

## SOCIAL ENTREPRENEURSHIP AND BRAND EQUITY

**SUMMARY:** Social entrepreneurship has become crucial day by day as public problems around the world is increasing rapidly. Since it becomes prevalent and trendy, the concept behind it is still discussed to be defined clearly both by academicians and practitioners. Brand awareness, brand loyalty and perceived quality are intangible assets for companies. Especially, social (brand) image as accepted one of the brand equity dimensions contribute to brand value significantly. In this study, social entrepreneurship concept is clarified contextually since the market needs sensitive solutions for public problems and the importance of social enterprises for brand equity and brand equity dimensions are presented. Furthermore, the story of one of successful Turkish social enterprise is placed as a case study.

### 1. Introduction

Social entrepreneurship has become popular both in practice and theory recently.<sup>1,2,3,4</sup> However, the concept is not clarified widely and can be confused under social responsibility or voluntarily acts.<sup>5,6</sup> The main issue of social entrepreneurship is its role to enable value creation. To create a superior value for

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<sup>1</sup> Sean Patrick Sassmannshausen and Christine Volkmann, "The Scientometrics of Social Entrepreneurship and Its Establishment as an Academic Field," *Journal of Small Business Management* 56, no. 2 (2018): 251–73, <https://doi.org/10.1111/jsbm.12254>.

<sup>2</sup> Merie Kannampuzha and Kai Hockerts, "Organizational social entrepreneurship: scale development and validation", *Social Enterprise Journal*, Vol. 15, No. 3 (2019): 290-319, <https://doi.org/10.1108/SEJ-06-2018-0047>.

<sup>3</sup> Andrea Rey-Martí, Domingo Ribeiro-Soriano and Daniel Palacios-Marques, "A bibliometric analysis of social entrepreneurship", *Journal of Business Research*, Vol. 69, No.5 (2016): 1651-1655, <https://doi.org/10.1016/j.jbusres.2015.10.033>.

<sup>4</sup> Jantje Halberstadt and Sascha Kraus, "Social entrepreneurship: the foundation of tomorrow's commercial business models?", *International Journal of Entrepreneurial Venturing*, Vol. 8, No.3 (2016): 261-279, <https://doi.org/10.1504/IJEV.2016.078964>.

<sup>5</sup> Samer Abu-Saifan, "Social Entrepreneurship: Definition and Boundaries", *Technology Innovation Management Review*, Vol 2, No.2, (2012): 22-27, <http://doi.org/10.22215/timreview/523>.

<sup>6</sup> Shaker A. Zahra., et.al. "Globalization of social entrepreneurship opportunities", *Strategic entrepreneurship journal*, Vol 2, No.2 (2008): 117-131, <https://doi.org/10.1002/sej.43>

customers, solutions for societal problems can be a way for successful relationship with customers directly effecting the brand in positive manner.<sup>7,8</sup>

A brand that is satisfying the customers' needs are described as a successful brand<sup>9</sup> and this success is accepted as brand equity in the literature.<sup>10</sup> Brand equity theorized by Aaker<sup>11</sup> in the beginning of 90's and this approach is confirmed by academia as consumer-based brand equity. Aaker<sup>12</sup> defines the dimensions of brand equity under brand loyalty, brand awareness, perceived quality and brand association and Keller named the approach as customer-based brand equity explaining "the differential effect of brand knowledge on consumer response to the marketing of the brand".<sup>13</sup>

Any business to create superior value should focus on working hard to gain customers hearts and therefore maintain a long-run relationship. Since 1990's market orientation studies have investigated the importance of customer for com-

<sup>7</sup> David A. Aaker. (1991), *Managing Brand Equity: Capitalizing on the Value of Brand Name*, New York: The Free Press.

<sup>8</sup> Kevin Lane Keller, "Conceptualizing, Measuring, and Managing Customer-Based Brand Equity", *Journal of Marketing*, Vol 57, No.1 (1993): 1-22, <https://doi.org/10.1177/002224299305700101>.

<sup>9</sup> Kevin Lane Keller & Kusum L. Ailawadi, "Understanding retail branding: conceptual insights and research priorities", *Journal of Retailing*, Vol 80, No.4 (2004): 331-342, <https://doi.org/10.1016/j.jretai.2004.10.008>.

<sup>10</sup> Geoffrey Randall. (2000), *Branding: A Practical Guide to Planning Your Strategy*, London: Kogan Page Limited, Second Edition.

<sup>11</sup> David A. Aaker. (1991), *Managing Brand Equity: Capitalizing on the Value of Brand Name*, New York: The Free Press.

<sup>12</sup> David A. Aaker. (1991), *Managing Brand Equity: Capitalizing on the Value of Brand Name*, New York: The Free Press.

<sup>13</sup> Kevin Lane Keller, "Conceptualizing, Measuring, and Managing Customer-Based Brand Equity", *Journal of Marketing*, Vol 57, No.1 (1993): 1-22, <https://doi.org/10.1177/002224299305700101>.

petitive advantage and increasing market share.<sup>14,15,16,17,18,19,20</sup> The main difference between a business and entrepreneur is that the first one is satisfying needs of customers while the latent is creating needs of customers.<sup>21</sup> Technology startups are in fact describing the latent need of customers<sup>22</sup> and this expression affect the future of market dynamics. Therefore, the market orientation of technologic entrepreneurship is more proactive rather than responsive<sup>23</sup> however social entrepreneurship can be technologic and proactive as well. In this manner, social problems of the world are the pain that should be solved by entrepreneurs and this solution is an alternative way to build a strong relationship with the customers.

<sup>14</sup> Kwaku Atuahene Gima, "An exploratory analysis of the impact of market orientation on new product performance", *Journal of Product Innovation Management*, Vol. 12, No.4 (1995): 275-93, <https://doi.org/10.1111/1540-5885.1240275>.

<sup>15</sup> Rohit Deshpandé, John U. Farley and Frederick E. Webster, "Corporate Culture, Customer Orientation, and Innovativeness in Japanese Firms: A Quadrad Analysis", *Journal of Marketing*, Vol 57, No.1 (1993): 23-37, <https://doi.org/10.1177/002224299305700102>.

<sup>16</sup> Jin K. Han, Namwoon Kim and Rajendra K. Srivastava, "Market orientation and organizational performance: Is Innovation a Missing Link?", *Journal of Marketing*, Vol 62, No.4 (1998): 30-45, <https://doi.org/10.1177/002224299806200403>.

<sup>17</sup> Bernard J. Jaworski and Ajay K. Kohli, "Market orientation: antecedents and consequences ", *The Journal of Marketing*, Vol 57, No.3 (1993): 53-70, <https://doi.org/10.1177/002224299305700304>.

<sup>18</sup> Tiger Li and Roger J. Calantone "The impact of market knowledge competence on new product advantage: conceptualization and empirical examination", *Journal of Marketing*, Vol. 62 No.4 (1998): 13-29, <https://doi.org/10.1177/002224299806200402>.

<sup>19</sup> Stanley F. Slater and John C. Narver "Does competitive environment moderate the market orientation-performance relationship?" *The Journal of Marketing*, Vol 58, No.1 (1994): 46-55, <https://doi.org/10.1177/002224299405800104>.

<sup>20</sup> Alfred M. Pelham and David T. Wilson "A longitudinal study of the impact of market structure, firm structure, strategy, and market orientation culture on dimensions of small-firm performance", *Journal of The Academy of Marketing Science*, Vol 24, No.1, (1995): 27-43, <https://doi.org/10.1177/009207039602400103>.

<sup>21</sup> Samer Abu-Saifan, "Social Entrepreneurship: Definition and Boundaries", *Technology Innovation Management Review*, Vol 2, No.2, (2012): 22-27, <http://doi.org/10.22215/timreview/523>.

<sup>22</sup> John C. Narver, Stanley F. Slater & Douglas L. MacLachlan "Responsive and Proactive Market Orientation and New-Product Success", *The Journal of Product Innovation Management*, Vol 21, No.5, (2004): 334-347, <https://doi.org/10.1111/j.0737-6782.2004.00086>.

<sup>23</sup> John C. Narver, Stanley F. Slater & Douglas L. MacLachlan "Responsive and Proactive Market Orientation and New-Product Success", *The Journal of Product Innovation Management*, Vol 21, No.5, (2004): 334-347, <https://doi.org/10.1111/j.0737-6782.2004.00086.x>

## 2. *Definition of Social Entrepreneurship and Value Creation*

It is crucial to make the distinction between social entrepreneurship and social actions of a company or organization.<sup>24</sup> Social entrepreneurship is defined as: “A company that focuses not only on business activities, but also strives to solve social or environmental problems through its activities. Social enterprises can further their social goals both through their own activities and by using most of their profits in a way that furthers the cause”.<sup>25</sup> Abu-Safian distinguishes the social entrepreneurship from other non-entrepreneurial, mission-driven initiatives and makes a definition as below: “The social entrepreneur is a mission-driven individual who uses a set of entrepreneurial behaviours to deliver a social value to the less privileged, all through an entrepreneurially oriented entity that is financially independent, self-sufficient, or sustainable”<sup>26</sup>. It is analyzed as the globalization of social entrepreneurship and therefore investigates more than 20 definition of social entrepreneurship and finalized an integrated definition such as below: “Social entrepreneurship encompasses the activities and processes undertaken to discover, define, and exploit opportunities in order to enhance social wealth by creating new ventures or managing existing organizations in an innovative manner”.<sup>27</sup>

Most of the corporate organizations have preferred to act in ethical values to create a good positioning in customers minds having a sustainable relationship with the customer. They do it sincerely however with this manner, the contribution to financial dimensions is substantial for the management level

<sup>24</sup> Daniel Palacios-Marqués et.al., “Social entrepreneurship and organizational performance: A study of the mediating role of distinctive competencies in marketing”, *Journal of Business Research*, Vol 101, (2019): 426-432, <https://doi.org/10.1016/j.jbusres.2019.02.004>.

<sup>25</sup> Virpi Koskela, Tuija Oikarinen, Suvi Konsti-Laakso, Suvi-Jonna Martikainen and Heliä Melkas. (2015), *Innovation Book For Social Enterprises ABC*, LUT Scientific and Expertise Publications, p.8

<sup>26</sup> Samer Abu-Saifan, “Social Entrepreneurship: Definition and Boundaries”, *Technology Innovation Management Review*, Vol 2, No.2, (2012): 22-27, <http://doi.org/10.22215/timreview/523>.

<sup>27</sup> Shaker A. Zahra., et.al. “Globalization of social entrepreneurship opportunities”, *Strategic entrepreneurship journal*, Vol 2, No.2 (2008): 117-131, <https://doi.org/10.1002/sej.43>.

as well. This customer- oriented approach directly effects the business performance of the company in growth of profit and market-share.<sup>28,29,30,31,32,33,34</sup>

Social enterprises create both social value and financial benefits.<sup>35</sup> This output directly affects the economy as an important actor for demand and supply curves although the main goal behind it is to solve the societal problems. EMES (“L’EMergence de l’Entreprise Sociale en Europe”. The emergence of social enterprises in Europe) is listing the contribution of social enterprises to socio-economic development as below:<sup>36</sup>

- providing access to basic services (social, educational, and health) to local communities, including people who are unable to pay;
- contributing to a more balanced use of local resources encouraged by wide participation of local stakeholders;

<sup>28</sup> Kwaku Atuahene Gima, “An exploratory analysis of the impact of market orientation on new product performance”, *Journal of Product Innovation Management*, Vol. 12, No.4 (1995): 275-93, <https://doi.org/10.1111/1540-5885.1240275>.

<sup>29</sup> Rohit Deshpandé, John U. Farley and Frederick E. Webster, “Corporate Culture, Customer Orientation, and Innovativeness in Japanese Firms: A Quadrad Analysis”, *Journal of Marketing*, Vol 57, No.1 (1993): 23-37, <https://doi.org/10.1177/002224299305700102>.

<sup>30</sup> Jin K. Han, Namwoon Kim and Rajendra K. Srivastava, “Market orientation and organizational performance: Is Innovation a Missing Link?”, *Journal of Marketing*, Vol 62, No.4 (1998): 30–45, <https://doi.org/10.1177/002224299806200403>.

<sup>31</sup> Bernard J. Jaworski and Ajay K. Kohli “Market orientation: antecedents and consequences “, *The Journal of Marketing*, Vol 57, No.3 (1993): 53-70, <https://doi.org/10.1177/002224299305700304>.

<sup>32</sup> Tiger Li and Roger J. Calantone “The impact of market knowledge competence on new product advantage: conceptualization and empirical examination”, *Journal of Marketing*, Vol. 62 No.4 (1998): 13-29, <https://doi.org/10.1177/002224299806200402>.

<sup>33</sup> Alfred M. Pelham and David T. Wilson “A longitudinal study of the impact of market structure, firm structure, strategy, and market orientation culture on dimensions of small-firm performance”, *Journal of The Academy of Marketing Science*, Vol 24, No.1, (1995): 27-43, <https://doi.org/10.1177/009207039602400103>.

<sup>34</sup> John C. Narver, Stanley F. Slater & Douglas L. MacLachlan “Responsive and Proactive Market Orientation and New-Product Success”, *The Journal of Product Innovation Management*, Vol 21, No.5, (2004): 334-347, <https://doi.org/10.1111/j.0737-6782.2004.00086.x>

<sup>35</sup> Sophie Bacq, Chantal Hartog and Brigitte Hoogendoorn “Beyond the moral portrayal of social entrepreneurs: An empirical approach to who they are and what drives them”, *Journal of Business Ethics*, Vol 133, No.4, (2016): 703-718, <https://doi.org/10.1007/s10551-014-2446-7>.

<sup>36</sup> Carlo Borzaga, Giulia Galera & Rocio Nogales (2008). Social enterprise: A new model for poverty reduction and employment generation. An examination of the concept and practice in Europe and the commonwealth of independent states. *EMES European Research Network and UNDP Regional Centre for Europe and the CIS*, Bratislava.

- contributing to the promotion of inclusive governance models that empower the local community in strategic decision-making;
- creating new employment as a result of the new services supplied and favouring labour market integration of disadvantaged people (minority groups, single women, people with disabilities, etc.) otherwise excluded from income-generating opportunities;
- contributing to enhance social capital at local levels (based on broad ownership and local participation), which is of crucial importance;
- contributing to take informal activities out of the underground economy for instance by regularizing the situation of illegal workers on the black market.

Although value creation is organically occurred in social entrepreneurship, its effect to business performance is not widely searched yet in academic side.<sup>37</sup> Building the equity of a brand is related with social image of a brand therefore social entrepreneurs' output is directly beneficial for brand equity.

### 3. *Building Brand Equity via Social Entrepreneurship*

Dimensions of brand equity are explained under brand loyalty, brand awareness, perceived quality and brand association<sup>38</sup>. This approach is accepted as a cornerstone in the literature as the other academic studies contributed

<sup>37</sup> Nazha Gali, et.al., "Social entrepreneurship orientation and company success: The mediating role of social performance", *Technological Forecasting and Social Change*, Vol 160, (2020): 120230, <https://doi.org/10.1016/j.techfore.2020.120230>.

<sup>38</sup> David A. Aaker (1991), *Managing Brand Equity: Capitalizing on the Value of Brand Name*, New York: The Free Press.

to the general view.<sup>39,40,41,42,43,44,45,46,47</sup> Kim and Kim<sup>48</sup> also added brand image as another dimension for brand equity and Lassar et al.<sup>49</sup> called social image instead of brand image as it is directly influenced by reference groups. Aaker<sup>50</sup> called brand association as the subset of brand image and explained brand equity with brand association.

Social image is important for building equity for brands as customers take into consideration the reference groups which consume the common goods of the brand and share the same perception. Social groups can lead the mass consumption with the high amount of purchasing power. As the perception is the positioning of a brand and it is difficult to change it one it is placed as it should

<sup>39</sup> Kevin Lane Keller & Kusum L. Ailawadi, "Understanding retail branding: conceptual insights and research priorities", *Journal of Retailing*, Vol 80, No.4 (2004): 331-342, <https://doi.org/10.1016/j.jretai.2004.10.008>.

<sup>40</sup> Boonghee Yoo, and Naveen Donthu, N., (1997), Developing and validating a consumer-based overall brand equity scale for Americans and Koreans: An extension of Aakers and Kellers conceptualizations, Proceedings Ama Summer Educators Conference, Chicago: American Marketing Associations.

<sup>41</sup> Boonghee Yoo, et.al, "An examination of selected marketing mix elements and brand equity", *Journal of the Academy of Marketing Science*, Vol 28, No.2, (2000): 195-211, <https://doi.org/10.1177/0092070300282002>.

<sup>42</sup> Jin K. Han, Namwoon Kim and Rajendra K. Srivastava, "Market orientation and organizational performance: Is Innovation a Missing Link?", *Journal of Marketing*, Vol 62, No.4 (1998): 30-45, <https://doi.org/10.1177/002224299806200403>.

<sup>43</sup> Hong-bumm Kim, Woo Gon Kim and Jeong A. An "The effect of consumer-based brand equity on firms' financial performance", *Journal of Consumer Marketing*, Vol 20, No.4 (2003): 335-351, <https://doi.org/10.1108/07363760310483694>.

<sup>44</sup> David A. Aaker, "Measuring brand equity across products and markets", *California Management Review*, Vol 38, No.3, (1996): 102-120.

<sup>45</sup> Walfried Lassar Banwari Mittal Arun Sharma, "Measuring customer-based brand equity" *Journal of Consumer Marketing*, Vol 12, No.4 (1995): 11-19, <https://doi.org/10.1108/07363769510095270>.

<sup>46</sup> Richard L. Oliver, (1997). Satisfaction: A behavioral perspective on the consumer. New York: McGraw-Hill.

<sup>47</sup> Valaria Zeithaml, "Consumer perception of price, quality and the value: A mean-end and synthesis of evidence", *Journal of Marketing* Vol 52, No.2, (1998): 2-22.

<sup>48</sup> Hong-bumm Kim, Woo Gon Kim and Jeong An. "The effect of consumer-based brand equity on firms' financial performance", *Journal of Consumer Marketing*, Vol 20, No.4 (2003): 335-351, <https://doi.org/10.1108/07363760310483694>.

<sup>49</sup> Walfried Lassar Banwari Mittal Arun Sharma, "Measuring customer-based brand equity" *Journal of Consumer Marketing*, Vol 12, No.4 (1995): 11-19, <https://doi.org/10.1108/07363769510095270>.

<sup>50</sup> David A. Aaker, "Measuring brand equity across products and markets", *California Management Review*, Vol 38, No.3, (1996): 102-120.

be. Perceived quality is defined as a dimension of brand equity<sup>51,52</sup> and can be positive or negative.<sup>53</sup> As repositioning takes more effort and time than the first launch of a brand, the marketing managers should consider deeply to design the brand in the beginning.

As societal problems are the pain that are to be cured by social entrepreneurs, they benefit directly to brand image. This will also cause to create loyalty to the brand as people feel that they are a part of a good thing. Brand loyalty keeps strong feelings of the customer<sup>54</sup> as it comes from heart and under any circumstances the individual look for the brand to purchase it. It has two types as cognitive and behavioural loyalty.<sup>55</sup> In cognitive loyalty, the individual takes decision in first consumption that brand, in the latter, it is automatically occurred. More clearly, once the customer buys that product, it continues to buy it in behavioural loyalty.

Brand awareness is the first place where the attention of potential customer is taken. This effort is crucial as after that the brand association and then brand loyalty come forward. As it is built, the relationship with the customer is tried to be as long as it can be. Brand recognition and brand call are all output of brand awareness.<sup>56,57</sup>

<sup>51</sup> David Aaker, "Measuring brand equity across products and markets", *California Management Review*, Vol 38, No.3, (1996): 102-120.

<sup>52</sup> Boonghee Yoo, et.al, "An examination of selected marketing mix elements and brand equity", *Journal of the Academy of Marketing Science*, Vol 28, No.2, (2000): 195-211, <https://doi.org/10.1177/0092070300282002>.

<sup>53</sup> Maja Konecnik, "Croatian-based brand equity for Slovenia as a tourism destination", *Economic and Business Review for Central and South*, Vol 8, No.1 (2006): 83-108.

<sup>54</sup> David A. Aaker, (1991), *Managing Brand Equity: Capitalizing on the Value of Brand Name*, New York: The Free Press.

<sup>55</sup> Kevin L. Keller, "Conceptualizing, Measuring, and Managing Customer-Based Brand Equity", *Journal of Marketing*, Vol 57, No.1 (1993): 1-22, <https://doi.org/10.1177/002224299305700101>.

<sup>56</sup> David A. Aaker, (1991), *Managing Brand Equity: Capitalizing on the Value of Brand Name*, New York: The Free Press.

<sup>57</sup> Kevin L. Keller, "Conceptualizing, Measuring, and Managing Customer-Based Brand Equity", *Journal of Marketing*, Vol 57, No.1 (1993): 1-22, <https://doi.org/10.1177/002224299305700101>.



#### 4. *Importance of Social Entrepreneurship to Create Brand Equity*

Recently social entrepreneurship gets importance and takes attention as the societal problems are increasing day by day. This situation naturally makes social entrepreneurship brand one step forward. As the global companies that have giant marketing budgets to create brand equity consider for sustainable relationship with the customer in long-run. A good brand value is built up by strong brand awareness and perception as well as with loyal customers and high social image. These dimensions of brand equity in fact directly occur in brands deal with societal problems.

People are more sensitive and aware of the societal problems in world-wide like air pollution, gender inequality, child or animal or nature abuse, global warming. When the non-profit orientations are striving for the solutions, they able to generate revenue by fundraising or donations.<sup>58</sup> However social enterprises perform both commercial and social activities to gain sustainability and use the profit for increasing the delivery of social value.<sup>59</sup>

For corporate social responsibility, it is more related to convert the current brand approach to a responsible and sensitive attitude to increase the value. Zahra et. al.<sup>60</sup> defines the aim of the corporate social responsibility as targeting the stakeholders to increase the profit by improving the current activities of the company. However, a social entrepreneurship is targeting the societal need in the begging and then it can turn to a profitable opportunity. As social entrepreneurship can result to generate profit, however it is not a priority. Therefore, social enterprises are blended as getting benefit from both social and economic output. The blending of social and economic performance is what sets SEO apart from firm-level activities that are dominated by an economic objective (commercial entrepreneurship) or solely social objectives (non-profit/philanthropic firms).<sup>61</sup>

<sup>58</sup> Nazha Gali, et.al., "Social entrepreneurship orientation and company success: The mediating role of social performance", *Technological Forecasting and Social Change*, Vol 160, (2020): 120230, <https://doi.org/10.1016/j.techfore.2020.120230>.

<sup>59</sup> Abu-Saifan, S., "Social Entrepreneurship: Definition and Boundaries", *Technology Innovation Management Review*, Vol 2, No.2, (2012): 22-27, p.25, <http://doi.org/10.22215/timreview/523>.

<sup>60</sup> Shaker A. Zahra, "Globalization of social entrepreneurship opportunities", *Strategic entrepreneurship journal*, Vol 2, No.2, (2008): 117-131 <https://doi.org/10.1002/sej.43>.

<sup>61</sup> Tina Saebi, Nicolai J. Foss & Stefan Linder, "Social entrepreneurship research: Past achievements and future promises", *Journal of Management*, 45(1), (2019): 70-95.

## 5. Conclusion

As social entrepreneurship is widely become popular in the world, the subjects related with the concept should be analysed with different disciplines. According to economic and social benefit, social entrepreneurship has contribution not only to brand value but also to business performance as well. These hybrid organizations<sup>62,63,64</sup> have crucial role in creating brand equity and therefore should be investigated by researchers with a marketing point of view.

This study aimed to put forth the importance of social entrepreneurship and its effect on brand equity. As this positive relationship is taken into consideration by managers then the survival of the company would be in long run although it is a social entrepreneurship. It should also be paid attention that these entities are not NGO or association. Therefore, they should have strategic and marketing plans to be sustainable.

For academic contribution, as there is a gap about the research on social entrepreneurship, this study can be helpful to raise awareness about the issue. It is going to be end with a success story of a social entrepreneurship “Tina Zita” founded by Syrian women entrepreneurs in Turkey.

## 6. Tina Zita Case

“The first plants planted by mankind in Palestine and Damascus are known as “figs” and “olives”. Tina means fig, and Zita means olive.” <https://tinazita.com>

Tina Zita is a common dream of the people who had to leave the countries they were born and try to survive in their new homeland. It is a social entrepreneurship that is aiming to support the immigrant groups in economic base by providing employment.

<sup>62</sup> John Elkington & Pamela Hartigan, (2008). The power of unreasonable people: How social entrepreneurs create markets that change the world. Harvard Business Press.

<sup>63</sup> Nazha Gali, et.al., “Social entrepreneurship orientation and company success: The mediating role of social performance”, *Technological Forecasting and Social Change*, Vol 160, (2020): 120230, <https://doi.org/10.1016/j.techfore.2020.120230>.

<sup>64</sup> Samer Abu-Saifan., “Social Entrepreneurship: Definition and Boundaries”, *Technology Innovation Management Review*, Vol 2, No.2, (2012): 22-27, p.25. <http://doi.org/10.22215/tim-review/523>.

The brand name is coming from the figs and olives as these fertile plants are turned to very delicious food. They, women entrepreneurs are inspired from the nature of these plants as they can create magic like them. These women have a united mission to produce together and to be helpful the others that have the same story with them.

After the interview with the founder, it is observed that creating value is a priority for them as they want to have a long-run relationship with their customers. They carry the delicious and traditional food of their homeland to Turkish customers and glad that their products took so much interest. When the marketing approach is analyzed, it is seen that marketing efforts are very promising although they run into many difficulties and limitations.

The website is designed very raffiné giving the core message of their aim. In Instagram account, the product range is shown with very professional visuals and this is very convincing for the marketing professionals as they use social media tools efficiently for promotion strategy. Moreover, the brand logo is derived from the plants that also give the name to the brand.

Brand awareness is a dimension of brand equity. As it is seen that Tina Zita could reveal this awareness via advertising on social media channels and impressive website. Furthermore, organic relationship with another social entrepreneurship “Joon” & “Teyit.org” and supportive governmental entities like Ankara Development Agency & TÜRÇEV increase their visibility. Acceleration programs managed by Viveka & TEDU *İstasyon* provide them new contacts as they expand their network and customers.

The team also reached beyond the boundaries and found out other social entrepreneurs in the same sector. In quarantine days, they had chance to get in touch with “Meet My Mama” founded in Paris in the same manner with Tina Zita. This enabled them to learn from each other and support each other under the common goal. This invaluable encouragement is an advantage and distinctiveness for social entrepreneurs. As it is seen that Tina Zita appreciates these supports and benefits from them for increasing market share.

In brief, Tina Zita is very good example as a social entrepreneurship that is creating value and brand equity under difficult circumstances. They have the passion to be sustainable in the market for supporting more people like them. I hope this type of entities are growing with the marketing attempts as well.

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