ocasio & Lounsbury, 2012). Organizational members use these logics and their underlying values to identify themselves with the organization. The identification generates different attitudes and behaviors in organizational members. These attitudes can, for instance, be seen in different levels of commitment towards the organizational goals. In other words, the higher the degree of identification a member has with the organization, the more supportive are their attitudes and behaviors towards the organizational goals (Foreman & Whetten, 2002).

One type of organization that is categorized as a hybrid organization is the 'social enterprise' (SE) (Alter, 2017). A newly emerging body of literature states that the combination of two logics generates tensions and trade-offs in SEs (Siegner, Pinkse & Panwar, 2017). These tensions could emerge due to: a) divergent outcomes such as goals, metrics, and stakeholders, b) divergent internal dynamics such as structures, cultures and practices, c) divergent identities among subgroups, and d) divergent time horizons (Smith, Gonin & Besharov, 2013). Ultimately, the emergence of these tensions mainly affects three areas of the organization: mission, financial resource mobilization, and human resource mobilization (Doherty, Haugh & Lyon, 2014).

What Smith, Gonin and Besharov (2013) mean by tensions due to divergent identities can be understood as follows. Individuals compare their values and expectations to the organization's values. This comparison process can sometimes result in a perfect match between one's values and the organization's values and sometimes result in a mismatch, showing a gap between one's values and the organization's values. This comparison process eventually then results in certain attitudes and behaviors within the organizational member. A perfect match in values leads to more supportive attitudes and behaviors towards organizations' objectives, while a mismatch leads to less supportive attitudes and behaviors (Foreman & Whetten, 2002).

Nevertheless, the literature on how identities in SEs are configured is still under development. Therefore, the current study aims to contribute to the understanding of the identities of organizational members in SEs, assuming a potential misalignment of identities. In doing so, this research will help scholars and practitioners with new insights on the topic of identities in SEs.

An organization that allows us to study the phenomenon stated above is ReTuna - the first second-hand mall worldwide (ReTuna, 2020). ReTuna has different goals: i) Reducing waste through recycling, ii) educating people about sustainability and the environment, and iii) increasing second-hand trade. The mall consists of 13 second-hand stores, one design school, and one restaurant. The 13 stores focus on different niches, such as clothing, technology, or home decor (ReTuna, 2020). ReTuna is located 112 km west from Stockholm and is run by the municipality-owned company Eskilstuna Energi och Miljö (EEM).

Over the last 22 years, the retail industry has grown tremendously. In Sweden, the turnover figures for this industry in 2018 amount to SEK 786 billion. Furthermore, in the same year, one-third of the household expenditures were spent on retail products. Looking at the numbers mentioned here, it becomes apparent that the retail industry, which is mainly following a linear economy business model, creates tons of waste (Business Sweden, 2019). However, according to Business Sweden (2019), an increasing concern for conscious purchases is becoming more and more visible. In fact, 73% of Swedish customers consider sustainability issues while purchasing goods. This number is reflected in a growing interest in brands that offer recycled second-hand products. For this fact and the fact that the waste from the linear economy is harming the environment, ReTuna, the second-hand mall, is trying to penetrate the retail industry with its environmentally friendly business model and aiming to cut down the waste by reselling used products.

In 2018 ReTuna made SEK 11.7 million in sales by selling recycled products. In the same year, it attracted visitors from all over Sweden and many other countries in the world. ReTuna was, for instance, visited by people from Thailand, Japan, Taiwan, Canada, and The United States. The organization's ambitions were further recognized by the public when it won the Social Change of the Year Award in 2019 and the Swedish Recycling Award in 2015. Finally, ReTuna is one of the front-runners in the field of sustainable development. In 2018 it ranked 10th in the list of the 101 most influential Swedish companies in the field of sustainability (EEM, 2018). Despite the fierce competition in the retail industry, ReTuna, with its circular economy business model, achieves to grow its numbers steadily every year (EEM, 2018).

Having said all of the above, we obtain the frame for our research that wants to contribute to the discussion of identity configuration within SEs. ReTuna is an excellent case to explore the topic of identities within SEs that possess conflicting institutional logics. Therefore, we would like to present the following research questions that guide our thesis:

- *How are organizational members' identities configured in organizations that possess conflicting logics?*
- *What identities can be found in organizations that possess conflicting logics?*

This thesis is structured as follows. In the first part of it, we provide a literature review covering relevant topics for our research. In this literature review, we look closely into the topics of institutional logics, SEs as hybrid organizations, and the identities of its organizational members. In the second part of our thesis, we present the methodology, elaborating on the approach and the tools that we used for our research, as well as all the criteria that we considered in order to obtain trustworthy research. In the third and fourth part of the thesis, we present the analysis and the discussion of our findings. A conclusion, summarizing the thesis and suggesting further research ideas, completes our thesis.

2. Literature Review

In this chapter, we state the main concepts and theoretical frameworks that allow us to narrow our research to specific fields of knowledge. First, we define the institutional logic theory to understand the concept of hybrid organizations. After this, we define the concept of SEs. Once this is done, we develop how SEs integrate multiple logics and the types of tensions that these generate. One type is the belongings tension, which is related to a conflict between different identities within SEs. That tension allows us to dig into the organizational identification process and explore which types of identities are found within SEs.

We propose a framework combining Smith, Gonin and Besharov's (2013) belonging tension theory, and Foreman and Whetten's identity theory (2002). The following diagram (Figure 1) shows an overview of the principal concepts that we develop in this chapter.

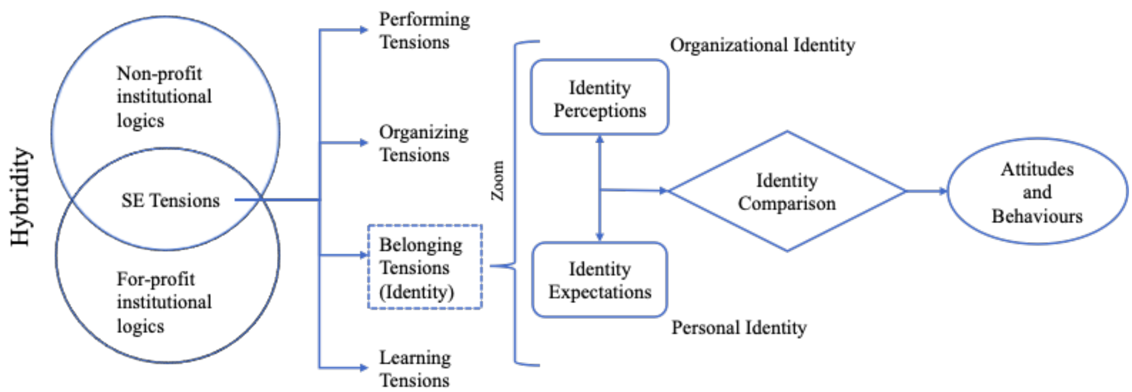

Figure 1: Belonging tension in social enterprises and identification process - based on Smith, Gonin & Besharov (2013) and Foreman & Whetten (2002)

2.1. Institutional logic

In order to understand the criteria of how each kind of organization generates value, whether nonprofit or for-profit, scholars have been referring to the institutional logic perspectives. According to Thornton, Occasio and Lounsbury (2012), institutional logic can be defined as:

> Socially constructed, historical patterns of cultural symbols and material practices, assumptions, values and beliefs by which individuals produce and reproduce their material subsistence, organize time and space, and provide meaning to their daily activity (Thornton, Occasio & Lounsbury, 2012, p. 51).

2.1.1. 'Pure' Institutional Logic

According to Laasch (2018) organizations can possess 'pure' or mixed institutional logics. He states that 'pure' institutional logics can be shaped by market, government, family, religion, philanthropy, sustainable development, nonprofit and other values of society. The institutional logic that has been disseminated most through time has been the market-oriented one. This logic has been enacted in organizational business plans that are focused on creating economical value (Spieth et al. 2019). There are three elements in this logic that guide organizations in creating an economical value. These elements are: the value proposition, the internal structure, and the profit equation (Spieth et al. 2019; Yunus, Moingeon, & Lehmann-Ortega, 2010). Enterprises based on a 'purely' market-oriented institutional logic are aiming to satisfy their customers' needs in a particular niche while simultaneously focusing on monetization (Spieth et al. 2019).

Contrasting this, other groups of scholars argue that value does not necessarily have to be evaluated only economically and that it can also be assessed from a social perspective (Laasch, 2018). For instance, an organization shaped by a 'pure' governmental institutional logic can have the commitment to provide services to citizens of a community and thereby try to generate social value which can then be assessed in terms of welfare. Another example would be an organization that is shaped by a 'pure' sustainable development institutional logic as a non-governmental organization (NGO) looking to impact the environment. The complexity comes when two or more institutional logic are merged.

2.2. Hybrid organizations

Based on the previous delimitation, hybrid organizations are organizations that can fuse two or more organizational logic. Boyd, Henning, Reyna, Wand and Welch (2017) define hybrid organizations as "market-oriented and common-good mission-centered organizations which operate in a blurred space between traditional for-profit and nonprofit enterprises" (p.5). In order to clarify this blurry zone, Alter's research (2017) introduces a spectrum of hybrid organizations ranking between for-profit and nonprofit organizations. It consists of four different categories (Figure 2).

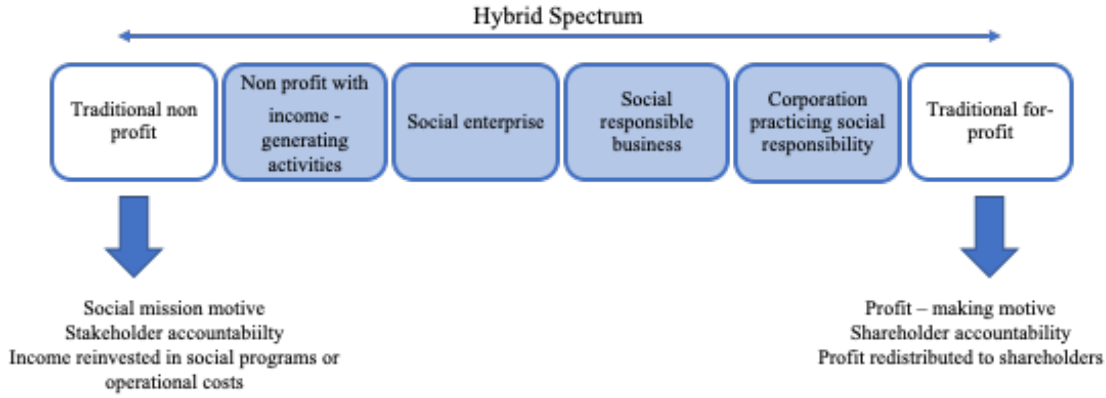

Figure 2: Categorization of Hybrid Organizations (Alter 2017)

According to her model, a hybrid organization's categorization is defined by where on the scale it is located between nonprofit and for-profit. The closer an organization is to one category (purely nonprofit or purely for-profit), the more it prioritizes the goals of this category. To that extent, SEs, for instance, prioritize their social mission over their financial goals. Nevertheless, other scholars state that this categorization does not have enough dimension to establish a proper ranking. By contrast, they state that all types of hybrid organizations prioritize both aspects equally (Boyd et al. 2017). Based on that, for the purpose of this research, social enterprises (SE) have been understood as hybrid organizations that are aiming to tackle a global issue whilst trying to make enough money to be sustainable through time (Hoffman, Badiane & Haigh, 2010), knowing that both aspects are of equal importance (Spieth et al. 2019).

2.2.1. Social Enterprise (SE)

As touched upon, an organization that possesses a purely institutional logic can follow either a market-oriented logic, with the main objective being to generate satisfaction for the shareholders or they can follow a social mission logic aiming at the improvement of global challenges. However, SEs, which are hybrid organizations, blend multiple institutional logics, combining economical and welfare aims (Spieth et al. 2019). According to Yunus (2007), Nobel laureate and founder of *The Grameen Bank*, social businesses are designed to use tools and processes of commercial companies in order to pursue social goals instead of maximizing their revenues.

SEs are shaped by two institutional logic that imply different objectives. Unclear criteria regarding the prioritization of objectives can lead to ambiguity and conflicts between those goals and further impact the expectations of the organization's stakeholder (Spieth et al. 2019). A good example to explain this is Roma Boots social enterprise (Roma Boots, 2020). Its model is based on selling boots in order to finance their social purposes. One objective is to bring one pair of boots to poor children in Romania for each pair of boots that have been sold in the stores in the United States.

Furthermore, Roma Boots' mission is to educate and motivate children to break the cycle of poverty by encouraging them to show their talents to society (Roma Boots, 2020). As we can see, one institutional logic is shaped by the market, trying to obtain financial resources, another one is shaped by the institutional logic of philanthropy. This one is looking to help people with low incomes. Another institutional logic shaping Roma Boots' objectives is inspired by education. They are encouraging children to pursue an educational path. All these goals are merged into one organization, which means that this organization has to tackle different objectives at the same time.

Finally, to conclude this section, it is relevant to recall that each institutional logic assumes particular values, practices, and understandings which shape the identity of the individual (Thorton, Ocasio & Lounsbury, 2012). This further means that SEs with a multiple logic approach could generate tension and uncertainty at different levels of an organization because of the interwoven values, understandings, and meanings that could be translated into conflicting behaviors in organizational members (Spieth et al. 2019; Thorton, Ocasio & Lounsbury, 2012; Wilson & Post, 2013).

2.3. The emergence of tensions in social enterprises

As touched upon, multiple blended institutional logics in SEs juxtapose different values, commitments, identities, objectives and practices which create tensions (Doherty, Haugh & Lyon, 2014). According to Smith, Gonin & Besharov's (2013) categorization, it is possible to understand the type of tensions and which specific factors trigger them as follows:

> a) *Performing tensions* [...] emerge from divergent outcomes such as goals, metrics, and stakeholders; b) *Organizing tensions* [...] emerge from divergent internal dynamics such as structures, cultures, practices, and processes; c) *Belonging tensions* [...] emerge from divergent identities among subgroups, and between subgroups and the organization; d) *Learning tensions* [...] are related to growth, scale, and change that emerge from divergent time horizons (Smith, Gonin & Besharov, 2013, p. 410).

For instance, performing tensions could happen when some stakeholders in SEs are looking forward to the financial statutes of the organization instead of the measurements of social purposes. Moreover, organizing tension could happen when it is a misunderstanding about the hiring process for SEs; they should prioritize a financial background profile or a profile with social commitment. In the end, these types of tensions directly affect three areas of the organization in SEs: organizational mission, financial resource mobilization and human resources mobilization (Doherty, Haugh & Lyon, 2014). To face that, Batillana and Dorado (2010), states that the most relevant strategy to face those tensions is to create a collective organizational identity, through hiring and socialization policies.

For this research, we put our focus on the implications of the belonging tensions. When members of organizations experience a sense of belonging or identity towards different goals and values, it generates subgroups which can lead to internal conflict. This, in turn, can further impact the relationships between organizational members and the success of an organization (Dutton, Dukerich, & Harquail, 1994; Smith, Gonin & Besharov, 2013).

2.4. Identities of organizational members

Although interest in SEs is increasing, researchers have not yet dug deeply enough into the topic of the identities within these kinds of organizations. As of now, researchers intend to develop encompassing concepts that help understand the topic of identities in these complex organizations. What we know is that there is a tension existing within SEs related to the sense of belonging and identity of organizational members (Smith, Gonin & Besharov, 2013).

According to Albert and Whetten (1985, p. 265), organizational identity is the answer to a person asking identity questions such as "Who are we?", "What kind of business are we in?" or "What do we want to be?". The ambiguity of the word 'we', however, has, over time, led to the development of two substantially different formulations of organizational identity. One formulation deal with the identity in an organization while the other speaks about the identity of an organization (Whetten & Godfrey, 1998). The latter one can be understood as "identity-as-institutionalized claims available to members", whereas the first formulation can be viewed as "identity-as-shared perceptions among members" (Whetten & Mackey, 2002, p. 395).

Researchers adopting the perspective of identity of an organization, view businesses as participants in society, which possess the ability to engage in social interactions by, for instance, using resources, making decisions or entering into agreements and contracts (Scott, 2003). However, this formulation does not constitute the focus of our thesis. In our thesis, we want to focus on the former formulation, identity in an organization, which can be understood as an individual's identity possessed and expressed in an organization. An individual develops or finds its identity within an organization through an organizational identification process.

In order to position and further define the term organizational identification for our document, we want to draw upon Dutton, Dukerich and Harquail's (1994) definition, which describes organizational identification as a subcategory of social identification. Social identification is the process of an individual assessing themselves and others according to different social and demographic aspects (Tajfel, 1982), such as gender, occupation or sexual orientation. Simply put, social identification is an individual's attempt to find its place within society by comparing one's attributes to the attributes of the people around them. Similar to the definition of social identification, Dutton, Duckerich and Harquail (1994) describe organizational identification as the process in which an organizational member compares themselves with the organization's aspects. This process results in different degrees of congruence between their and the organization's perceived attributes.

The more similarities an organizational member sees between themselves and the organization, the higher the individual's identification (Foreman & Whetten, 2002). The term identity is often confused with terms such as image and reputation. In the literature, many different definitions can be found of all three terms. However, in our thesis, we settle for the following distinction. We understand the image as the picture of the organization that organizational members want and try to portray to people outside the organization. In contrast, reputation is understood as the feedback that the organization receives in response to its efforts to create an image. The reputation is how people outside the organization see the organization (Whetten & Mackey, 2002). Identity is the individual's expressed persona in the organization that results from the organizational identification process of an individual (Albert & Whetten, 1985; Dutton, Dukerich & Harquail, 1994).

2.5. Identification as a comparison process

According to Foreman and Whetten (2002), the central aspect of the identification process is the evaluation and comparison component. This component of evaluation and comparison directly influences individuals' attitudes and behaviors towards the organization (Dutton, Dukerich & Harquail, 1994). By combining different works of literature, Foreman and Whetten (2002) illustrate a comparison process which in total consists of three cognitive stages and results in certain attitudes and behaviors towards the organization.

In the first cognitive stage, the organizational member assesses the organization's attributes and defines what it is and what it is not. In the next stage, they add a second dimension, which is the evaluation of what the organizational member thinks the organization should be and what it should not be and therefore examine the expectations that they have towards the organization. Expectations stem from one's values and beliefs. However, a member's expectations towards the organization can also be influenced by others' - internal or external individuals' - expectations of an organization (Dutton, Dukerich & Harquail, 1994). After having assessed both, the third step follows, which compares the results from stage one and stage two. In this stage, the organizational member looks at how aligned or misaligned the organization is with what they think it should be. This comparison results in a bigger or smaller gap, depending on how different the results from stage one and stage two turn out (Foreman & Whetten, 2002).

The gap generates certain attitudes and behaviors in an organizational member towards the organization (Foreman & Whetten, 2002). The attitude is caused by the emotions that an individual feels (Meyer & Allen, 1984) during and after the assessment and determines the individual's relationship to the organization, while the behavior shows itself in the individual's investment of, for instance, time, effort and knowledge into the organization (Becker, 1960). Thus, the attitude sets the theme of the relationship and the behavior is understood as the open expression of the attitude.

2.6. Identities presented in social enterprises

According to Albert and Whetten (1985), two generic identities exist in hybrid organizations. One identity is related to the economic logic, while the other identity is related to the social logic. The first one is called the utilitarian identity and the latter one is called the normative identity. While in theory both identities can be clearly separated from each other, in practice, we realized, this is not always the case. Organizational members often possess a mix of both identities. In the following sections, we will elaborate on both identities presented by Albert and Whetten (1985).

2.6.1. Utilitarian identities

Utilitarian identities are described as business or economic identities. They focus on commercial measures such as customer service, product quality, and financial numbers (Albert & Whetten, 1985). These identities are concerned with the increase of profits and decrease of expenses (Foreman & Whetten, 2002). This identity is typical for traditional for-profit organizations but also presented in

SEs. Depending on the financing of SEs, they might need to focus on increasing profits too, in order to further invest in their social mission. The purpose of increasing profits for SEs is thus different from the purpose of traditional for-profit businesses (Moss, Short, Payne & Lumpkin, 2010).

2.6.2. Normative identities

Normative identities are characterized by one's subjective opinion about what is right and good. It gives meaning and purpose to people's actions (Bauhn, 2017). These identities are usually defined by a strong commitment to the motive (Moss et al. 2010). In SEs, this motive could, for instance, be the support of disadvantaged social groups, the desire to reduce overconsumption, and thereby fight against the exploitation of resources or the interest to educate people in order to improve and tackle major challenges in the world.

2.7. Summary of the literature review

Institutional logic is a set of values, practices, understanding and meanings that can shape the cognitive structures and belief systems that guide the actions of individuals. In society, the most widespread institutional logic is the market one, aiming to satisfy organizational customers' needs while simultaneously focusing on profit generation (Spieth et al. 2019). Nonetheless, there are institutional logics such as the government, family, religion, sustainable development, nonprofit and so on, which have social components that are valuable to society. Institutional logics are not only in the human mind, but they are also part of the structure and business model of the organizations (Laasch 2018; Thornton, Occasio & Loundbury, 2012). The fact that they are part of the organization gives them a role in generating a process of identification amongst the members of the organization.

Since SEs are hybrid organizations characterized by a variety of institutional logics, with differing underlying values of for-profit and nonprofit goals, different types of tensions can occur. One of these tensions is the so-called belonging or identity tension (Smith, Gonin & Besharov, 2013). As stated previously, the success and the survival of an organization depends on the degree to which an organizational member can identify themselves with the organization's identity (Dutton, Dukerich, & Harquail, 1994). Given the mix of for-profit and nonprofit values in SEs, it is possible to assume that this leads to many different identities in organizations. This in turn means different attitudes and behaviors towards the organization's goals but also other organizational members.

3. Methodology

In this section, we show how we developed the methodology that suits our research. Using the research onion (Figure. 3) proposed by Saunders, Lewis and Thornhill (2016). We begin presenting the philosophical perspective which gave us a guideline to understand our problem from ontological and epistemological considerations. Then, we continue by explaining which was the most appropriate research approach to answer the research question proposed, and which strategy gave us better information about the research phenomenon. After that, we described the methods that we have used, and finally, we describe the research process and the data analysis. Completing this chapter, we provide reflections about the trustworthiness and authenticity of the study presented.

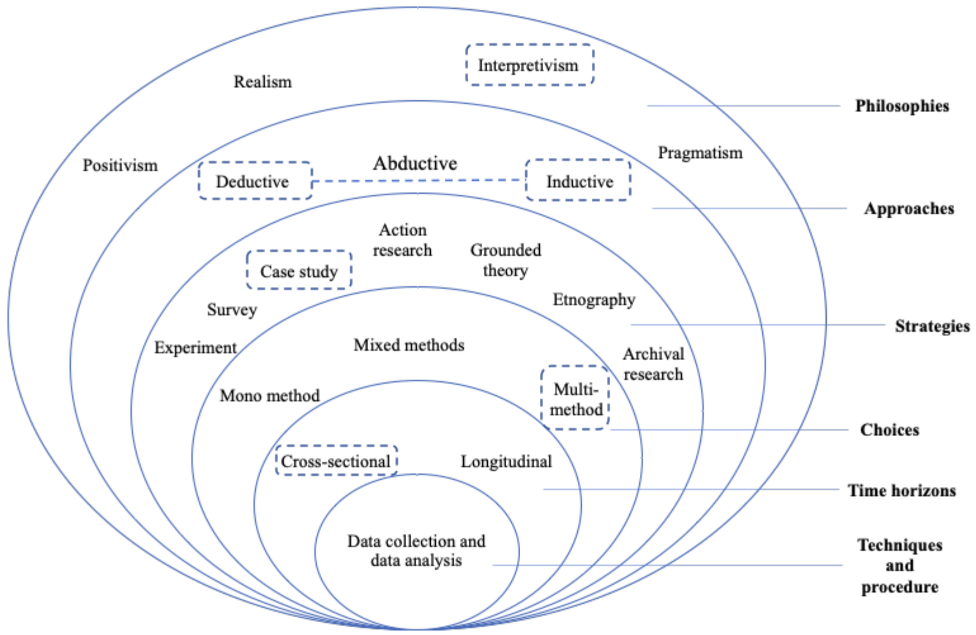

Figure 3: The research onion (based on Saunders, Lewis & Thornhill, 2016)

3.1. Philosophical perspective

Ontology is seeking the understanding of the reality of the nature of social entities, questioning if they are considered and independent entities of the social factors, or rather, they should be considered as a social construction (Bryman, 2002). For the nature of our research problem, we had the purpose of analyzing and understanding a potential conflicting environment due to different individual identities interacting. To that extent, a constructivist perspective was accurate since it considers social actors as part of the subject of study. Moreover, this position does not just settle that an organizational phenomenon is based on social interactions; by contrast, it is in permanent revision. Thus, this perspective gives the researchers the possibility to give their interpretations and generate a specific version of the reality studied, rather than a definitive version (Bryman, 2002). This ontological view was related to our epistemological considerations, understanding that epistemology is looking for an acceptable knowledge in a particular field. We decided to choose an interpretivism position because the study of individuals with different identities is a subjective field, which brings the possibility to make different interpretations for the researchers. (Alvesson & Sköldberg, 2009; Prasad, 2017).

From the interpretivism paradigm, we drew upon the symbolic interactionism tradition. Symbolic interactionism guides researchers when it is necessary to understand the creation of meaning by social interactions (Reynols, 2006). This tradition states that social phenomena are symbolic. That means that events, actions, or objects within an organization have meanings that individuals could interpret (Prasad, 2017). For instance, managerial styles, work policies, workplace rituals are meaningful because they evoke emotions that can be interpreted by managers and employees, facilitating common beliefs and practices in the organization (Prasad, 2017). Based on this, symbolic interactionism tradition suits perfectly for our research purpose for two specific reasons. First, according to Mead (1934 cited in Prasad, 2017), an individual is a social construction shaped by their interaction with the society such as family, work and friends. ReTuna, with a multiple logic configuration, can impact the identity of the individuals by the symbols that organizational members are sharing internally. Second, as researchers, we want to know if ReTuna has the capacity to shape a solid holistic identity or, by contrast, could generate more than one.

With the previous considerations, we knew that in order to have a symbolic interactionism approach, we had to look at the organization from various angles. We wanted to look at the day-to-day operations, how the organizational members interact with each other, what kind of organizational rituals they have, what are the policies and protocols that are used, and what are the aspirations of each individual. Fortunately, ReTuna gave us access to approach different members of the organization to talk and interact with them. We conducted interviews to go deeper into the understanding of their behaviors. Also, we had the opportunity to visit their facilities twice to make some observations and to collect information about their operations and internal procedures, which was contrasted with documentation that we received at the end of the fieldwork. In the following sections, we go into detail about these topics.

3.2. Research approach

ReTuna was a place where we had to consider many factors to set the context. For instance, it has a sustainable business model, and it belongs to the municipality. Additionally, it has gained popularity in Sweden and around the world. Moreover, we found the organization in the middle of the mall manager transition. We decided that an exploratory design allowed us to be more flexible and adaptable to these different factors or influences that we had not considered at the beginning. Furthermore, our research purpose was to explore and understand a specific phenomenon and not to make a relation between research variables (Saunders, Lewis & Thornhill, 2009).

Based on the previous information, we decided to use an abductive approach. An abductive approach offered us the possibility to apply theoretical and empirical approaches to our research problem (Philipsen, 2018). Departing from existing theory, we used previous concepts and frameworks which gave us some guidance to explore our organizational phenomenon. During this exploration process, we could approach to this phenomenon by making observations that explain connections between some facts or finding some contradictions between them (Aliseda, 2006; Philipsen, 2018). Nonetheless, with an abductive approach it is not possible to generalize the finding to other organizations.

Having that in mind, our first step was to review the previous research about hybrid organizations, institutional logics, and identity. That literature review offered enough theoretical background to narrow our scope of research. As touched upon, we proposed a framework based on Doherty, Haugh and Lyon (2014) and Foreman and Whetten (2002) theories. That gave us an understanding of the field in which we were involved and understood what our contribution could be. Thus, our focus was not to test the previous theoretical framework, but mostly to observe how the generation of identities in SEs and potential anomalies were not considered in the previous studies. In other words, we had the opportunity to do a step further in the literature review that is still scarce in SEs, specifically about identities interacting.

3.3. Research process

As mentioned in the introduction, the strategy for this research was through a case study. With this strategy, the context is relevant because it is part of the analysis when an organizational phenomenon is under investigation. In the case of ReTuna, it was necessary to consider the context because the structure of the organization was quite atypical, influencing the everyday routine of the organization. Furthermore, following this empirical approach, in order to gather all the qualitative data that was necessary for our analysis, we decided to use multi-method qualitative sources of evidence (Saunders, Lewis & Thornhill, 2009). For that reason, we designed in-depth interviews, did observations of daily organizational life, and asked for documentation.

In order to be more strategic about collecting data, we divided this process into three stages.

Stage 1: Initial contact

This stage had the aim of making the first contact with ReTuna. For that purpose, first, we decided to review the documentation of ReTuna website and the documentaries of it on YouTube, in order to understand the social business model of ReTuna. Later we decided to contact the former mall manager, and we had an open interview by phone to understand broadly how ReTuna operates. She told us that she was leaving the organization soon. Because of that, we contacted the new mall manager to have an open interview after the transition of the charge. After that, we decided to travel to Eskilstuna and visit ReTuna to have a more extended interview with the mall manager, to see the operations of ReTuna on the site, and to have the first contact with the different store owners. In this first visit, we took a tour through all the facilities of ReTuna, guided by the mall manager, and she gave us many insights about ReTuna procedures. Also, she introduced us to the store owners and different employees. This first stage was vital because we set appointments for the upcoming interviews and also, we detected the importance of making a second visit because ReTuna had a particular context to analyze further.

Stage 2: Going deeper

Having the insights of the previous stage, we decided to call each of the store owners and some employees to set an appointment to interview them on our second visit. In this opportunity, we decided to make a longer visit to make observations of the particular interactions that we noticed in the previous stage. We traveled for the second time to ReTuna, and we did semi-structured interviews with each of them with a duration of 40 minutes approximately. It is essential to highlight that some of the employees refused to be interviewed due to they preferred to avoid contact because of the crisis of COVID - 19 (that we develop much more in the last section of the chapter) or just they decided to be reserved and not share information with us. Because of that, we decided to persist with some of them, and we arranged some interviews with virtual channels (Skype and Zoom), which complemented the interviews that we made on the location. Finally, despite our persistence, some employees decided not to be part of the investigation for personal reasons, that we are going to develop on a deeper level in the analysis chapter.

Stage 3: Closing the loop

With all the data collected in the previous stage, we decided on this last one to contrast with other sources in order to assure a real comprehension of the phenomenon. That is why we interviewed the mall manager for the second time to corroborate some information provided by the employees. Also, in this last part, we had access to some organizational documentation that helped us to connect some of the information correctly, and also to understand some comments of the previous interviews. As a final result, we closed the collected data process having 15 in-depth interviews (details of the sample in the following section), more than 72 hours of observation (some parts recorded and also some photographs), and insightful documentation (such as reports of the municipality, business plan of ReTuna).

3.4. Sample

Following our research question, we wanted to gain access to a wide range of organizational members. In fact, in the beginning, we expected to interview all the members of ReTuna because it was a reachable number, and also that would have been helpful to have different points of view. Nevertheless, because of the COVID -19 crisis, it was impossible. That is why we used a purposive sampling. A purposive sampling tries to reach as many organizational members as possible, guided by the purpose of the research objectives (Bryman, 2012). Base on that, we based our sample criteria on organizational members from different job positions, age, sex, nationality and type of store. Stating this, in order to explain how the selection of the sample was, it is crucial to understand the organizational structure of ReTuna. In the following lines, we describe it, show the organizational chart for a better understanding, and finally, we present the individuals who were interviewed and observed

ReTuna's business model is unique because of the following details: As we mentioned before, ReTuna is a public organization that is part of Eskilstuna Energi och Miljö (EEM). This public organization has the purpose of serving in terms of energy and environment, generating sustainable societal benefits for society. EEM has six business units: Electrical Grid, Electricity Market, Water and Sanitation, Recycling, Energy, and Marketing and Sales. ReTuna is part of the Recycling unit. Based on this, the Board of EEM chooses a chief to be responsible for all the recycling centers in Eskilstuna, considering the recycling center next to ReTuna.

ReTuna was strategically built next to one of these recycling centers in order to allow people to donate their items to ReTuna. These items are received in the supply area of ReTuna, which is called 'Returen'. 'Returen' is another organization that works together with ReTuna. It is run by a manager, who is hired by the municipality and also in charge of one store and the cafeteria at ReTuna. The manager has one direct subordinate as a team leader and under them all the employees working at

‘Returen’, that one store and the cafeteria. ‘Returen’ supplies the stores with used tools and items at no cost. ‘Returen’ is responsible for the first sorting and filtering of items that are being delivered to ReTuna. The store owners can then decide whether or not they want to sell these items. If they decide to not further use them, they get disposed of at the recycling center next to the mall. When a store owner opens their business at ReTuna they hand over a list of wanted items to ‘Returen’. When ‘Returen’ then receives these items at the receiving area, they forward it to the store owner. However, there are many stores that are looking for the same items. In these cases, it is the staff of ‘Returen’ who decide which store gets which items. They try to distribute it as evenly and fairly as possible.

Furthermore, under the chief of the recycling center next to ReTuna (not to be confused with ‘Returen’, the receiving and recycling area at ReTuna), there is the mall manager and the conference manager, both hierarchically at the same level. The mall manager is in charge of the store owners and the marketing activities of the mall. The conference manager has the objective of renting spaces within the mall in order to use it for conferences and workshops related to sustainability. Finally, under the mall manager, there are the store owners, which in reality, are not employees because they are independent stores that pay rent at the mall. Nevertheless, the store owners feel that they belong to the organization. They further feel like employees and see the mall manager as their boss. Thus, for the present research, we are going to consider the store owners as organizational members who have budgetary responsibilities. In the following organizational chart (Figure 4), we summarize the previous description.

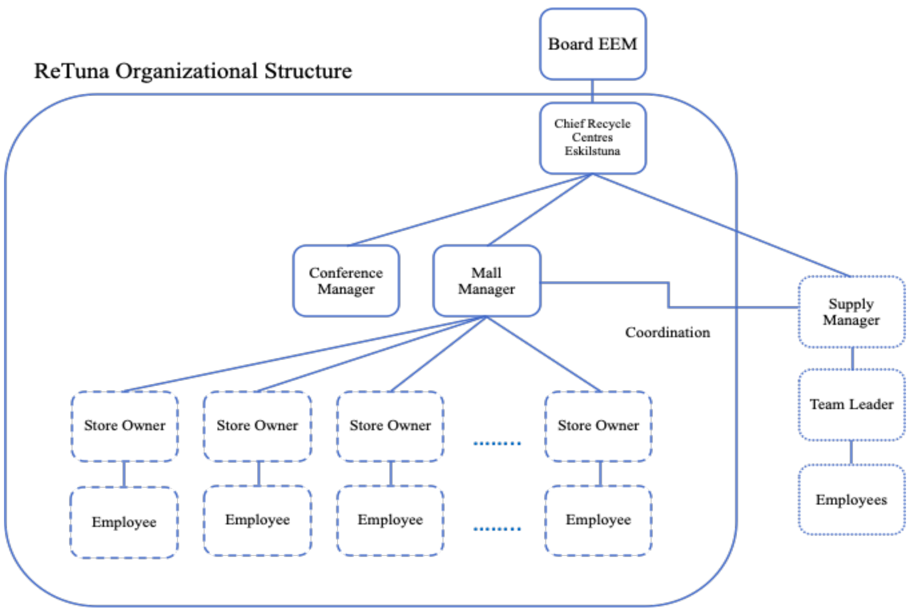

Figure 4: ReTuna Organizational Chart (owned creation)

Based on this background on the context, the sample that we reached was the following:

- Former mall manager and founder of ReTuna
  Interviewed once by phone and watched YouTube videos of her in which she talks about ReTuna
- Mall manager of ReTuna
  Interviewed twice in person, observed during our visits at ReTuna and got a guided tour by her through the mall
- Conference manager at ReTuna
  Interviewed once in person and observed during our visits at ReTuna
- Manager of 'Returen', one store and the cafeteria
  Interviewed once in person and observed during our visits at ReTuna
- Store owner 1
  Interviewed once by phone and observed during our visits at ReTuna
- Store owner 2 and tour guide at ReTuna
  Interviewed once via Zoom
- Store owner 3
  Interviewed once in person and observed during our visits at ReTuna
- Store owner 4
  Interviewed once in person and observed during our visits at ReTuna
- Store owner 5
  Interviewed once in person and during our visit at ReTuna
- Store owner 6 and former teacher at the recycle design school in ReTuna (now retired)
  Interviewed once via Skype
- Teacher at the recycle design school in ReTuna
  Interviewed once via Skype
- Employee of Café 'Returama'
  Interviewed once in person

3.5. Data analysis

After the data collection process, it was necessary to make a summarization, categorization and standardization of the information (Saunders, Lewis & Thornhill, 2009). The main idea of this process was to make sense of the qualitative data, knowing that we had various shapes and forms of information (Mason, 2018). For that purpose, we pass through three stages in order to process all the data properly, treating each research instrument with its characteristics. The description is as follows.

First Stage: Organization

As touched in the research approach section, we used a multi-method strategy doing in-depth interviews, making observations, and reviewing documentation. With the first tool, we had interviews with the senior management personnel, the store owners, and other employees. Furthermore, the interviews were face-to-face or virtual. We decided to transcribe all of them with the support of Otter.ai software, which allowed us to save time. Also, this software helped us to have a virtual file with all the dialogues for future analysis. As a second tool, we made observations, recording the visit tour in ReTuna, but also, we were in total 72 hours in the site observing the interaction of the staff. Moreover, we complemented that with some photographs of essential features that called our attention, all those resources we put together in a virtual file in order to support the interviews. In the case of the documentation, we used different sources of information such as the official website, the documentaries on YouTube, the official magazines of Eskilstuna community, the official website of EEM, the sustainability report of EEM and the official business plan of ReTuna

Second stage: Culling

After gathering all our information and organizing it in a virtual repository, we decided to discard the information that did not align not only with our research question but also with our literature review. The objective of that process was to keep us with the information that was insightful for the research purposes. This process was a critical stage before the relevant data have immersed us because sometimes, some new data could distract us from our primary research focus. In the case of the interviews, we realized which ones had more critical information. In the case of observations, we made summaries about the interactions we observed. Finally, for the documentation, we reviewed the most critical data, mainly in the sources of the EEM.

Third stage: Categorization

This last stage in much research is usually daunting and labor-intense, but at the same time, it was motivating because we found our first findings (Mason, 2018). This stage involves two main activities: developing categories and attaching categories to groups of data. In order to do that we collected all the relevant information into one software called Nvivo - Version 12.0. With this program we had access to the transcriptions, summaries, videos, audios, photos, reports through the same platform. We decided to define some categories in order to group the information. The categorization was guided by the research question, but also by our theoretical framework. This activity, also called coding, allowed us to organize the information in specific topics, and that allowed us to see the relationship between them. The codes that were leading the rest subcategorization were: *i) Institutional logics, ii) Tensions, iii) Identities* and *iv) Emotions, Attitudes and Behaviors.*

Having that categorization, we decided to go through all the transcripts, highlighting specific excerpts and give them a specific label, which later on we categorized in one of the leading codes. We were very cautious not to lose valid information of the interviews, because we wanted to maintain the context when they took place (Bryman, 2012). With previous considerations, we realized that our findings could be shown creatively to give a better understanding of the relationships of the different themes. As a final step, we focused on the likely meanings of certain groups of data to make interpretations that allow us to draw some insights to answer our research questions (Mason, 2018). This last step was crucial because we wanted to maintain a correlation with the framework presented in the literature review. However, at the same time, we wanted to contribute to this specific field (Saunders, Lewis & Thornhill, 2009).

3.6. Trustworthiness and authenticity

Since the beginning, we have clarified that following an interpretive approach for the present study could generate subjectivity (Alvesson & Sköldberg, 2009). That is why it is important to guarantee the quality of the research. According to Guba and Lincoln (1994), to evaluate the quality of the present research, it has to be measured in terms of trustworthiness and authenticity. Trustworthiness is made of four criteria: credibility, transferability, dependability, and confirmability (Bryman, 2012). Credibility aims to corroborate the information with the participants of the research. This process is a well-known practice in qualitative research. However, in the case of our study, we only had the opportunity to corroborate some findings with the mall manager of the organization. The good news was that she agreed with most of our findings, and others were clarified to enhance the final document.

Regarding transferability, this study is not possible to generalize for the following reasons. First, this is a case study with particular features that are not necessarily similar in other hybrid organizations. Second, sustainability is still beginning in the retail industry; thus, it is not possible and it is not our aspiration to make generalizations out of this particular reality. Third, the COVID - 19 pandemic crisis brought many factors to consider, such as societal behaviors, political influences in economic activities, new regulations that affected the market, and atypical attendance of the customers to shopping malls.

Additionally, in ReTuna some of the interviewees refused to make contact with us because of fear of being infected. Some of the store owners did not even attend their stores for the same reason, which did not allow us to generate some observations. However, at the same time, it was interesting to analyze who of them did not stop working. Finally, there was a decrease in the number of clients (and still is happening) because the community of Eskilstuna, and in whole Sweden, has been taking some measures to avoid crowded places following social distancing recommendations. That also impacted the observations that we expected to see between store owners and customers. So, it is possible to assume that this event affected the quality of the interviews to some extent due to the answers of some interviews mentioning that COVID - 19 crisis affected different behaviors of everyday life in ReTuna. This specifical context is unlikely to be repeated with the same considerations for another future research.

Regarding dependability criterion, this is trying to corroborate that the true information has been used in the investigation. It is not a common practice in qualitative research because of the considerable amount of data. Nevertheless, in our case, as touched upon, we used the software Nvivo - Version 12.0, which allowed us to put together all the data such as transcripts, documentation, and notes. Also, it is possible to find all the codifications and the primary source of our findings. Moreover, we were two researchers that had to agree on what we heard and saw to have internal consistency in our findings. Finally, confirmability takes into consideration the integrity of the researchers, which means to what extent the investigation is objective. In our case, this study always had good faith and we were not limited by our personal values or theoretical inclinations (Bryman, 2012).

Another criterion to evaluate the quality of this study is the authenticity of it. According to Lincoln and Guba (1985), a proper study has to contribute to the members and the organizational setting where the research took place. In our case, since the beginning, we wanted to have a fairness approach. It means that we were open minded to all the information that we can get from the organizational members. We were looking for different points to have a complete understanding of the problem, trying to detect the factors that can shape the different identities that we found in

ReTuna. We managed to find appropriate people because we interview founders, managers, store owners with different backgrounds and other employees of the organization.

Finally, we believe that our contributions address two fields. On the one hand, we are giving a better understanding of how we can understand the reality of hybrid organizations based on the interaction of organizational members with different identities. Furthermore, on the other hand, we are giving some insights into how the new institutional logic of sustainable development is introduced in the reality of different organizations (Laasch, 2018). Nevertheless, we cannot assure that our study would be impactful and educational for the members who participated in the research. The only information that we had is that the mall manager wanted to know our findings because she is looking to generate a more cohesive culture between the members of ReTuna. We hope that our findings could help her to make different tactics and strategies to empower members to take action to achieve organizational goals.

3.7. Summary of the methodology

Summarizing, in order to tackle the research problem, it was necessary to create a research strategy that supports this study (Mason, 2017). In our particular case, we chose a qualitative approach, which consists of a set of interpretative and material practices that could have the form of field notes, conversations, interviews or recordings (Denzin & Lincoln, 2005). This approach fits with our research problem because we tried to analyze a specific context of a SE called ReTuna. Due to the multiple institutional logics that are present in the organization, we intend to explore how different identities are configured and the interactions between organizational members with those identities. For that, interpretivism guided our philosophical perspective to approach our research problem correctly. Taking that for granted, we decided to use an abductive approach, iterating between previous theories with empirical material through a case study. We are not trying to generalize our findings in order to make new theories (Saunders, Lewis & Thornhill, 2009). By contrast, we were trying to extend previous theories to new realities. Finally, in order to get the data, we decided to use a multi-method strategy (in-depth interviews, observations and documentation review) in a specific cross-sectional period.

4. Analysis

[Note: In this chapter, we will show quotes from our interviews. To keep the interviewed store owners anonymous, we will use generic terms in squared brackets to describe the products they are selling. Furthermore, we are going to replace words and smoothen sentences, again using squared brackets to indicate those changes, for whenever we feel that it would enhance the reader's reading experience since the interviewees' first language was in none of the cases English and their statements therefore grammatically incorrect at times.]

In the following chapter, we present the analysis and interpretation of the data collected. Following our research question, we have decided to develop this chapter in five sections. The first section is called *ReTuna as a social enterprise*. This first section aims to demonstrate which institutional logics are taken-for-granted in ReTuna, and how they could be the basis on which the identities are held.

After that, we developed an in-depth analysis of each identity detected in our fieldwork. To make this part of the analysis more understandable, we labeled each of these identities as follows: *the entrepreneurs, the opportunists, the companions and the romantics*. Each identity is represented by one section, and the aim of each of them is to specify which factors are relevant for the identification process of the organizational members and what is the role of the institutional logics stated before. At the end of the section, we present a table that summarizes the findings with the aim to clarify all the information previously shown.

4.1. ReTuna as a social enterprise

Having in mind our research question overall and guided by our theoretical framework, first of all we wanted to understand which were the inherent institutional logics of ReTuna. At the beginning, we inferred that ReTuna has three inherent institutional logics because of the following reasons. First, ReTuna is part of a public organization which is Eskilstuna Energi & Miljö. That allowed us to think about a government institutional logic, having a public administration and providing services for the citizens of Eskilstuna. Second, ReTuna is looking to increase the number of sales and generate consumption in Eskilstuna, enhancing the second-hand trade. To that extent, the market institutional logic is present because ReTuna is using market tools to get more clients guided by monetization formula. Third, ReTuna is looking to reduce the waste and increasing recycling, but also to promote a change in the mindset of the society, trying to expand their concept to other communities and generate a large-scale change concerning the topic of sustainability. The institutional logic of sustainable development underpins this objective.

Regarding the first assumed institutional logic stated above, which is the government institutional logic, we decided to discard it for the following reasons. First, in the case of ReTuna being part of a public organization did not bring any specific value to the internal culture of the organization. This logic is not necessarily present neither in the mind of the workers, nor the store owners. Second, a hybrid organization which contains a government logic is normally part of a private-public partnership trying to reconcile these distinct logics (Koppenjan & Enserink, 2009). Our research did not have this intention. Third, ReTuna as part of the recycling unit of EEM, is looking to reduce waste and generate a positive impact in sustainable development, which can be linked with the third logic stated beforehand.

By contrast, the other two institutional logics have another conceptualization in ReTuna. On the one hand, the market institutional logic in ReTuna is dominated by cost - benefit considerations governed by the price of the second-hand goods (Friedland & Alford, 1991). This logic was pretty evident, not only because of the increasing sales yearly shown in the reports, but also because each of the interviews showed how the different organizational members were trying to generate more money with different strategies. On the other hand, we were aware that the sustainable development institutional logic has been recently growing because of the recent global movements which promote taking care of the planet's resources. Good examples of these movements are *The Millennium Development Goals*, *The Sustainable Development Goals*, or *The Global Compact* (Laasch, 2018). All of these initiatives agreed that sustainable development as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (Brundtland, 1987, p. 24). ReTuna is trying to spread this logic not only generating a sustainable business model through the sale of recycled goods and reducing waste, but also with a focus on an education about sustainability. This last commitment was not necessarily present in all the members that were interviewed but it is possible to assume that it is overall present (we will come to this point later).

After these first assumptions we took the initiative to contrast this information not only with the current mall manager but also with the previous one. For that purpose, in one of the interviews with the mall manager, we wanted to know how they communicate their mission. The conversation was as follows.

> *Katrin Drobraj (researcher)*
> *How would you define the mission? And how was the mission communicated to you? How do you know what the mission is?*
>
> *Mall manager*
> *It depends on who you ask. The mission from the municipality, or the board of EEM, they are telling me to reduce waste, that is my purpose and that is the ReTuna purpose. But when I communicate with my stores, I also communicate that in order to do this work, we also need to show that this could be a way of living. This is not just reducing waste. Some of them are here to reduce waste, but it is not their mission. The store's mission is to get paid and pay the rent and get food on the table. So when I communicate with them, I say we need to raise our revenue by 25%. So that is our goal, but ReTuna's mission is to reduce waste.*

This conversation gave us clarity of what are the institutional logics involved in ReTuna. As being part of EEM, they want to reduce waste and promote recycling which make sense with the recycling business unit of EEM. However, the mall manager told us that internally ReTuna wants to motivate and advise the store owners to increase their sales in order to increase the revenues of ReTuna. With that objective accomplished they would have the capacity to expand not only their facilities for more stores but also to spread their concept to other communities.

This is a clear indicator of a sustainable development institutional logic which is in ReTuna's case further accompanied by a market logic. In order to know how they are working together, the former manager and founder of ReTuna explained what her role was since the beginning of the organization.

> *In my role, I'm like the property owner [here] so I just create opportunities for [store owner] to run a sustainable business. They need to be commercial, but also care about the environment and sustainability. So they need to [do] both: save the world and the planet and also make money. So they need to make a*

living [from the money that they generate with] their businesses. [This idea] comes from the common [understanding] that we share within the whole European Union, that we should reduce waste and also to create new job opportunities and to make people more aware about a more sustainable lifestyle. So that's basically the why, why we do this. (Former mall manager)

The former manager, who is also a founder of ReTuna and knows all the history of its creation, shared some interesting information. Here, it becomes clear here that ReTuna is looking to generate a concept of a shopping mall based on the idea to generate a conscious consumption. On one hand, the store owners of the shopping mall have to generate enough income to afford and finance their lives and help the mall to grow. On the other hand, as the previous and the current mall manager mention, it is necessary for the store owner to be passionate and committed to the idea of saving the world in terms of being more sustainable and reducing waste.

Summarizing, we decided to categorize the mall as a social enterprise. ReTuna possesses a market-oriented institutional logic that aims to generate economic development with the second-hand trade in Eskilstuna. At the same time, the organization is guided by a sustainable development institutional logic, which encompasses two objectives: a) ReTuna is aiming at the reduction of waste by recycling items of the Eskilstuna community and b) ReTuna is educating citizens in sustainable development topics.

4.2. Identities of the store owners expressed at ReTuna

After having conducted the interviews and observation studies, we realized that there are many different compositions of identities presented at ReTuna. To recall, ReTuna is a hybrid organization, which means they possess more than one logic. Its main logics are the market and the sustainable development logics. While the market logic focuses on financial goals, the sustainability logic of ReTuna aims at reducing waste and reusing items, thereby fighting the exhaustion of resources. Logics serve organizational members to identify themselves with the organization by comparing one’s values with the logics’ underlying values. This comparison process leads to the expression of different attitudes and behaviors among organizational members (Foreman & Whetten, 2002). This expression of attitudes and behaviors allows us to analyze and characterize what identity an individual possesses within the organization.

Our analysis presents the identities that we detected among organizational members through interviews and observation studies. By 'identities' we refer to the expressed identities in the individuals' respective roles in the hybrid organization ReTuna. We called the detected identities as follows: a) *the entrepreneurs*, b) *the companions*, c) *the opportunists*, and d) *the romantics*. We approach the analysis of the identities in the same order as presented above and would, therefore, like to start with the entrepreneurs.

4.2.1. The entrepreneurs

To learn more about the store owners' ambitions and values, we asked them what led to them opening a store at ReTuna. Our first interviewee shared the following with us:

> *We had this [restaurant] at Tuna Park [the other mall in Eskilstuna but] we [decided to] change [...] because it [didn't] feel right. [So] we decided that [...] everything should be environmentally friendly. And we are not the kind of people that [just] buy things. (Store owner 1)*

By 'we', she refers to her sister and her. She states that they had been self-employed before but that the type of business did not give her a feeling of fulfillment. On the contrary, she says that it did not feel right to her because it was not aligned with who she is. Tuna Park is a regular mall with a linear economy business model (European Commission, 2014), while ReTuna participates in the circular economy (European Commission, 2014), trying to reduce waste and being mindful about resources by reusing and reselling items that they receive from private households. Here we can see her strong concern about the environment. Closing a business and starting over with a new one is not a decision that one makes every day. It usually is a rather difficult decision. Running a business that was contradicting her values made her feel uncomfortable to a point where she could no longer continue with it. Her strong concerns about the environment and the fact that the business was not aligned with her values made her decide to follow through with the plan of starting over at ReTuna. This shows a strong identification with the organization's logic of sustainability. In the next quote, she elaborates on her vision, thereby showing another identity:

> *[We] love to have stores. We want to be big. We want to be the best. We want to make a change, and ReTuna is so special for us, because we can really be that crazy [store] that we want to be. So when the opportunity [came] it was [as if] it was meant to be - perfect for us. And so now we have decided that we will open one [store] in every recycling mall that will open in the future. [...] We will be*

the biggest store in Sweden, [selling these specific products]. We will open stores [even] outside Sweden. (Store owner 1)

The store owner shares her passion for running stores. This quote shows another identity in her. She wants to grow her business while being environmentally friendly with it. However, in this quote, we can sense a business-minded identity. ReTuna aims to expand its concept and compete with the linear economy, which we got told by the mall manager. The store owner's dream is to grow her business and to be able to open more stores in the future. This shows an alignment with the market logic of ReTuna. In the next section of her response, she shares her thoughts on making money with her store at ReTuna:

Of course you can make money saving the world. I do that but I'm also talking about [saving the world]. You can make money at ReTuna, of course. You get things for free to upcycle and [...] you actually can create something out of it. [But] you should always talk about the environment and that we are saving mother nature and that we will take care of nature. And that we will take care of all the waste. That [we, the store owners, should] talk about at ReTuna. (Store owner 1)

The store owner was not hesitant when she shared this with us. On the contrary, she said it with confidence. Concluding from her answers, we see two identities presented in this store owner. While on the one hand, she is business-minded and dreams of more and bigger stores; on the other hand, she is concerned about the environment and does not support anything that contradicts her deeply rooted values of saving the world. This, she states clearly in the next quote:

From 'Returen' [...] I take the things that other stores have chosen they do not want, I love those things. [...] The [other products that I buy from external suppliers] are not secondhand but they are not second class [either]. They're high class environmentally friendly grown [products] because we want everything to be as environmentally friendly as possible. If we can't stand for it, we will not [sell it]. (Store owner 1)

She loves the items that other stores decide to throw away. To recall, 'Returen' is responsible for the first sorting and filtering of items that ReTuna receives from private households in their receiving area. After the sorting, the staff of 'Returen' supplies the stores with items that are intact and could be further sold at the mall. After the store owners receive these items, they can decide whether or not they want to display and sell them in their stores. If they do not feel that they can sell them or use it in any other way, the items get discarded at the recycling center next door. Our interviewee mentions that she likes to use exactly those items in which other store owners see no value. Furthermore, she stresses how important the environment is to her by sharing more about the products that she is selling at her store and needs to buy from external suppliers. She further says that she does not sell things that violate her values of sustainability and environmental friendliness, showing again an identity focusing on the environment. However, her convictions do not concern only the items she sells, but go even further, as they are a decisive factor in the relationships she establishes with others. In the next quote, she talks precisely about this:

> *We always want to help other recycling stores and people that want to be environmentally friendly. We are not for the buy-and-throw-and-buy-new [economy], [in which people] change everything every time. We only work with people that we feel understand our values. And some owners don't really care and don't understand what [ReTuna is] trying to build. So it is really hard for me to explain to every customer what [we're] actually doing when my neighbors in the mall do not get it and do not talk about that. (Store owner 1)*

She wants to help other stores that share the same values. Looking at the bigger picture, growing and spreading the circular economy, for it to be able to compete with the linear economy requires more actors. Her actions focus precisely on this issue, whether or not she sees the bigger picture. Summarizing the insights about her identity, we see her possessing a mix of two identities, one that very much focuses on sustainability and the environment and one that is business-minded and wants the business to grow. Her mixed identity aligns perfectly with the organization's logics shaped by the market and sustainability.

Another person possessing an identity similar to the person presented above is our next interviewee. He is also a store owner at ReTuna. In his response, he speaks about this bigger picture that was mentioned above:

> *The thing is that my business idea is so simple. You can copy it tomorrow if you want to. I'll be happy [if you do] because I have some lectures about circularity and [there] I always say, I need two things: I need investors and I need*

> *competitors. Because if we are 10 companies doing exactly the same as we do, then we'll have a chance against linear economics. And one of the main difficulties with circular economics [is] that linear economics is so amazingly cheap. If you look at IKEA, BAUHAUS, Biltema or whatever. They have this economy of scale, which means that they can really push down the prices. And the market price, they are putting the market prices [low]. [So] we as a reuse company cannot [set the prices higher as we would need]. We need to be [at the same price level] or lower [than the prices from stores from the linear economy in order to have our business running] because the customers expect that. And that's really our main challenge. So I want to make a statement that it is possible to do recycling or circular business in this model but for that we need like 10 competitors, or me being 10 times bigger because then we can really make a threat to linear economics. Right now they don't give a shit about us, honestly. (Store owner 2)*

He elaborates a bit more on the bigger picture that was mentioned above, by explaining how the circular economy needs to grow for it to be able to compete with the linear economy. He says that businesses of the linear economy are currently dominating the market. Because of their position and size within the market, they can push down prices to a level with which the circular economy cannot compete as it is now. He states that businesses following the circular economy are smaller and have lower turnover and fewer sales, which, for instance, means that their demands from suppliers are less voluminous than those from the linear economy. Therefore, they do not have as much power in negotiating, for instance, with the suppliers as the big business from the linear economy have. He is hoping for the circular economy business, which is concerned with keeping products in the economic circle for as long as possible (European Commission, 2014), to grow so that it eventually can compete with and fight the linear economy. In his answer, we sense a strong desire for his business and the circular economy to grow in order to downsize the linear economy, which is exhausting resources much more than the circular economy is (European Commission, 2014). The focus on growing his business and the organization shows an identity shaped by the market logic. Financial matters are one of his concerns, but not the only one, as can be seen in the next part of his response. Being curious where he would get all the products from that he uses for his business other than from 'Returen', we continued our conversation with him by asking precisely this question. The following is what we received as an answer:

We have no production at all. We are just [using] used [products]. And that's been like a bottom lack in our business model that's really holding our growth back because we can't take big opportunities right now because we don't have enough [products] [in] stock. I had a little scary schizophrenic discussion with myself about [whether to] buy a large amount of new produced [products] or [to] just stick to the circular economy 100%. And as of today, I'm only [operating] in the circular [economy]. We have not bought one single new produced [product] and [so far] we have saved [and reused] 63.000 [products in total]. So to answer the question we [get some products from 'Returen' and some products we] buy [used] from private people. (Store owner 2)

In this part of his response, we could see his struggle between the two identities that he possesses. He was contemplating whether to grow the business by buying in new products and thereby being able to close bigger business deals or to stick 100% with the circular economy business model, which depends on products that come from 'Returen' and private households. He decided to stick with the circular economy by not buying in newly produced products. This shows the strong presence of an identity that is concerned about the environment.

In one of our last questions, we asked him about his opinion on the development of the circular economy. The following was his response:

I think also the whole circular economy needs to be more business minded in order to succeed. Because [otherwise] [people] will never see circular economics as something serious and I really believe that we can do something serious about it to see the trash as a resource and do something nice about it [and] with it. (Store owner 2)

Once more, he points out that the circular economy needs to become more market-oriented to compete with the linear economy and be taken seriously. He sees economic potential in the environmentally friendly business, again showing the combination of both identities. Furthermore, similar to *store owner 1,* he expressed enthusiasm for other businesses and their environmentally friendly owners.

Our last store owner, with the same mixed identity that was presented above, talks about her main challenges of running the store.

> *Main challenge is to make a connection to the normal shopping people that are not used to shop secondhand and vintage [and] to make them feel that it's a nice way to shop. And that they see that they can shop secondhand and still [be] fancy. A lot of people are not used to shopping secondhand and it's hard to start because you think it's hard to find [something] [because] it's only one size and one color. So it's a more challenging way to shop. [But] when you find the things you will feel more [satisfied]. (Store owner 3)*

By 'normal shopping people', the store owner refers to people who are less conscious about how their buying habits affect the environment and are usually consuming goods in the way of the linear economy model. Not entirely sure why she would like to reach the 'normal shopping people', we asked her what the motivation is behind her attempts to reach them and received the following response:

> *First, I need to earn money because I need to live [somehow]. [Second,] the thing that I talked about earlier, to make a change and to give my knowledge to the customers. I've always been interested in secondhand and vintage. For me this environmental stuff is really important, but when you try to be commercial, it's hard to know how hard you can be. It's disgusting with all these [new products] to destroy the planet but how far can you go with like pushing [the products] to your customers? (Store owner 3)*

The motivation behind wanting to reach out to the 'normal shopping people' is based on two aspects. The first is to increase the number of customers to make money and to be able to afford a living. The second one is to impact society's way of shopping by changing minds - away from new products and overconsumption, towards secondhand items and mindful shopping. This store owner states that she needs to make money, but she also clearly says that she cares about the environment and wants to educate people about how they can use clothes longer, what they can do with old clothes, or how their consuming behavior is affecting the environment. Similar to *store owner 2*, she shows the struggle between both her identities. She is contemplating and struggles with how much she can commercialize and push her products to the customers because she does not want to motivate people to buy unnecessary products. That big retail chains are pushing their products to the customers only for commercial reasons she strongly criticizes. Her answer to the question of what lies behind the motivation to reach "ordinary shoppers" reveals a focus on financial matters as well as a focus on sustainability and the environment as she hopes for people to change and become more aware of their consumption habits.

What unites all three store owners presented above is their focus on both goals. They know that to be able to compete with the linear economy, their businesses need to grow and therefore try to generate money. This is easier with the help of each other as *store owner 1* and *store owner 2* pointed out. Furthermore, they are very much concerned with the planet and never forget considering their social mission in their decisions, especially in major business decisions. If something is violating their social values, they are not going to buy, sell, or make that decision. This was stated by *store owner 1* and expressed in a similar way by *store owner 2* when he shared about the decision whether or not to buy newly produced products. He eventually decided not to buy new products but to stick with the initial plan of reusing already used products by private households.

His struggle perfectly shows how contradicting the underlying values of both institutional logics and identities can be. To summarize again, they never forget to consider the topic of sustainability in their decisions and show a strong dedication to their social mission. Throughout the whole interviews with them, they stress how much they care about the planet and thereby show a strong commitment to tackling the issues of pollution, overconsumption, and exhaustion of resources. Store owners with this mixed identity show a high identification with the organization. To recall, from the store owner perspective, the organization possesses two logics - market and sustainable development logics - which set specific goals for the store owners. Goals stem from the logics' values, and with these underlying values, the store owner can compare themselves and their values and thereby identify themselves. This happens either consciously or unconsciously.

4.2.2. The companions

Another interesting mixed identity, slightly different than the three presented above, has the next store owner that we want to present. When we asked him what he would like to change or improve in the organization if he could, he responded that he had spoken to the mall manager about his ideas a few days before we met him. In the following paragraph, he shares the ideas that he had suggested to the mall manager:

> *Yeah, I had a meeting with [the mall manager] last week and I spoke out about the routine of ['Returen'] handing over the stuff to us. Because sometimes we get a [product] that needs a very unique charger. That charger is missed in one of the boxes and thrown away [by people working at 'Returen']. I cannot [expect] the people who work [at 'Returen' to sort better] because they don't have [enough] knowledge. I'm selling this [product] for SEK 1.000. If I [need] to buy a charger that'll cost me SEK 500 kronor, then this doesn't make sense. So what we have come up with [is that they] need to let us go [downstairs to the receiving area so that] we [can] do the sorting and the picking without [them] doing the first sorting downstairs. [So now] we do [the] first sorting of our stuff [downstairs], the second sorting still downstairs and then the third sorting is upstairs [in our store]. [For that] we will work extra but at the end it will reflect positively to us. (Store owner 4)*

The store owner shared with us the suggestions that he had also shared with the mall manager. Instead of letting staff from 'Returen' sort the incoming items for his store, he prefers to do the sorting by himself. This way, he can ensure that essential parts are not thrown away and products are not being damaged during the sorting process downstairs. He shared another example with us in which they had received an item at 'Returen', which got destroyed during the sorting process due to the staff of 'Returen' throwing other items onto that product. The damaged product could have been sold for SEK 4.000. This meant a significant loss for the store. His explanation makes us understand that he possesses a business-minded identity. The focus on the financial aspect is visible in his elaboration. This identity is in line with Retuna's market logic. However, during the interview and interactions with him, we realized that he also possesses another identity. Contrary to the other three store owners above, his other identity is inspired by altruism. Just like we asked all other interviewees, we also asked him what he finds most satisfying at the end of the day at the store. This was his response:

> *[To] help, help people, help people. Because I always say the community hosted me in the first place. I tried to [build a life] in different places. I got rejected in Dubai. [There] I didn't get a work permit because I was Syrian, same [happened in] Jordan and Turkey. I worked with no papers, I only had my permit but no job contract. And then I got fired just like that out of nowhere. So after these three countries I came to Sweden, a country I don't share anything with. No religion, no race, no language, nothing at all. No history, no culture. They hosted me just because of being human. (Store owner 4)*

He stressed that he is the happiest when he knows he could help people. He shared an example with us in which a person brought a product to ReTuna, which had stopped working. He realized that the owner would only need to replace the old cable with a new one for the product to work again and therefore asked the owner to take her product back. He seemed surprised that she did not want to take it back, although it would only require a new cable for it to work again. In that story again, he stressed that he thought he could not simply take the product that is working perfectly fine and that he had to let her know. After the interview with him, we went to his store two times to purchase items that we needed. On both occasions, he gave it away for free or reduced the price by 50%. When we said that we would not want him to do that, he insisted and said that he is happy to help us. From his responses and the interactions with him, we can see that his mixed identity is a merge of his business-minded identity and an identity inspired by altruism.

From his response, we further realized that one's identity, to some extent, depends on one's previous life experiences. That Sweden, a country with a population he does not share much with, was welcoming him after three failed attempts of starting a life abroad, shaped him and developed the urge and willingness in him to give back and to help the citizen of this country in return. We further want to note that the three store owners presented above as *the entrepreneurs* were all born and raised in Sweden, a country with a society that has been concerned with the topic of sustainability much longer than other countries, such as Syria. *Store owner 4*, here categorized as *the companions,* was born and raised in Syria where the topic of sustainability is not as much addressed as it is in Sweden. That could be one explanation for him not possessing an identity concerned about the environment. From that, we conclude that the country and the cultural traditions one grows up in/with is another denominator of one's identity.

Summarizing this section, we want to say that the mixed identities that we presented so far are all concerned with financial matters. However, they furthermore clearly show the possession of another identity. In the case of the first three store owners, this second identity is concerned with environmental friendliness and sustainability. They are passionate about their ability to save the world with their businesses and use the money that they generate to grow and support the organization and their environmentally-friendly businesses. This mixed identity we call *the entrepreneurs*. Their identity perfectly matches the profile that ReTuna is looking for. ReTuna's logics are shaped by the market and by the topic of sustainability. The values of these three store owners perfectly match the logics' underlying values. In the case of our forth store owner, this second identity is inspired by altruism. He feels a sense of fulfillment when he can help other people. In his case, he partially identifies with the organization's values. The business-minded identity matches the market logic of the organization. While his second identity, inspired by altruism, is not quite what ReTuna needs, its values are not contradicting any of ReTuna's values either. In that sense, we can say that his actions are supporting and accompanying the daily business of ReTuna. However, they are not as ambitious, for instance, as those of the first three store owners, and therefore, not necessarily helping the organization grow at the level that the other store owners' actions do. His identity and his actions rather keep the organization's operations running, while the actions of the first three store owners are aiming at growing the organization and their business.

Store owner 1, for instance, attended a visual merchandise course to learn more about the setup of a store and what it requires to look inviting to customers. She said this is because she firmly believes that ReTuna can be something big. In her opinion, it is not just a regular mall where she can make money. To her, this is the future of the retail industry and she sees the mall as the front runner that is leading the change in that industry. The picture that people get from the mall when they hear about it in the documentaries or read about it in the newspaper creates high expectations, which she does not want to disappoint and therefore tries to create an attractive store setup in her store.

4.2.3. The opportunists

In this section, we want to introduce the economic identity which we call *the opportunists*. For that identity, we could only find one person. We intentionally did not characterize people too quickly with that identity and tried to remain open in our analysis, since judgment happens so quickly. We analyzed all of the people's identities thoroughly, especially those of whom we thought could possess an identity with a single focus on making money. Previous to the interviews with the store owner, we spoke to the mall manager who shared her opinion about the types of store owner at ReTuna:

> *They have different directions and they have different motives to be here. They can look at it more like a business, than a passion, [but] it's both. You also need to have the passion. (Mall manager)*

She then elaborated a bit more on her opinion about different identities and said that *store owner 1*, whom we present and analyzed above, is probably more passionate about her store and her mission than other store owners are.

When we asked our next store owner what she would like to change or improve about the organization if she could, we received the following answer:

> *For the organization, [the public] transportation is very important. [It is important] that the buses come [more often]. One time per hour, every hour there is only one bus and not everyone has a car. (Store owner 5)*

We remembered that other store owners had also mentioned that they would want to reach more customers or have more traffic in the mall. Just like we asked them about the reason behind their answer, we also asked this store owner for her primary motivation behind her response. The explanation was very brief and was as follows:

> *Better business. (Store owner 5)*

Since we were not quite sure how to interpret this answer either, we asked the store owner what gives her the most joy at the end of the day. The following quote shows her response:

When I make good sales, good business, more customers, that makes me very happy. (Store owner 5)

We then wanted to know the challenges and concerns that she has or had while running the store. In the following, she shares her challenges with us:

At the beginning I was afraid, nervous but slowly, slowly I got used to the business. I started to understand what the customers like and want. The reason for my insecurity was [about whether or not I can] collect the monthly rent for the [store]. (Store owner 5)

From all these responses, we knew that this store owner possesses an identity focusing on the financial aspects of the business, which is aligned with the market logic of the organization. The main concerns or motivations related to this identity are the monthly rent and the increase of customers to make more sales and thereby make more money. We continued our conversation with that store owner for another 15 minutes to see if she would mention sustainability, the environment, or recycling. After this was not the case, we felt we had collected enough information to conclude that she would possess a pure business-minded identity. This conclusion is based on comparison to the responses from the other store owners who - sometimes even without us asking - stressed the social or environmental motivation.

We want to note that at this point, we again realized that the identities that the store owners possess depend on their background but that the identity also depends on whether or not a person is financially stable. This store owner is from the middle east and not completely fluent in Swedish. She told us that she took Swedish courses to improve her language skills and thereby increase her chances in the job market. This means the aspect of language is impacting her chances on the job market as well. The following statement of *Store owner 3* presented above confirms that financial stability is impacting one’s decision and focus as a store owner.

I am not concerned because [even if] I don't get [enough money] this month, my [husband] has [some income] but if it's like that all the summer, then, [that could be] hard. (Store owner 3)

The crisis reduced the number of customers drastically but the store owners still need to pay the same rent for the stores. She stated that her husband has a stable income, which makes the COVID-19 crisis a little less stressful and enables her to remain focused on both goals. Concluding this, we can say that the more financially stable one is, the easier it seems to be to focus on both objectives - making money and being environmentally conscious in business-related decisions. In contrast, little stability then means that the person focuses more - if not wholly - on the financial goal. *Store owner 5* shares the same concerns as *store owner 3* but contrary to the *store owner 3*, *store owner 5* does not seem to have enough financial stability, which she describes in the next quotes:

> *Because of [the] Corona [virus] the bigger challenge is how to sell and to offer [in order to be able to pay] the monthly rent for the [store]. (Store owner 5)*

Store owner 3 states that she is not yet concerned because of her husband's income, whereas *store owner 5* is already struggling with getting together the money for the rent.

Concluding this section, we want to state that *the opportunist*, which we found at the mall, possesses a single focus, which is the generation of money. Although her business might be environmentally friendly, it does not necessarily imply that she also has to be concerned about the environment. From the conversations that we had with the people at the mall, we realized that the money-minded identity can be based on one's values but can also be generated by one's nationality or cultural background, chances on the job market, and financial stability. Similar to *the companions, the opportunists* only identify with the market logic of the organization. However, the difference between both is that *the opportunists* possess only one single focus identity aiming at making money, whereas *the companions* also possess another identity; in the case of *store owner 4*, an identity is inspired by altruism with the goal of helping people.

4.2.4. The romantics

In this section, we want to elaborate on the identity that we call *the romantics*. During our research, we realized that there are people who are not the slightest concerned with making money and possess a single focus on saving the planet. As we understood from *the opportunists*, money and financial stability matter in the configuration of one's identity.

Our next interviewee is a teacher at the recycle design school at ReTuna. The design school is renting out 'store space' in the mall, just like the store owners are. However, contrary to the store owners, the teacher does not need to pay the rent for the rented out space. The rent is taken care of by the school while the teacher receives a regular monthly salary. This she shares with us in her response as follows:

> *Teacher at the recycle design school*
>
> *The school pays the rent. And then we have no, I mean, except from running our courses we don't have, I mean, that is our mission in the house. So we don't have any pressure.*
>
> *Gerardo (Researcher)*
>
> *So you you don't have any economical pressure?*
>
> *Teacher at the recycle design school*
>
> *No economical pressure at all.*

This response clarifies why her focus is not on making money and only on educating people about the topics of recycling and being more environmentally friendly. Just like we asked the store owners, we also asked her what she would like to improve if she could. Not only did she mention changes related to environmental improvements, but she also mentioned the most ideas and suggestions of all respondents.

> *In the beginning [there] was [the plan] to have an open workshop for people to come to. I would love to see that happen. But we [from the school] don't have the [capacity] to do that. I mean, people ask me every day or every week, if we can have workshops with visitors or [conference guests], and we really can't because we have our students we have our course that we have to follow. We're not an open workshop. So that would be great [if others could actually realize it, just like it was the plan]. I think it would be amazing for the house to have that, if someone could finance that and make it a little bit less just retail, to make it so that people can actually interfere with their things like to renovate and upcycle things themselves. Or you can buy something in a store and then go to the workshop and repaint it in the color you want or something, and maybe pay a little bit for that,*

to make visitors interact a little bit more [with] their stuff. And then it would be lovely to have a huge vegetable garden outside of course that provides the restaurant with organic vegetables. [...] And also that the restaurant would be hundred percent organic and not only 25%. [...] A million of solar panels on the roof would also be great, I mean to just you know to make the whole [thing more] sustainable. [...] Maybe you can borrow bikes, [you] could install a bike pool. (Teacher at the recycle design school)

All her ideas were related to the topics of recycling and the environment. Considering that fact and how many ideas she had, we can see a strong concern for the environment in her that matches the organization's social institutional logic. Although she states that the mall could make some money with the workshop, for example, if the customers decide to repaint the item they have just bought, she does not have or at least does not show a money-minded identity due to the nature of her role in the mall. Although she may possess it in her private life, as a teacher at the design school, she does not have "making money" as one of her concerns, which is why we characterize her as having a single focus in her role, which is only concerned with issues of sustainability and the environment.

Another interviewee with an identity similar to the teacher presented above is the next store owner that we want to present. We asked her about her background and what made her decide to open her store at ReTuna. She told us that she used to be a teacher at the recycle design school before her retirement and that she opened her store after her retirement. This means that she had been at ReTuna before she started her store. In the following quote, she shares about her background and passion:

I'm an old person, so I had to retire [from my job as a teacher at the recycle design school]. But I saw all these [specific products at 'Returen'] that [were] thrown away. And when I was 30 years old, I worked [at a store that used to sell the same products] so I have always been [surrounded by these products] all my life. And I couldn't stand that [all these products were thrown] away and burned [at 'Returen']. So I told [the mall manager] that I want to do something about this. [I told her to] give me a [shelf]. And then I got that. And so I started to [sell these products]. Not because I wanted to earn any money, just because I wanted to save [these products from being thrown away]. (Store owner 6)

From what this store owner told us, we know that she has been working as a teacher at the recycle design school before she retired. Now she is receiving her pension, which means she has a stable monthly income. The reason for opening the store was not to make money but to prevent the products she is now selling from being thrown away. Before the opening of her store, those products were, most of the time, just thrown away. Growing up, she was always surrounded by the products that she is now selling. From that, we understood that she has a personal connection to them. This explains her passion for making sure that these products are not merely thrown away. The store owner says that she could not stand seeing all these products being thrown away.

When we asked her what she would like to improve within the organization if she could, she replied, just like the teacher above, only with suggestions related to the environment and sustainability, clearly expressing where her focus lies. In the following two quotes, we see her ideas regarding improvements:

> *One of the things that I [hope] is going to happen soon is that schools and [nursing homes] and other places use ReTuna and [...] the stuff that [we receive], like [books,] children books, for example. [I tell schools for example:] "Take it, take it, take it." [But they respond:] "No [we] can't, because we have to buy new books because we have some rules that say we [have to]. (Store owner 6)*

The store owner mentioned an idea that has been under discussion for a while. The idea is to supply schools, nursing homes, and similar places with items and products that ReTuna receives from private households that the store owner cannot or decide not to sell. These items usually get disposed of into the huge garbage containers at the recycling center next to the mall. Instead of throwing these things away, she would like to supply the places mentioned above with them. One example is to donate children's books to schools. It seems, although as if schools, for instance, cannot take those used books as their regulations do not allow it. However, she hopes for this to change soon, so that the items that are delivered to ReTuna and cannot be sold do not end up in the dumpster. With this proposal, we see a genuine concern for the environment. She does not want the products to be thrown away or burned if they could still be useful to some people. This is in line with the social institutional logic of ReTuna, which addresses the issue of sustainable development of the planet. Another suggestion that she had is the following:

> *And the other thing is, I would like to have workshops [or repair shops at ReTuna] for ordinary people. [For instance, if] you don't have a sewing machine at home [or] you don't have a [drilling] machine at home [and therefore] can't*

> *fix [your] chair or [your] shoe or [whatever it is]. It's a scandal that we don't have [this workshop] yet. (Store owner 6)*

This store owner has the idea of creating space for a workshop at ReTuna where people can borrow tools and machines such as sewing machines or drilling machines to repair, for instance, their furniture or clothes. This workshop would contribute to the mission of saving the world in not only one but two ways. On the one hand, private households would not need to buy machines that are only used a few times and gather dust in the depot the rest of the time. On the other hand, people can repair the damaged item and do not have to buy a new one. This suggestion again shows the store owner's concern for the environment.

As we could see, she has a sharp focus on the environment. Similar to the teacher of the recycle design school, her suggestions were only related to sustainability and recycling. Her income is stable and constant as she receives her monthly pension. Besides that, her shop is a tiny pop-up store, which is smaller and therefore means that she has to pay less rent than the usual store owners have to pay for their larger spaces. This allows her to focus only on the environmental aspect of her business. Her focused identity in terms of recycling and the environment reflects the institutional logic of ReTuna in terms of sustainability.

Summarizing *the romantics*, we would like to state that one can focus more on the sustainable aspects of the business and the organization if their financial needs are sufficiently and stably covered. The identity that *the romantics* express and possess within ReTuna refers only to the environment and the issue of sustainability. This identity corresponds to the social institutional logic of the organization. Out of all store owners we interviewed, *the romantics* came up with the most ideas related to sustainable development. Moreover, these ideas were creative and valuable for the organization and would be logical for the organization to implement them. We see *the romantics* as those who give inspiration to others through their suggestions which are coming from a place of genuine concern for the environment.

Before we summarize the four identities in a table in the next section, we would like to add the final remarks to our analysis and point out that *the entrepreneurs* and *the romantics* were the least hesitant to agree when we requested them for interviews. Some of them agreed even though we had not even met them in person before and only contacted them using the phone number we could find online. We interpret this sensation as follows: People with these identities strongly believe in the potential of ReTuna. They are very concerned about the environment and see our research and interviews as an opportunity that could help the organization grow, and therefore do not want to let this opportunity slip away.

Identities at ReTuna	Identities according to Albert & Whetten (1985); Foreman & Whetten (2002); Moss et al. (2010); Bauhn (2017);	Role in the organization	Characteristics	Quotes
The entrepreneurs	Utilitarian and normative identity: - economic concerns - sustainable development concerns	- Grow the organization - Spread the concept to the world (interviews with BBC, word of mouth propaganda) - Educate people about sustainability (customer and people within the organization) - Generate revenue	- Constant focus on sustainable growth - Support other environmentally friendly businesses - Go the extra mile (attending visual merchandise courses, networking with people from the industry) - Open, approachable - Passionate, sometimes aggressive towards *the opportunists* and *the companions*	*Some people there really know how to run the store. And some [only do it] because [they] get free stuff [that they can] sell. And I think you should have more companies [...] like, for instance, the shop [of store owner 1]. Like you can [really feel] that these guys are passionate and know what they're doing. (Store owner 2)* *We only work with people that we feel understand our values. And some owners don't really care and don't understand what [ReTuna is] trying to build. (Store owner 1)* *[Some stores are just] a flea market. So, [with] some store owners I don't really talk anymore, because I don't think they [should be] in ReTuna. (Store owner 1)*
The companions	Utilitarian and normative identity: - economic concerns - altruistic motives	- Keep the daily operations running - Maintain a friendly reputation - Generate revenue	- Help other people (customer and people within the organization) - Open, approachable - Friendly, helpful	*[When stores] have a problem with their printer, I [...] fix it for them for free. [Or when the conference manager] has a problem with the [technology in the] conference room, I go and give them a cable. [She always asks] "How much [is it]?" But [I just respond]: "Just take it, please." (Store owner 4)*
The opportunists	Utilitarian identity: - economic concerns	- Generate revenue	- Constant focus on customer needs and the money aspect of the business - Hesitant	*When I make good sales, good business, more customers, that makes me very happy. (Store owner 5)*
The romantics	Normative identity: - sustainable development concerns	- Inspire others with creative and applicable ideas - Educate people about sustainability (customer and people within the organization) - Generate revenue	- Constant focus on the environment - Open, approachable - Relaxed	*Not because I wanted to earn any money, just because I wanted to save [these products from being thrown away]. (Store owner 6)* *And then it would be lovely to have a huge vegetable garden outside of course that provides the restaurant with organic vegetables. [...] And also that the restaurant would be hundred percent organic and not only 25%. [...] A million of solar panels on the roof would also be great, I mean to just you know to make the whole [thing more] sustainable. [...] Maybe you can borrow bikes, [you] could install a bike pool. (Teacher at the recycle design school)*

Table 1: Summary of Identities in ReTuna

5. Discussion

Since the beginning of our study, we aimed to contribute through exploratory research in the field of social enterprises' identities. Our purpose was to analyze and understand how the identity configuration works in the individuals of SEs and what identities are possible to find. Knowing the subjective nature of our topic, we used an interpretative lens to answer our research question (Alvesson & Sköldberg, 2009). The site for our research, ReTuna, gave us enough information to conclude unexpected results and thereby confirmed that the knowledge of hybrid organizations is still under development (Pratt, 2016).

At the beginning of our research we proposed two research questions. Our first question asked about the configuration of the individual identity in SEs, assuming that SEs are hybrid organizations that combine a for-profit logic and a nonprofit logic. With the second question we wanted to know what identities can be found in SEs. However, throughout the course of our research and analysis, we came to the realization that both questions are interwoven and therefore cannot be answered separately from each other. Nonetheless, they served as a guide for our research and analysis.

Following the model of Foreman and Whetten (2002), as proposed in our literature review, the generation process of individual identities in SEs contains a comparison component between the personal expectations of the individuals and the organizational attributes such as their mission, culture, climate and values. The literature review of this topic states that there are two generic identities. A utilitarian identity - related to economic rationality - and a normative identity - emphasizing traditions and symbols of altruism. In other words, the normative identity is focusing on solving social and environmental issues, whereas the utilitarian identity is focusing on financial measures (Albert & Whetten, 1985; Batillana & Dorado, 2010; Besharov, 2014; Moss et al. 2010). Nevertheless, in practice, it is possible to find more than two identities. As presented in the analysis chapter, in ReTuna, we found at least four identities with different characteristics: *The entrepreneurs, the romantics, the companions* and *the opportunists.*

We found that the process of comparison proposed by Foreman and Whetten (2002) is much more complex according to our study. In our case, one of the main contributions we found as a critical factor in setting these categories, was the background of individuals. By background we understand the level of education, the professional experience and the cultural traditions that one grew up with. *The entrepreneurs* who showed a mixed identity with a high commitment to the sustainable development logic, and *the romantics* with a predominant normative identity, coincidentally have both been raised in Sweden.

That information was relevant to start considering cultural traditions as a significant factor in shaping the identity of individuals in SEs. In fact, in the quantitative research proposed by Foreman and Whetten (2002), they stated that the level of socioeconomic status (in terms of the level of education) could be a variable that could explain the level of identification with an SE's dual logics. Put differently, if the level of education is high, the individual shows a higher commitment to the goals of both organizational logics. Based on that, it is possible to assume that Swedish culture, knowing the high level of education and environmental consciousness of its citizens, could be a variable to consider in shaping the identity of individuals in SEs.

Moreover, Sveningsson and Alvesson (2003) state in their study that the individual identification with the organization is a struggle that considers age, sex, occupation, and ethnicity. Thus, understanding ethnicity as cultural traditions that one grew up with, the relationship between cultural traditions and identities in SEs should be a point to develop even further. Indeed, *the companions* and *the opportunists* were not raised in Sweden. On the contrary, the majority of them have been raised in countries in the Middle East with extreme experiences such as civil wars and lack of resources. The reason for us to point this out, is not to judge these kinds of experiences, but to show the interesting findings.

As mentioned in the analysis, *the companions* and *the opportunists* did not show any strong concerns with the topics of sustainable development. Most of them are in ReTuna because they perceive the place as an opportunity to make money due to the free supply of items. Moreover, one of the store owners has a bachelor's and master's degree in business administration and technology, demonstrating that the assumption presented by Foreman and Whetten (2008) which is related to the level of education, is not entirely verifiable. In other words, we argue that the level of education is not necessarily determining the degree of identification that an individual has with the organization. Moreover, following the inmigration entrepreneurship literature, according to Hjerm (2004) there is not a relation between the level of education and the disposition to become entrepreneurs in Sweden.

For that reason, we consider the other two aspects of our definition of the term background - professional experience and cultural traditions - as further factors affecting one's identity in an SE. Indeed, following Mead (1934 cited in Prasad, 2017), the human being is a social construct influenced by the experiences that they have in society. There is a possibility to assume that the individuals who have faced extreme situations of lack and abandonment cannot resonate with the purpose of saving the planet or take care of the environment. In their belief system they probably have to prioritize their financial stability. One assumption could be that they see money as a more substantial source of safety.

Going deeper into each identity detected in this study, we start describing *the entrepreneurs* in the light of other related studies. As mentioned in the analysis chapter, *the entrepreneurs* always showed a disposition to collaborate with us for this study. In their participation we could feel their passion for their aspirations and contagious energy. One fact that is relevant to mention is the infatuation that they have with ReTuna's concept. In words of Foreman and Whetten (2008, p. 620), they are "psychologically attached" to the organization. They have an emotional connection with ReTuna, which for them represents and reinforces one of the central values they believe in: saving mother nature.

Moreover, *the entrepreneurs'* commitment towards the values of ReTuna was confirmed with other external activities, for instance, leading or participating in other social entrepreneurs networks. According to the definition of Moss et al. (2011), a social entrepreneur is differentiated by generating social value over strict economic value. Based on this, *the entrepreneurs* are theoretically social entrepreneurs, but they like to call themselves only "entrepreneurs". This specific phenomenon was studied by Moss et al. (2011). They state that social entrepreneurs identify more with utilitarian identity, though they genuinely experience both identities intensely. In fact, in ReTuna, all *the entrepreneurs* mentioned their desire to get more money to grow their businesses which ultimately supports their social purposes. What is even more interesting to see in the utilitarian identity of *the entrepreneurs* is the fact that they have suggested changing the ownership of ReTuna from being owned by the municipality to them becoming a private company, because the municipality is decelerating the growth of the organization and with that the impact it can exert on society. That change would allow the store owners to have a new market strategy in order to expand their concepts and achieve their social goals faster.

To finish with this category, despite that *the entrepreneurs* prefer to identify with a utilitarian identity, the relevant point of this category is to show how organizational members can possess and experience an integrated identity (utilitarian and normative) (Boyd et al. 2017). However, some scholars state that this is something atypical. According to Pratt (2016), both identities can in some individuals be integrated and in others exist separately. Furthermore, it is a constant adjustment depending on the demands of the organization. Contrasting this, Batillana and Dorado (2010) state the possibility of maintaining a solid integrated identity in organizational members. However, to achieve an integration of identities requires efforts from the organization's leaders in terms of recruiting the right people and guiding them in their roles. As we can see, this is still a controversial topic in the field of identities within SEs.

Regarding *the romantics*, the analysis shows us that they have strong beliefs about an ideal world, suggesting improvements in the sustainable development logic, such as educating more about the environment, changing consumption habits towards organic food, and using renewable sources of energy, among others. In the words of Laasch (2018), they want to integrate more societal homogeneous values of the sustainable development logic into the organization. This integration is connected with the emotional commitment that they have towards ReTuna and its social purpose (Foreman & Whetten, 2002). Although we can see a robust idealistic view and the passion for the sustainable development logic, they do not show an aggressive attitude as, for instance*, the entrepreneurs* sometimes do.

Taking on Besharov's (2014) view, we can argue that *the romantics* we defined in our analysis are organizational members who show less interest in the organization's economic issues. This is also the case in our research. However, we found out that this is related to the financial stability of an individual. Elaborating on that, this means that a pure normative identity is less likely to be found in organizational members if their financial needs are not satisfied. Put differently, we found that the financial stability of an individual affects the degree of the normative identity that an organizational member can possess. By *the romantics* we got told that they are not concerned with making money. Neither do they feel any financial pressure in their roles, which allows them to focus on the goals of sustainability to a greater extent.

Completely different from *the romantics* are *the opportunists*. The analysis chapter shows that *the opportunists* have a 'selfish' money-minded approach in ReTuna since they are only focusing on their interests and not on supporting ReTuna as a collective organization. This identity is in line with what the literature defines as a utilitarian identity, which means people only focus on money matters (Albert & Whetten, 1985). In ReTuna the *opportunists* showed an attitude of competition between them and others, mainly store owners that sell the same items, for instance, clothes and furniture. This is also studied in the research of Wry and York (2017), stating that individuals in SEs are naturally prone to taking on the utilitarian identity, demonstrating that the utilitarian identity tends to predominate these types of organizations.

Furthemore, Pratt (2016) defends the claim that hybrid organizations have a holographic approach, which means that SEs have both identities existing separately in organizational members, meaning that members possess only one of the two identities, never a mix of them. Thus, some are focused on utilitarian activities and some are focused on normative activities. Even more profound is the research of Glynn (2000), which demonstrated that employees with utilitarian identities are more valuable because they support the activities of the employees with normative identities. These utilitarian employees know how to shape economic value to normative activities, which at the end is the basis for the subsistence of SEs. This utilitarian identity is the most studied by researchers because it is related to the prevalent market institutional logic in for-profit organizations. To that extent, our findings related to *the opportunists* are only contributing in a sense that they are showing expressed behaviors and attitudes of this identity in an SE.

Finally, *the companions* category is for us the most interesting finding. In simple words, they support the activities of ReTuna but they have other priorities. At first impression, it seems they have a mixed identity just as *the entrepreneurs*, but digging deeper into their behaviors and attitudes we realized that they are disattached from the sustainable development logic that ReTuna possesses. That means that they are not committed to any of the social objectives, neither to the reduction of waste nor to the education of people about sustainability. By contrast, they generate their own mixed identity which is in our case based on the market logic and another institutional logic: Altruism.

In the analysis part, we understood *the companions* as organizational members with a mixed identity concerning money generation and altruism with a sense of helping people as much as they can. According to Laasch (2018), the phenomenon of introducing a new logic into SEs is rather common. The reason behind that is that the identification process goes beyond an internal comparison within an organizational setting and reaches external attributes presented in the society (Svenningson & Alvesson, 2003). That leads us to think that the interaction of the utilitarian and normative identities with those external attributes could create a variety of identities, which generates the so-called multiple identity organizations (Pratt, 2018).

Multiple identity organizations assume that individuals could possess a number of identities, which are not necessarily oppositional (Pratt, 2018). A multiple identity organizational approach states that an identity can be shaped by the many institutional logic presented in society, resulting in many different identities within the organization. These identities are not necessarily oppositional, instead they could be different and still complementary (Pratt, 2018). For our study we used a SE approach, expecting to find two identities: a) money-minded and b) concerned about the environment. To our surprise, however, we detected at least four identity compositions at ReTuna. Under a multiple identity organizational approach, although, we might have found even more.

Opposing the multiple identity organizational approach, Foreman and Whetten (2002) state that hybrid organizations only have two identities: utilitarian identity and normative identity. Whereas a utilitarian identity is mostly linked to the market-oriented institutional logic, a normative identity could be related to other societal attributes such as government institutional logic, religion institutional logic, family institutional logic or sustainable development institutional logic (Laasch, 2018). One or many of these logics can be part of the normative identity, which, according to Foreman and Whetten (2002), is in either way conflicting with the utilitarian identity.

Having presented the two organizational identity conceptualizations (hybrid organizations identities and multiple identity organizations), we can contrast one more finding. While hybrid organization scholars are trying to generate a model that could give answers about the generation of a perfectly integrated dual identity (Batillana & Dorado, 2010; Besharov, 2014; Pratt, 2010), multiple identity organizations scholars accept the existence of several different identities. The academics' goal in the field of multiple identity organizations is to generate theoretical frameworks that help manage and embrace those different identities within the organization rather than aligning and unifying all of them to one identity (Pratt, 2010; Sveningsson & Alvesson, 2003).

In fact, in ReTuna, our findings had brought us to the point of accepting the existence of different identities in the organization, which is connected with a multiple identity organization conceptualization. In our case, in the end we found four identities because some individuals identified themselves with other institutional logics that are not aligned with ReTuna's organizational purposes. After conducting our empirical studies, we realized that this is more in line with the multiple identity organization approach. The multiple identity organization approach might have therefore been the better one to study our case, however, the hybrid organization approach was nonetheless helpful as it highlighted the presence and made us aware of different and sometimes even clashing identities within an organization. This approach is also aligned with the argument of Svenningson and Alvesson (2003), and Sillince and Brown (2009), which state that the configuration of the different individual identities is a complex process that evokes an interaction with the external factors of the organization. Based on this argument, we believe and suggest that the first step of ReTuna should be the acceptance of different identities that have a conflicting interaction (Hahn, Pinkse & Preuss, 2015). This accepting process is a stage in which all organizational members have to become aware of the conflicts. Second and concluding this discussion, following the latest research of identities management in organizations, it is suggested to match each identity with tasks and activities that suit their identity and thereby respect and consider their different aspirations and values (Besharov, 2014; Hahn, Pinkse & Preuss, 2015).

6. Conclusion

As stated at the beginning of our thesis, the financial crisis of 2008 was an opportunity to rethink the nature of the liberal economy and the necessity to create a new kind of organization. Since that crisis, many scholars and leaders worldwide have been interested in creating alternative models for traditional profit-oriented organizations. The premise was how organizations could face global societal issues generating enough financial resources at the same time. Since then, different initiatives have been popping up, such as the development of corporate social responsibility, the creation of SEs, and a new type of organization called B-corps. The common ground among them is the hybridization of two ways of thinking: looking for revenues and addressing social problems.

These social problems are concentrated in the Sustainable Development Goals (SDG, 2020) set by the United Nations. The seventeen goals, found in the SDG, show the priorities where different organizations can contribute. The twelfth goal of the Sustainable Development Goals is "ensure sustainable consumption and production patterns" (SDG, 2020), and one of the leading countries which are making a significant contribution as an example for the world is Sweden (Avfall Sverige, 2018). In Sweden, 50% of the household is turned into energy, 85% of bottles and cans were recycled by 2017, and 69% of the packaging was recycled the same year (Avfall Sverige, 2018). One excellent example of a hybrid organization facing the reduction of waste is ReTuna, the first second-hand shopping mall in the world.

ReTuna opened its doors for us without any problem, which means we had the opportunity to conduct empirical research at ReTuna that allows us to contribute to recent research about hybrid organizations, especially SEs. Unfortunately, the COVID - 19 pandemic crisis limited our study in how deep we could have gone with our research, but that does not impair us in terms of contributions. We could answer our research question with the information gathered and are setting interesting findings with our research.

6.1. Main findings

Following an abductive approach, we used a theoretical framework that guided us in the exploration of our organizational phenomenon, looking at the possibility of finding new insights. After reviewing the literature of social enterprise and identity scholars, we discovered two conflicting generic identities that can be found in SE. These are the utilitarian identity - driven by economic values - and the normative identity - driven by welfare and social values (Foreman & Whetten, 2002). Guided by this theoretical knowledge, we could answer our research question and led us to the following findings.

6.1.1. Exploration of utilitarian and normative identities in a social enterprise

The research showed us that people can indeed possess either a pure normative or a pure utilitarian identity in an SE which means that it is possible for organizational members to be only concerned with one objective of the organization. In ReTuna's case these were making money and saving the world with sustainable business decisions. While this is simpler and more straightforward with the utilitarian identity, or as we call them *the opportunists*, we discovered that it is more complex in the case of the pure normative identity, in our case labeled as *the romantics*. In relation to *the romantics* we found that there are two relevant variables for the degree to which a person can possess a pure normative identity. If the person is struggling with financial matters in the sense of financial stability, they are less able to focus on sustainability. This is one variable; the second variable is explained in the next paragraph.

Furthermore, we found that the country and culture that one grew up in determines the identity as well. Store owners who grew up in countries with extreme experiences, such as war or poverty, in our study *the opportunists* and *the companions* see money as a source of safety and therefore have a different emotional connection to it than people who never had to face those extreme life experiences and therefore did not grow up viewing money as a resource to escape those situations. Further, the store owners who grew up in Sweden, a country with a society much concerned about the environment, were much more passionate and visionary about sustainable businesses and the growth of these. Store owners who grew up in countries where the topics of sustainability and the environment are less thematized, possess less or no passion for these topics, although they are running an environmental-friendly business. This shows as well that the origin plays a role in determining one's identity.

However, we also found that an individual can possess both identities and thereby identify with both organizational logics: in our case these were the market-logic and the logic of sustainable development. We call these store owners *the entrepreneurs*. They are concerned with money matters and the planet at the same time and therefore experience constant struggles when it comes to making business decisions. They constantly keep contemplating whether to exhilarate the growth of their business by focusing a little more on economic matters or to stick with the slow sustainable growth. These mixed identities identify with both organizational logics of our site.

One last finding concerns another mixed identity that we found at the social enterprise: *the companions*. In this case, contrary to *the entrepreneurs*, the store owner identifies himself only with the market logic of the organization which means his money-minded utilitarian identity makes him focus on financial matters and making money. However, this is not the only focus that he has. The normative identity that he possesses is inspired by altruism and shows it in the sense that he is passionate to help other people. This is related to a logic outside of the organization which means he expressesses an identity in the organization that identifies with the market logic of the organization and with another logic outside of the organization. This means a logic outside those proposed by the organization can be lived in an organization.

6.2. Practical implications

As stated in the introduction of the present study, we were interested in this field because more and more there are organizations with multiple institutional logics who are facing different global problems. Thus, it is necessary to know if the coming leaders are capable of handling different hybrid organizations. ReTuna is an example of how complex it is to face a global problem with an innovative business model. As we have demonstrated in the present study, ReTuna has a successful model in terms of sales, visitors, and impact in the press. However, at the same time, we have realized that expectations in some visitors are meager, that managers are not capable of measuring its social impact, and that there are different kinds of conflicts among the store owners.

Moreover, it is possible to assume that in the coming years, there will be more organizations with similar characteristics as ReTuna, in more industries and different contexts. We suggest two main fields that managers should work on. First, they have to open their minds and reeducate themselves to understand new ways of working in business models with multiple logics. This is one of the most challenging tasks because changing the mindset of a human being requires bravery and disposition that many managers do not have. Second, with a rising sustainable development institutional logic, a new paradigm of success appears in the minds of managers, which states that the company profits will not evaluate the managers in the future. Instead, the degree of how rational and sustainable their decisions are for the coming generations would be the criteria to assess future leaders.

6.3. Future research

The majority of management research is based on traditional for-profit organizations. Departing from that reality, researchers from all over the world have stated different models in topics such as leadership, organizational culture, strategic management, marketing, and others. The present study has allowed us to go beyond the traditional for-profit organizations and dig into the understanding of hybrid organizations, specifically SEs. SEs merge two institutional logics, looking to reach their social goals guided by market logic. The SE field has been gaining more significance in management research. After this study, we have realized that specific topics can be investigated further in order to help leaders that are involved in the management of this type of organization.

One of the main challenges that we discovered in our study is the significant role of leadership in SEs. The nature of SEs, as stated above, generates tensions that have to be managed. According to Siegner, Pinkse, and Panwar (2018), there exist three types of strategies to face these tensions: integration strategy, separation strategy, and acceptance strategy. It was not the purpose of this study to analyze each of them. However, the scenario settled by ReTuna is an excellent opportunity to evaluate which strategy can be selected by the leaders of the organization to address the identity tension that we have been examined.

Another aspect that can be analyzed further is more related to the psychology and organizational behavior field. As we stated through this document, our research aimed to explore, observe, and analyze the identity tension of a multiple logic organization. However, it was not our focus to have a psychological approach; by contrast, we see this as an organizational phenomenon. However, there exists the possibility of analyzing the same problem under different psychological theoretical models. We found compelling that SEs have an opportunity to analyze individuals' cognitive patterns under an identification conflict setting. Moreover, it is possible to consider our findings as a variable to assess in order to expand our research.

Finally, another topic that has been raising in the management field is related to the new forms to enhance innovation and learning in organizations. For that, it has been a great effort to investigate how to increase cooperation and enhance teamwork performance in organizations. Notably, during our research, one of the latest theories developed by Amy Edmonson (2019) made us think about how *Psychological Safety* can be applied in SEs as a tool to solve their different conflicts. Amy

Edmonson developed a new methodology to overcome conflicts between organizational members, generating a fearless organization. Again, the majority of the research has been applied in traditional for-profit organizations. However, it would be fascinating if this methodology can be applied in multiple logic organizations and to determine which consideration has to be taken in this type of organization.

7. References

Albert, S., & Whetten, D. D. (1985). Organizational Identity. *Research in organizational behaviour*, vol. 7, pp. 263-295, Available online: https://psycnet.apa.org/record/1986-02640-001 Accessed [30 March 2020]

Aliseda, A. (2006). Abductive Reasoning: Logical investigations into discovery and explanation, Netherlands: Springer

Alter, K. (2017). Social Enterprise Typology, Virtue Ventures LLC, Available online: http://www.4lenses.org/setypology/print [Accessed 20 March 2020]

Alvesson, M., & Sköldberg, K. (2009). Reflexive methodology: new vistas for qualitative research, Los Angeles: SAGE

Amit, R., & Zott, C. (2001). Value creation in E-business. *Strategic Management Journal*, vol. 22, no. 6/7, pp. 493-520, Available online: www.jstor.org/stable/3094318 [Accessed 20 March 2020]

Avfall Sverige. (2018). Swedish Waste Management, Available online: https://www.avfallsverige.se/fileadmin/user_upload/Publikationer/SAH_2019_EN.pdf [Accessed 05 April 2020]

Batillana, J. (2020). Society of progress Association – Webpage, Available online: http://societyforprogress.org/index.html [Accessed 1 May 2020]

Batillana, J., & Dorado, S. (2010). Building sustainable hybrid organizations: The case of commercial microfinance organizations, *Academy of Management Journal*, vol. 53, no. 6, pp. 1419-1440, Available online: http://10.5465/AMJ.2010.57318391 [Accessed 10 April 2020]

Batillana, J., & Lee, M. (2014). Advancing research on hybrid organizing: Insights from the studies of social enterprises, *The Academy of Management Annals*, vol. 8, no. 1, pp. 397-441, Available online: https://doi.org/10.1080/19416520.2014.893615 [Accessed 1 May 2020]

Bauhn, P. (2017). Normative Identity. Maryland: Rowman & Littlefield

Becker, H. S. (1960). Notes on the concept commitment, *American Journal of Sociology*, vol. 66, no. 1, pp. 32-40, Available online: https://www-jstor-org.ludwig.lub.lu.se/stable/2773219 [Accessed 20 March 2020]

Besharov, M. (2014). The Relational Ecology of Identification: How organizational identification emerges when individuals hold divergent values, *The academy of Management Journal*, vol. 57, no. 5, pp. 1485-1512, Available online: https://doi.org/10.5465/amj.2011.0761 [Accessed 8 May 2020]

Boyd, B., Henning, N., Reyna, E., Wang, D., & Welch, M. (2017). Hybrid Organizations: New business models for environmental leadership, New York: Routledge

Brundtland, G. H. (1987). Report of the World Commission on Environment and Development: Our Common Future, United Nations, Available online: https://www.are.admin.ch/are/en/home/sustainable-development/international-cooperation/2030agenda/un-_-milestones-in-sustainable-development/1987--brundtland-report.html [Accessed 1 May 2020]

Bryman, A. (2012). Social Research Methods, Hong Kong: Oxford University Press

Business Sweden. (2019). Retail Guide Sweden, Business Sweden, available online: https://www.investstockholm.com/globalassets/invest/reports/retail-guide-sweden-2019-2020.pdf [Accessed 30 March 2020]

Denzin, N., & Lincoln, Y. (2005). Introduction: The discipline and practice of qualitative research. In N. Denzin & Y. Lincoln (eds), *Handbook of Qualitative Research,* 2nd edn, California: Sage

Doherty, B., Haugh, H., & Lyon, F. (2014). Social Enterprises as Hybrid Organizations: A review and research agenda. *International Journal of Management Reviews,* vol. 16, no. 4, pp. 417-436, Available online: https://doi.org/10.1111/ijmr.12028 [Accessed 20 March 2020]

Dutton, J., Dukerich, J., & Harquail, D. (1994). Organizational Image and Member Identification, *Administrative Science Quarterly*, vol. 39, no. 2, pp. 239-263, Available online: https://www.jstor.org/stable/2393235 [Accessed 30 March 2020]

Edmondson, A. (2019). The fearless organization: Creating psychological safety in the workplace for learning, innovation and growth, New Jersey: Wiley

Ellen Macarthur Foundation (2015). Towards a Circular Economy: Business rationale for an accelerated transition, Available online: https://www.ellenmacarthurfoundation.org/assets/downloads/TCE_Ellen-MacArthur-Foundation_9-Dec-2015.pdf [Accessed 24 February 2020]

Ellen Macarthur Foundation (2020). What is a Circular Economy? - concept, Available online: https://www.ellenmacarthurfoundation.org/circular-economy/concept [Accessed 24 February 2020]

Eskilstuna Energi & Miljö (EEM). (2018). Hållbar samhällsnytta för nuvarande och kommande generationer: Hållbarhetsredovisning 2018, Available online: https://www.eem.se/globalassets/privat/om-eem/om-eem/hallbarhetsredovisning/eem-hallbarhetsred-2018.pdf [Accessed 05 April 2020]

European Commission. (2014). Towards a circular economy: A zero waste programme for Europe, Available online: https://ec.europa.eu/environment/circular-economy/pdf/circular-economy-communication.pdf [Accessed 24 February 2020]

Foreman, P., & Whetten, D. (2002). Members' Identification with Multiple-Identity Organizations, *Organization Science,* vol. 13, no. 6, pp. 618-635, Available online: www.jstor.org/stable/3086084 [Accessed 30 March 2020]

Glynn, M. (2000). When Cymbals Become Symbols: Conflict over organizational identity within a symphony orchestra, *Organization Science*, vol. 11, no. 3, pp. 285-298, Available online: http://www.jstor.org/stable/2640262 [Accessed 8 May 2020]

Guba, E. G., & Lincoln, Y. S. (1994). Competing Paradigms in Qualitative Research, in N. K. Denzin & Y. S. Lincoln (eds), *Handbook of Qualitative Research*, California: Sage, pp. 105-117, Available online: https://eclass.uoa.gr/modules/document/file.php/PPP356/Guba%20%26%20Lincoln%201994.pdf [Accessed 30 April 2020]

Hahn, T., Pinkse, J., & Preuss, L. (2015). Tensions in Corporate Sustainability: Towards an integrative framework, *Journal Business Ethics*, vol. 127, pp. 297-316, Available online: https://doi.org/10.1007/s10551-014-2047-5 [Accessed 8 May 2020]

Heiskanen, E. (2002). The institutional logic of life cycle thinking, *Journal of Cleaner Production,* vol. 10, no. 5, pp. 427-437, Available online: https://doi.org/10.1016/S0959-6526(02)00014-8 [Accessed 1 May 2020]

Hjerm, M. (2001). Immigrants Entrepreneurship in the Swedish Welfare State, *Sociology*, vol. 38, no. 4, pp. 739-756, Available online: https://doi.org/10.1177/0038038504045862 [Accessed 10 May 2020]

Hoffman, A. J., Badiane, K. K., & Haigh, N. (2010). Hybrid Organizations as Agents of Positive Social Change: Bridging the for-profit and non-profit devide, in K. Golden-Biddle & J. Dutton (eds), *Using a Positive Lens to Explore Social Change and Organizations*, New York: Routledge, pp. 131-153

Koppenjan, J., & Enserink, B. (2009). Public-Private Partnerships in Urban Infraestructures: Reconciling private sector participation and sustainability, *Public administration review*, vol. 69, no. 2, pp. 284-296, Available online: https://onlinelibrary.wiley.com/doi/epdf/10.1111/j.1540-6210.2008.01974.x [Accessed 1 May 2020]

Laasch, O. (2018). Beyond the purely commercial business model: Organizational value logics and the heterogeneity of sustainability business models, *Long Range Planning*, vol. 21, no. 1, pp. 158-183, Available online: https://doi.org/10.1016/j.lrp.2017.09.002 [Accessed 16 March 2020]

Lincoln, Y. S., & Guba, E. (1985). Naturalistic Inquiry, California: Sage

Mason, J. (2018). Qualitative Researching, London: SAGE

Meyer, J. P., & Allen, J. (1984). Testing the "side-bet theory" of Organizational Commitment: Some methodological considerations, *Journal of Applied Psychology*, vol. 69, no. 3, pp. 372-378, Available online: https://doi.org/10.1037/0021-9010.69.3.372 [Accessed 30 March 2020]

Michelini, L. (2012). Social Innovation and New Business Models, Berlin: Springer

Mordor Intelligence (2019). Retail Industry Trends, Growth - Segmented by Product (Food And Grocery, Apparel, Furniture, Consumer Electronics, Personal Care, Jewellery), Type of Store (Convenience Store, Specialty Retailer, Supermarket And Hypermarket, Internet Retailing, Discount Store), and Region - Growth, Trends and Forecast (2020 - 2025), Available online: https://www.mordorintelligence.com/industry-reports/retail-industry [Accessed 15 March 2020]

Friedland, R. & Alford, R. (1991). Bringing Society Back in: Symbols, practices and institutional contradictions, in W. Powell & P. J. DiMaggio (eds), *The New Institutionalism in Organization Analysis*, Chicago: University of Chicago Press

Moss, T., Short, J., Payne, G., & Lumpkin, G. (2011). Dual Identities in Social Ventures: An exploratory study, *Entrepreneurship Theory & Practice*, vol. 35, no. 4, pp. 805-830, Available online: https://doi.org/10.1111/j.1540-6520.2010.00372.x [Accessed 30 March 2020]

Prasad, P. (2017). Crafting Qualitative Research, New York: Routledge

Philipsen, K. (2018). Theory building: Using abductive search strategies, in P. Freytag & L. Young (eds), *Collaborative Research Design: Working with business for meaningful findings*, Singapore: Springer

Pratt, M. (2016). Hybrid and Multiple Organizational Identities, in M. Pratt, M. Schultz, B. Ashforth & D. Ravasi (eds), *The Oxford Handbook of Organizational Identity*, Oxford: Oxford Press, pp. 106-120

ReTuna. (2020). ReTuna in English. Available online: https://www.retuna.se/english/ [Accessed 24 January 2020]

Reynolds, L. T. (2006). Interactionism: Exposition and critique, United States of America: Rowman & Littlefield

Rodriguez, O., & Bharadwaj, S. (2017). Competing on Social Purpose, *Harvard Business Review*, September - October 2017, pp. 94-101, Available online: https://hbr.org/2017/09/competing-on-social-purpose [Accessed 21 February 2020]

Roma Boots. (2020). Roma Boots Mission, Available online: https://romaboots.com/pages/about-roma-boots [Accessed 21 April 2020]

Saunders, M., Lewis, P., & Thornhill, A. (2009). Research methods for business students, London: Pearson Education

Saunders, M., Lewis, P., & Thornhill, A. (2016). Research methods for business students, London: Pearson Education

Scott, W. R. (2003). Organizations: Rational, natural, and open systems, New Jersey: Prentice Hall

Siegner, M., Pinkse, J., & Panwar, R. (2017). Managing tensions in a social enterprise: The complex balancing act to deliver a multi-faceted but coherent social mission, *Journal of Cleaner Production*, vol. 174, pp. 1314-1324, Available online: https://reader.elsevier.com/reader/sd/pii/S0959652617327361?token=E55679E7FE745C18CEF53C40B9C67E881BFA865D0CE088AD1CF7E4DB0C7DBA82FAE6D3E8721579EFB7B8CBC4DA2047C6 [Accessed 09 March 2020]

Sillince, J. A. A., & Brown, A. D. (2009). Multiple Organizational Identities and Legitimacy: The rhetoric of police websites, *Human Relations*, vol. 52, no. 12, pp. 1829-1856, Available online: https://doi.org/10.1177/0018726709336626 [Accessed 8 May 2020]

Smith, W., & Lewis, M. (2011). Toward a theory of paradox: A dynamic equilibrium model of organizing, *Academy of Management Review*, vol. 36, no. 2, pp. 381-403, Available online: http://10.5465/AMR.2011.59330958 [Accessed 20 April 2020]

Smith, W., Gonin, M., & Besharov, M. (2013). Managing Social-Business Tensions: A review and research agenda for social enterprise, *Business Ethics Quarterly,* vol. 2013. no. 1, pp. 407-442, Available online: https://doi.org/10.5465/ambpp.2013.187 [Accessed 20 March 2020]

Spieth, P., Schneider S., Clauß, T., & Eichenberg, D. (2019). Value drivers of social businesses: A business model perspective, *Long Range Planning*, vol. 52, no. 3, pp. 427 - 444, Available online: https://doi.org/10.1016/j.lrp.2018.04.004 [Accessed 21 February 2020]

Sveningsson, S., & Alvesson, M. (2003). Managing managerial identities: Organizational fragmentation, discourse and identity struggle, *Human Relations*, vol. 56, no. 10, pp. 1163-1193, Available online: https://doi.org/10.1177/00187267035610001 [Accessed 8 May 2020]

Tajfel, H. (1982). Social psychology of intergroup relations, *Annual Review of Psychology,* vol. 33, pp. 1-39, Available online: https://doi.org/10.1146/annurev.ps.33.020182.000245 [Accessed 30 March 2020]

Thornton, P. H., Ocasio, W., & Lounsbury, M. (2012). The Institutional Logics Perspective: A new approach to culture, structure, and process, Oxford: Oxford University Press

United Nations. (2020). Sustainable Development Goals Report, Available online: https://sustainabledevelopment.un.org/ [Accessed 30 April 2020]

Whetten, D. A., & Godfrey, P. (1998). Identity in organizations: Developing theory through conversations, California: SAGE

Whetten, D. A., & Mackey, A. (2002). A social actor conception of organizational identity and its implications for the study of organizational reputation, *Business & Society,* vol. 41, no. 4, pp. 393-414, Available online https://doi.org/10.1177/0007650302238775 [Accessed 30 March 2020]

Wilson, F., & Post, J.E. (2013). Business models for people, planet (& profits): Exploring the phenomena of social business, a market-based approach to social value creation, *Small Business Economics*, vol. 40, pp. 715-737, Available online: https://doi.org/10.1007/s11187-011-9401-0 [Accessed 16 March 2020]

Wry, T., & York, J. (2017). An Identity Based Approach to Social Enterprises, *Academy of Management Review,* vol. 42, no. 3, pp. 437-460, Available online: https://doi.org/10.5465/amr.2013.0506 [Accessed 8 May 2020]

Yunus, M. (2007). Creating a World without Poverty: Social business and the future of capitalism, New York: Public Affairs

Yunus, M., Moingeon, B., & Lehmann-Ortega, L. (2010). Building Social Business Models: Lessons from the Grameen experience, *Long Range Planning*, vol. 43, no. 2-3, pp. 308-325, Available online: https://doi.org/10.1016/j.lrp.2009.12.005 [Accessed 20 March 2020]

Zainuddin, M., & Yasin, I. (2018). Employee Motivation in Social Enterprises: Tackling the dual mission dilemma, ICBE 2018 Proceedings, Available online: https://www.researchgate.net/publication/327497302_Employee_Motivation_in_Social_Enterprises_Tackling_the_Dual_Mission_Dilemma [Accessed 21 February 2020]