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**SOCIAL MARKETING: BRAND EQUITY ENHANCEMENT THROUGH SOCIAL
INITIATIVE CO-CREATION**

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<p>Abstract</p> <p>In 1951, Wiebe, in an attempt to stimulate marketing scholars and practitioners to seek ways of adapting commercial marketing principles and techniques to influencing social behaviour for the good of target audiences and the society, asked: "Why should the devil always have the best tunes?" While this simple but profound question gave birth to the concept of social marketing, it also laid the ground for the persisting narrow evaluation of social behavioural change organisations only through the lens of the benefits they offer to the society, without much consideration given to how supporting social change organisations could help them make more dents on social problems and serve the society better.</p> <p>To overcome this limitation, social marketing scholars and practitioners have devoted resources researching and infusing concepts such as co-creation and branding, amongst others, into social marketing. To add zest to ongoing efforts geared towards improving the effectiveness of social behavioural change organisations, this study sought to examine how social behavioural change organisations can leverage social change initiatives co-creation for brand equity enhancement by integrating the concepts of social marketing, co-creation and brand equity enhancement into a holistic conceptual framework, which no existing literature has done.</p> <p>This qualitative study employed the observation and semi-structured interview methods to investigate a case company and arrived at two empirically validated conclusions. 1. By co-creating social change initiatives with stakeholders, behavioural change instigating organisations will gain improved brand awareness, enhanced brand perception, higher brand loyalty, positive brand association and favourable podium to extend their brands to new initiatives and commercial investments. 2. To reap these benefits, firstly, social change organisations need to be adept at identifying, segmenting and managing their ecosystem of social change co-creators. Secondly, be more purposeful and strategic in their brand and social change initiatives positioning. Thirdly, become the orchestrators of their brand and change initiatives narratives on various social media platforms used by their target audiences, co-creators and followers.</p>			
Keywords Social marketing, co-creation, brand equity, upstream and downstream audience.			
Additional information			

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1 INTRODUCTION

1.1 Description, Background and Significance of The Research Topic

Because audiences are no longer willing to remain a simple yes or no voters for social behavioural change initiatives (Ind & Coates, 2013), social marketers and social change organisations are therefore compelled to dialogue, network and collaborate with audiences and other stakeholders, to understand what behaviour a target audience is willing to change, modify, reject or adopt and in exchange for what (Domegan, Collins, Stead, Mchugh & Hughes, 2013; Kotler & Lee, 2008, p. 8; Andreasen, 2002). This is more so, as the success of a behavioural change initiative is hinged on the active cooperation, involvement and co-creation of the target audience and stakeholders (Bryant et al., 2007, p. 61).

While agreeing with the arguments of Luca and Suggs (2013), Baker and Saren (2016, p. 481), that social marketing as a concept aims to develop campaigns and strategies devoted to influencing the behaviour of target audiences (downstream) to willingly change, modify or adopt a particular behaviour for the common good of the society, it seems obvious that the traditional approach of focusing behavioural change campaigns solely on the downstream audiences is no longer sufficient to elicit the desired and wide-reaching behavioural change sought by social marketers (Kotler & Lee, 2008, pp. 3-4). To this end, this study focuses on finding out how social change organisations can enhance their brand equity by leveraging the involvements of the entirety of their social initiatives co-creation ecosystem that consists of target audience, government, policymakers, institutions, education, commercial organisations, communities, and other stakeholders in co-creating social behavioural change initiatives for the common good of the society.

Though it appears that social marketing is seen primarily as the responsibility of Non-Government Organisations (NGOs), government and public institutions, there has been a clamour for commercial organisations to play active role as social behavioural change agents in solving “deep-seated problems of human misery” (Liu & Ko, 2010; Margolis & Walsh, 2003). From the above arguments of Margolis and Walsh, it appears that the clamour for commercial organisations to position

themselves as social behavioural change agents, to some degree is based on the belief that commercial organisations, through their products, promotions and activities, are partly responsible for the increasing health and social problems of obesity, alcoholism, violence, drug abuse, teenage smoking and pregnancies (CDC, 2016; Jamali, 2007), environmental degradations (Stephan, Patterson, Kelly, & Mair, 2016; Carroll, 2016), and the creation of platforms like the social media being used by individuals and organisations to promote hate crimes and manipulate electoral votes (Cambridge Analytica, 2019; Singh & Krupakar, 2014, 2019).

Granting commercial organisations do not operate in isolation of the socio-environmental challenges within the society in which they operate (Werther & Chandler, 2014), yet, it seems many commercial organisations are hesitant about engaging in social behavioural change activities due to lack of clarity on how committing their resources to doing social good, will translate to doing well for their shareholders and by extension their brand equity (Friedman, 1970; Scherer & Palazzo, 2011; Stephan et al., 2016; Lantos, 2002; Gallie, 1956; Gond & Moon, 2011). Taking the view on the reluctance of commercial organisations' willingness to invest in social behavioural change initiatives that benefit the society more than they benefit the initiating organisations (Andreasen, 2002) deeper, Kotler and Lee (2008, p. 8) argue that social marketing "is still a mystery to most organisations and misunderstood by many." To help commercial organisations move away from this lethargic view of social behavioural change initiatives involvement, social marketers need to develop clear strategies aimed at engaging, influencing and bringing commercial organisations into the process of social problems definition, programme designs, solution implementation and review, in ways that make commercial organisations realise that doing social good can translate to doing well for their brand equity (Prahalad & Ramaswamy, 2004; Aaker, 1991; Keller, 1993).

Reflecting on the arguments of Domegan, et al. (2013) and Dooley, Jones and Iverson (2012), more than ever before, it has become more imperative for social marketing and commercial organisations to realise that audiences and consumers are beginning to argue more in favour of stronger interdependencies among the concepts of social good, value creation and co-creation, as they expect more than profits, quality services and quality products from organisations in which they have some

stakes. Organisations that are able to shift from economic-gain-dominant orientation to a more collaborative view that takes other latent concerns of the society into consideration are more likely to consistently succeed in achieving their overall objectives of higher profitability (Friedman, 1970), increased brand awareness, brand acceptance (Hoeffler & Keller, 2002; Domegan et al., 2013; Dooley et al., 2012) and brand sympathy in difficult times (Lassar, Mittal & Sharma, 1995).

Whilst Social marketing is about doing common social good, co-creation is the combined conception and construction of the social change initiatives in the contexts of the audiences (Prahalad & Ramaswamy, 2004, p. 8). With the increasing influence of consumers, supporters, civil societies and stakeholders over the actions and inactions of organisations, audiences' involvements in the selection, design and implementation of social initiatives, is increasingly becoming crucial to the success of any behavioural change initiatives and the realisation of associated objectives such as brand equity enhancement by the initiating organisation (Jansen & Pieters, 2017, p. 15).

Brand equity is the total value of a brand's image, identity, associations, perception and loyalty based on what customers (society) have "learned, felt, seen and heard" of the brand from their experience over time (Hoeffler & Keller, 2002, pp. 78-89). Alluding to the arguments of Keller (1993), Lassar et al. (1995), in social marketing, brand equity is built by deliberate investments of time and resources in educating, communicating and involving the target audience and other stakeholders in designing, planning, implementing and reviewing social initiatives being undertaken by an organisation. Brand, as a key asset, provides an important point of differentiation, strategic competitive advantage (Törmälä & Gyrd-Jones, 2017), and a fulcrum for launching social change. While to a great degree, social media platforms such as Facebook, Twitter, YouTube, blogs, Instagram amongst others, offer social marketing organisations the platforms for self-expression, awareness creation, collaboration and co-creation of social change initiatives (Fergie, Hunt & Hilton, 2016; Domegan, et al., 2013; Gordon, 2011; White & French, 2009), but the challenge lies in 'how can' the initiating organisation leverage its common social good deeds to enhance its brand equity.

1.2 The research gap

Since the concept of social marketing was introduced by Wiebe in 1951, and the coinage of the term 'Social Marketing' by Kotler and Zaltman in 1971, till current dispensation, scholars of different views and orientation have devoted time and resources researching and reviewing the concept of social marketing. To advance the course of social marketing, various scholars have devoted their research efforts into seeking ways of infusing traditional marketing concepts of co-creation (Lefebvre, 2012; Hastings, 2003; Ind & Coates, 2013), positioning (Ries & Trout, 2001.P.2; Ogilvy, 2013) and brand equity (Fournier & Avery, 2011; Ovidiu, 2005; Aaker, 1992) into the traditional view of social behavioural change activities.

Social marketing which is the use of marketing principles to create, design and sell behavioural change ideas to a target audience (Wiebe,1951; Andreasen, 2002; Thensmc.Com, 2019; Kotler & Zaltman, 1971; Kotler & Lee, 2008. p. 8), is “the right thing to do” by public institutions, government, non-government organisations, as well as commercial organisations (Bhattacharya & Sen, 2004). While in the past, it was assumed that the business of commercial organisations is profit maximisation (Friedman, 1971) and that the responsibility of social behavioural change drive should be that of the government, its institutions and charitable organisations (Liu & Ko, 2010; Margolis & Walsh, 2003), Werther and Chandler (2014); Scherer and Palazzo (2011); Stephan et al. (2016); Lantos (2002); Hoeffler and Keller (2002), argue that there is increasing public outcry for commercial organisations to retool their existing business models by actively getting involved in social behavioural change activities, either by partnering existing social change organisations or setting up internal units dedicated to doing social good.

Taking the discussion on social marketing deeper, Lefebvre (2012), postulated that social marketing is guided by three key principles: (a) Infusion of new marketing concepts and ideas to the existing marketing mix. (b) Regular review of approaches to social change initiative design, development and implementation. (c) The inclusion of stakeholders at all stages of the social change processes, irrespective of their orientation, education and social inclinations. Akin to the argument of Lefebvre, Stephen et al. (2015), contend that the measurement of the capability and

sustainability of social behavioural change initiatives should be based on the effects (the efficiency and effectiveness) and the process (the fairness and equity) of social change activities. Nussbaum (2011); Kotler and Lee (2008, PP. 9-11), laying further emphasis on the importance of the “Process”, argue that because target audiences have the right of self-determination to accept or reject a behavioural change idea, social marketers should devote research efforts to understanding target audiences (Mick et al., 2011; Ozanne, 2011) to fathom the meaning of inclusiveness, respect and dignity as perceived by target audiences (Layton, 2007).

Social behavioural change initiatives co-creation is about the engagement, participation and collaboration of target audiences, communities, partners, government and other stakeholders in identifying behavioural problems and designing, developing and reviewing of initiatives intended to alter the identified social behavioural problem for the common good of the society (Schau et al., 2009; Domegan et al., 2013; Galvagno & Dalli, 2014). As posited by Ind and Coates (2013); Ozanne and Saatcioglu (2008), the success of any social change initiative is not achieved by doing things for the audience but through the active involvements of all stakeholders in the processes of social change creation.

To have all hands-on-deck and inspire social change stakeholders and target audiences to accept, support and become active participants in behavioural change initiatives (Stephen et al., 2015; Dominguez, 2018; Lefebvre, 2012; Hastings, 2003; Felix et al., 2017), social marketers are admonished to position their brands and activities in ways that reflect an orientation of trust, accountability and respect for change beneficiaries and the social-cultural concerns of the communities in which the social behavioural change activities take place (Long et al., 2008; Lefebvre & Flora, 1988; French & Lefebvre, 2012), by carefully headlining the social behavioural problems their brands exist to address and the processes of addressing such social problems in conjunction with their ecosystem of social change co-creators (Padgett & Mulvey, 2009; Keller, 1993; French & Lefebvre, 2012).

While there have been extensive studies on social marketing and its benefits for societal good, there seem to be less attention paid to how doing social good can benefit the brand equity of social change initiating organisations and their support

partners (Johnson, 2007; Stephan, et al., 2016). Brand equity in social marketing encompasses values relating to a social change organisation, values that sum up its brand essence and values as perceived by its stakeholders (Wood, 2000; Raggio & Leone, 2007; Feldwick, 1996). Values related to the organisation connotes the internal arrangements of a social marketing organisation that reflect its core culture, habits, character and what the organisation is all about (Urde, 2003). Values that sum up a brand are often referred to as the brand-essence (Aaker & Joachimstahler, 2000). A brand's essence defines what an organisation exists to do and communicate its objectives and policy thrust (Urde, 2009; Burmann & Zeplin, 2005; Keller, 1993). Values as perceived by the audience, define what (behaviour) the audience is willing to exchange for a brand promise (Knox & Maklan, 1998; Urde, 2009).

Based on the study of Hoeffler and Keller (2002), the researcher infers that social marketing organisations could through social initiative co-creation increase their brand awareness, enhance their brand image, build brand credibility and deepen a sense of brand ownership among stakeholders. Social marketing being a tool for social good, the role of stakeholders' involvements in co-creating initiatives aimed at influencing target audience behaviour can never be over-emphasised (Ind & Coates, 2013). This is more so because a brand is no longer defined by what its owner says it is alone, but defined by what evolves from the interactions and engagements among stakeholders, target audience, communities and brand owners (Berry, 2000; Aaker, 1996).

Despite these extensive contributions, no research has integrated the viewpoints of social marketing, initiative co-creation and brand equity enhancement into a holistic conceptual framework. Therefore, this study aims to find out how social change organisations can do well (enhance their brand equity) by doing social good (influencing social behavioural change) through social initiatives co-creation.

1.3 Motivation, objective and research methodology of the study

The view that social marketing "is still a mystery to most organisations and misunderstood by many" (Kotler & Lee, 2008. P. 8), seems to arise from the gap that exists between the active involvements of target audiences, communities,

policymakers and other stakeholders in behavioural change initiatives co-creation (Stephen et al., 2015; Dominguez, 2018; Lefebvre, 2012; Hastings, 2003; Felix et al., 2017; Ind & Coates, 2013) and brand equity enhancement in the forms of increased brand awareness, acceptance, support and favourable perception (Hoeffler & Keller, 2002; Johnson, 2007; Stephan, et al., 2016) of initiating organisations.

The purpose of this research is to create an empirically validated framework for brand equity enhancement through social initiatives co-creation. To achieve this objective, the researcher will create an integrative, conceptual framework for brand equity enhancement through social initiatives co-creation, and empirically validate the integrative, conceptual framework by analysing the data gathered through observation and semi-structured face-to-face interviews, because such integrated holistic framework is missing in existing empirical research.

To accomplish the objective of the study, one main and two sub-research questions were formulated:

How can brand equity be enhanced through social initiative co-creation?

- What are the benefits (if any) of social initiative co-creation for organisations?
- How can social initiatives co-creation be leveraged for brand equity enhancement?

The above research questions were borne out of the discrepancies that exist between the belief by organisations that social good is “the right thing to do” (Bhattacharya & Sen, 2004) and the seeming misunderstanding by managers about how doing social good can translate to doing well for their organisations (Hastings, 2007; Gordon, 2012; Andreasen, 1997). To eliminate the misunderstanding and diminish the mystery surrounding social marketing impacts on brand equity enhancement (Kotler & Lee, 2008. p. 8; Johnson, 2007; Stephan, et al., 2016; Keller, 1993), and influence enduring social behavioural change (Lusch, Vargo & Tanniru, 2009; Lefebvre, 2012), it seems social marketers adopt the strategy of social behavioural change initiatives co-creation (Ind & Coates, 2013; Hastings, 2003; Felix et al., 2017).

Having had extensive professional experiences in sales of consumer goods, marketing of services and fundraising for social good, I felt the need to explore the

connection, if any, between the co-creation of social change initiatives and brand equity enhancement for the initiating organisation. From my practical experience, I realised that though the concept of social marketing has been adopted and implemented by nations, organisations and institutions to influence social behaviour and reduce social problems (Stead et al. 2007b; Eadie & MacAskill, 2007; Flora et al., 1993; Puska et al., 1983; Wiebe, 1951), I felt there was a void between what organisations think of engaging in social behavioural change initiatives co-creation and its impact on their brand equity (Kotler & Lee, 2008. P. 8; Bhattacharya & Sen, 2004; Andreasen, 2002).

This research will mainly be qualitative and interpretive. Based on suggestions from existing studies, qualitative approaches to data gathering contribute to theory developments, provide great insights into social-cultural issues within the contexts in which the study is being carried out (Vasina, 1999; Rae, 2001) by answering the ‘if and how’ questions of the phenomenon being studied (Creswell & Creswell, 2017; Berg & Bruce, 2001).

Because social marketing is about human behaviour (Andreasen, 1995. p. 7; Dan, 2010; Kotler & Zaltman, 1971), the observation and the interview methods are adjudged to be most suitable for research data collection (Berg & Bruce, 2001). In this study, the researcher will combine the observation and face-to-face interview methods to gather the primary data for the research.

Observation method of data gathering seems to be adjudged as the best approach to collecting accurate data about people and their social behaviour (Rim, 2018) because it allows the researcher to be immersed in the social context in which the research phenomenon is being studied (Kotler & Lee, 2008, p. 159). To have a full grasp of how the research case company for this study and its social initiatives co-creation ecosystem engage in actual processes of social behavioural change initiatives co-creation, the researcher will spend a total of ten hours of the first five days of this research data gathering to observe the case company and its co-creation processes. By observing the co-creation process of the case company in real-time, the researcher will be able to reflectively question his existing assumptions regarding social initiatives co-creation (Crane, 1999), while filling the ‘empty sketch’ of the research

questions (Frankel & Devers, 2000) by taking notes of the verbal, non-verbal and interpersonal communication of the co-creation parties.

In addition to the observation method of data collection, the semi-structured face-to-face interviews with some employees of the selected case company will be used for this study. While interviews are most the common method of collecting primary data for qualitative research (Patton, 2005), the face-to-face method of interviews allows the interviewer to appreciate in a deeper sense the views, ideas, beliefs, perceptions and the verbal and non-verbal responses of the interviewees to asked questions. (Gill et al., 2008; Adler & Adler, 2012).

To analyse the research data collected through the face-to-face interviews, the six-phase data analysis process (Braun & Clarke, 2006) will be adopted. This approach to data analysis which is a cyclical process, allows the researcher to go beyond the surface meanings of collected data to make rich sense of what the data mean, by going back and forth between phases of the data analysis process, creating and combining codes till the researcher is satisfied with the final themes (Braun & Clarke, 2006).

1.4 The scope and structure of the thesis

The scope of this study is limited to Non-Government Organisations (NGOs) that focus their activities on influencing social behaviours in the environment in which they operate. The limitation of this study to such non-government organisations is aimed at unearthing how social behavioural change co-creation can be leveraged by behavioural change organisations and their support partners to garner support and acceptance by target audiences, build monetary and non-monetary resource bases to advance their activities and extend their brands to investments and activities that generate needed revenue to deliver enduring social behavioural change initiatives.

This thesis is structured into eight chapters. In chapters 2 to 5, the concept of social marketing is defined, its benchmark criteria reviewed, some landmark developments in the discipline highlighted and the place of the marketing mix in social marketing examined. In the same chapters, theories relating to brand equity and social

initiatives co-creation will be reviewed, the role of social media as platforms for change initiatives co-creation will be examined and the chapters concluded by bringing the various elements of behavioural change initiatives co-creation and its impacts on brand equity enhancement into a conceptualised framework.

Chapter 6 will focus on the overall research strategy and methodology adopted in this study. A detailed description of how the research was conducted, the scientific approach used, what materials were examined and how the research data was analysed, will also be explained in the chapter. The research findings will be presented in chapter 7. The outcomes of the empirical study in relation to the theoretical framework, the conclusion arrived at, the limitations of the study, the managerial implications of the research outcomes and recommendation for future study will be discussed in chapter 8.

2 THEORETICAL FRAMEWORK

This chapter discusses the wide field of Social marketing, its different aspects, dimensions, and its possible contributions to the brand equity enhancement of organisations that deploy their resources to influence social behaviours. The field of social marketing is introduced by describing its meaning, considering the views of various scholars, practitioners and institutions. After a brief review of some major developments within the concept is discussed, some of the elements that differentiate social marketing from other variants of marketing will be highlighted. Just before a review of the traditional and modern approaches to brand equity enhancement is reviewed, the adequacy or otherwise of the traditional marketing mix (the 4Ps) to social marketing will be argued, and we will conclude by evaluating the impact of social media platforms on collaboration and co-creation of successful social initiatives.

2.1 Doing good: Social marketing definitions and meaning

Social marketing as a discipline, though borrows many of its practices and strategies from products and services marketing and its theoretical roots from psychology, social and behavioural sciences, its primary objective is to "sell" ideas, attitudes and behavioural change initiatives (Kotler & Lee, 2008, p. 8) for the common good of the society and target audiences, using marketing principles (Luca & Suggs, 2013; Andreasen, 2002; thensmc.com, 2019; Kotler & Zaltman, 1971). Wiebe (1951), initiated the concept of Social marketing when he published an article in the Public Opinion Quarterly, in which he attempted to seek ways of adapting commercial marketing practices to sell social change initiatives by asking why brotherhood and rational thinking could not be sold the same way commercial goods are sold. As opined by Stephan, et al. (2016), it seems that Wiebe (1951) was calling marketers and organisations to use marketing practices and principles to do social good for the common benefit of the society in which they operate.

Although Wiebe (1951) drew attention to the concept of social marketing, he did not tag the concept as social marketing. The term social marketing was coined and first used in a publication titled "Social Marketing: An Approach to Planned Social

Change" in the *Journal of Marketing*, by Kotler and Zaltman (1971), in which they defined Social marketing as "the design, implementation, and control of programs calculated to influence the acceptability of social ideas and involving considerations of product planning, pricing, communication, distribution, and marketing research." From Kotler and Zaltman's definition of social marketing, we infer that social marketing is the use of commercial marketing skills to effectively instigate, develop and implement social actions that can alter social behaviour for societal good. In the views of Kotler, Lee and Rothschild (2006), social marketing is the application of marketing principles and techniques to the creation, communication and delivering of value to influence target audience's behaviour for the good of the larger society.

While Dann (2010), held the opinion that the delivery of effective, competition sensitive and segmented social behavioural change initiatives is made possible only through ethical practices and the integration of research, the best course of action, theories, audience and partnership insights, Phils, Deiglmeier and Miller (2008), argue that sustainable social marketing is such that is effective, efficient, and just, in advancing people's well- being and social welfare". Furthermore, Andreasen (1995, p. 7), referred Social marketing as "the application of commercial marketing technologies to the analysis, planning, execution, and evaluation of programmes designed to influence the voluntary behaviour of target audiences in order to improve their personal welfare and that of their society". In addition to being in sync with the above definitions of social marketing, Andreasen's definition brings to fore the importance and relevance of technology in social marketing initiatives.

Over the years, while several scholars made attempts to express their understanding of the essence of social marketing, practitioners and institutions also made great contributions to the definition of the concept. For example, Smith (2006) via Kotler and Lee (2008, p. 7), defined social marketing as "a process for creating, communicating and delivering benefits that a target audience(s) wants in exchange for audience behaviour that benefits society without financial profit to the marketer". For a harmonised definition of social marketing, International Social Marketing Association (iSMA), European Social Marketing Association (ESMA), Social Marketing Association of North America (SMANA), Asociación Latinoamericana De Mercadeo Social (ALMS) and Australian Association of Social Marketing

(AASM), in 2017, defined social marketing as a discipline that seeks “to develop and integrate marketing concepts with other approaches to influence behaviour that benefit individuals and communities for the greater social good” (Jeff, 2017).

Since the concept and practice of social marketing became popular, though there have been several definitions of the concept based on the contexts, perspectives and orientation of various scholars, practitioners and institutions, the definition that we will adopt for this research will be that of Stephan, et al. (2016). Stephan, et al., defined social marketing as “the process of transforming patterns of thought, behaviour, social relationships, institutions, and social structure to generate beneficial outcomes for individuals, communities, organisations, society, and/or the environment beyond the benefits for the instigators of such transformations”.

The uniqueness of the above definition lies in the recognition that social marketing is a process of transforming not just an individual’s behaviour alone but also his or her social relationships and institutions (Upstream audiences), that require collaboration and developments of partnerships with other organisations and communities for the good of the target audience, the society and the social behavioural change initiating organisation. While Andreasen (2002), argues that the aim of social marketing is not profit maximisation, it is only the definition of Stephan, et al. (2016) that categorically stated that social behavioural change instigating organisations could reap some benefits from their social change initiatives, and the aim of this research is to investigate if some of the resulting benefits to the instigating organisations are such that enhance their brand equity.

From the various definitions of Social marketing reviewed, we infer that the effectiveness and efficiency of social behavioural change initiatives are dependent on how the target audiences perceive the benefits they stand to gain in exchange for their efforts to modify, change an existing behaviour or accept a new behaviour, underlying the inherent challenges associated with social marketing in practice. A target audience that refuses to voluntarily change, modify, reject or abandon existing behaviours cannot be punished or coerced to accept a new way of behaving (Kotler & Lee, 2008. pp. 9-11). Therefore, effectiveness in social marketing lies in the ability of the social change instigator to create a sense of ownership in the minds of the

target audience through co-creation, the use of other marketing strategies and the deployment of relevant technologies such as social media.

As social marketing is not a theory in itself but a concept that relies on different theories, disciplines, practices and models to understand target audiences and factors that influence behavioural change (Luca & Suggs, 2013; Truong, 2014), organisations that hope to reap benefits from their social change initiatives, must learn to blend insights from best practices in relevant disciplines, co-create with partners, audiences and other relevant stakeholders to develop engaging, competent and sustainable social behavioural change initiatives (Rundle-Thiele, 2015; Duane & Domegan, 2018; Jeff, 2017; French & Blair-Stevens, 2006 via NSMC, 2019; Hibbert & McDonald, 2015).

2.2 Social marketing benchmark criteria

There exists, to some extent, an agreement among social marketing scholars, practitioners and institutions on the belief that though, social marketing processes are akin to those of other marketing concepts, but the integrated principles of effecting social behavioural change as enshrined in social marketing are quite different from those deployed in selling other services and products (Kotler & Lee, 2008. p. 12; Rundle-Thiele, 2015; Jeff, 2017; thenismc.com, 2019; Lefebvre & Flora, 1988). Arguing along this line, Lefebvre and Flora (1988), opined that to design, promote and implement a consistent social behavioural change initiative that is homogenous to the concept of social marketing, such initiative must contain to a varying degree, eight visible essential elements that include: (1) A consumer orientation towards social goals, (2) Voluntary social exchanges between the instigating organisation and the target audience, (3) Audience segmentation, (4) Use of research in product and message design and pretesting, (5) Communication channels, (6) Adoption and adaptation of the marketing mix, (7) Control measures, and (8) Existence of processes for problem identification, behavioural change initiative planning, implementation and review.

Taking a cue from the postulation of Lefebvre and Flora (1988), Andreasen (2002), hold the view that the elements that constitute social marketing could be compressed into six key concerns: (1) Behaviour change as the primary focus, (2) Consistent use of research to (a) understand target audiences, (b) pretest intervention elements and (c) monitor progress, (3) Segmentation for efficient and effective use of scarce resources, (4) Creation of social exchanges between the instigating organisation and the target audiences, (5) Use of the marketing mix (4Ps), and (6) Analysis of competing issues against behavioural change. In Kotler's and Lee's (2008, pp. 8-11) view, the elements that constitute the benchmark for social change initiatives could be condensed into (1) Behaviour change as the primary focus, (2) Social exchanges, (3) Use of marketing principles and techniques (4) Audience segmentation, and (5) The society as the primary beneficiary of the initiatives.

In a similar vein, social marketing institutions such as International Social Marketing Association (iSMA), European Social Marketing Association (ESMA), Social Marketing Association of North America (SMANA), Asociación Latinoamericana De Mercadeo Social (ALMS) and Australian Association of Social Marketing (AASM) (2017), contend that for a behavioural change initiative to be seen in the light of social marketing, the initiative is expected to contain the elements of (1) Clear social behavioural change goals, (2) Attention on the target audience, (3) Ethical considerations, (4) Analysis of competition, (5) Use of other disciplines and marketing theories, and (6) Value proposition. On the other hand, the National Social Marketing Centre (2006), seems to be in alignment with the views of Lefebvre and Flora (1988) that the criteria for assessing social marketing should be: (1) Behaviour change, (2) audience orientation, (3) Adoption of marketing and other relevant theories, (4) Target audience needs assessment, (5) Social exchanges, (6) Segmentation, (7) Analysis of threat to behavioural change, and (8) Methods mix.

Based on the varied but similar views expressed by the above institutions and scholars on what elements constitute the criteria for evaluating social marketing, we feel safe to argue that for any behavioural change initiative to fulfil the requirements of social marketing, it must meet the following benchmark:

A. Explicit social behavioural change goals: The primary aim should be to change specific social behaviour of target audiences for the common social good of the society. As such, Specific, Measurable, Actionable, Relevant and Time-bound (SMART) behavioural goals must be inherent in any social marketing initiatives.

B. Target audience orientation and societal gains: The core focus of attention is on the audience whose behaviour has been fully understood through research, observations and interactions. While shareholders are the primary beneficiaries of commercial marketing, society is the primary beneficiary of Social marketing initiatives.

C. Audience segmentation and initiative pre-test: Because there is no 'one size fits all' approach in behavioural change, social change initiators must seek to segment target audiences based on similar characteristics for effective tailoring and pretesting social interventions that meet the needs of the target audience.

D. Ethics and responsibility: Social marketing initiatives must be guided by ethical considerations and attention to the acceptability, transparency and intended benefits to the society and the instigating organisations.

E. Social exchanges: What do target audiences think they stand to gain from giving up an existing behaviour? What are the target audiences saying about the social interventions? What are the audiences' ideas and opinions regarding the strategies to be used in the initiatives? The above are some of the questions that must be answered from the target audience perspective, as behavioural change initiatives cannot succeed in isolation of target audiences.

F. Identification of competition and barriers to behavioural change: Social marketers must have a clear understanding of the factors that could compete for the audience's attention, time, resources and desire to change, modify an existing behaviour or accept a new behaviour.

G. Theory: Successful Social marketing initiatives are hinged on the adoption and use of relevant behavioural and marketing theories for target audience research and formulation of the right interventions for identified social problems.

H. Value proposition and marketing mix: A mixture of methods including elements of the traditional 4Ps of the marketing mix must be adopted to inform, educate, support, design and control social marketing undertakings.

While there seem to be some discrepancies as to the number of elements that constitute the benchmark for evaluating social marketing, a common thread across the narrations of the above scholars and institutions is the agreement that the elements of the benchmark criteria are what differentiate social marketing from other marketing disciplines. From the opinion expressed by Andreasen (2002), we tend to conclude that though it is not expected that behavioural change initiatives have all the elements of the benchmark characteristics in ‘robust and equivalent amount’ to qualify as social marketing, but it is expected that all the core elements must be present in every social marketing campaign.

In this section of the literature review and in some other aspects of this thesis, Kotler and Lee (2008), is frequently cited even though their views were expressed in a book which is not a peer-reviewed publication. The use of their book is justified because their theoretical and practical contributions to the developments of social marketing cannot be overlooked. More so, Kotler, one of the authors is believed to be the framer and one of the founders of the concept of social marketing.

2.3 Developments in Social marketing

Hastings (2007), in his argument for the use of marketing principles and practices to promote desirable social behavioural change for the good of individuals and the society, published a book titled “Social Marketing: Why should the devil have all the best tunes”? Inferences from the views expressed by Ling, Franklin, Lindsteadt and Gearison (1992), seem to suggest that the thrust of Hastings’ publication was directed at encouraging more organisations to become social behavioural change

agents in the society in which they operate. In response to the question raised by Hastings (2007), Kotler and Lee (2008, p. 3), Kotler, Roberto and Lee (2002), opine that as a discipline, Social marketing has had positive and tremendous impacts on solving social problems in the areas of public health, safety, environmental sustainability, teenage pregnancy and also used to engender community engagements in developing and developed countries alike.

As the value and relevance of social marketing evolved, it received acceptance by the United Nations (UN), the United States of America (USA), the United Kingdom (UK), Australia, continental India, Nigeria and beyond. In the USA, for example, the Centre for Disease Control (CDC), accepted Social marketing as a core public health strategic approach (CDC, 2005) and in New Zealand, the Health Sponsorship Council (HSC) and Crown entity, deployed Social marketing to propagate healthy lifestyle among the residents of New Zealand (HSC, 2008, via Gordon, 2011). Social marketing has elicited political and community support across different countries (Gordon, 2011; Kotler & Lee, 2008). In the USA, instances of government, community and partners collaboration to address social behavioural problems abound. The “VERB Summer Scorecard” and “Litter and it will hurt” are good examples. To address problems of obesity among youths and environmental litter by motorists and bikers, campaigns tagged “VERB Summer Scorecard” and “Litter and it will hurt” were promoted in collaboration with the downstream (target audience), the upstream audience (government agencies with the power to make policies) and the communities, to promote behavioural change towards the environment by motorists and bikers, and to improve youth physical activity levels over summer breaks (Kotler & Lee, 2008, pp. 28-31, 40-42; VERB Summer scorecard, 2003-2006).

Similarly, in the UK, the concept of Social marketing has also aroused political and community-based support. For example, Social marketing strategies and concepts were used to build awareness and to encourage positive behaviour towards public health by the UK government in the “Choosing Health” initiative (Department of Health, 2004, p. 21). Also, to build Social marketing operational skills and capacity, the UK government established the National Social Marketing Centre (NSMC) as a go-between the Department of Health and society (Gordon, 2011). In Scotland, in the

1980s and 1990s, Social marketing practices were also used to promote social behavioural change initiatives such as the “Be All You Can Be” health campaign and the “West of Scotland Cancer Awareness Project” (Stead et al. 2007b; Eadie & MacAskill, 2007).

Furthermore, in Sri Lanka, the concept, principles and practices of social marketing were used to create awareness and encourage societal acceptance of contraceptives as a beneficial approach to population explosion management (Population Services International, 1977). Also, across several African countries such as Nigeria, South Africa, Democratic Republic of Congo amongst others, to effectively decrease infant mortality, eradicate guinea worm, reduce the spread of HIV and improve oral rehydration, strategies and principles that met social marketing benchmark characteristics were adopted and deployed (Kotler & Lee, 2008, p. 3; Gordon, 2011). Similarly, in the United States of America (USA), social marketing orientation has been used to save the Chesapeake Bay, promote physical activities among youths and prevent environmental litter (Kotler & Lee, 2008, pp. 5-7, 28-31, 40-43). In England and in Finland, social marketing concept was used to promote initiatives aimed at managing heart disease-related problems. Some of such initiatives are the Stanford Heart Disease Prevention Programme in England and the North Karelia Project in Finland (Flora, Lefebvre, Murray, Stone & Assaf 1993; Puska et al., 1983).

Due to increasing acceptance, its effectiveness in addressing social behavioural problems, the need to institutionalise its practices and develop more capacity, the concept of Social marketing gained popularity in seminars and conferences, and national agencies, research and teaching centres of Social marketing were established in several countries. The 1990s witnessed the launch of the Social Marketing Institute in America, the Centre for Social Marketing at the University of Strathclyde, and the Social marketing quarterly by the Department of Community and Family Health at the University of South Florida. Laying more credence to its acceptance, social marketing centers were established at the University of West of England, Brunel University, the University of Huddersfield, University of Stirling, Georgetown University, Carleton University, University of Lethbridge, University of Wollongong, Curtin University, Griffith University and University of Otago (Gordon, 2011).

In addition to the above developments in the field of social marketing and beyond the deployment of its principles to confront public health challenges, social marketing precepts have also been used to address other societal problems such as environmental sustainability, illiteracy, addictive behaviours, young voters' apathy, blood donation, energy conservation, waste management, breastfeeding among young mothers and school violence (Gordon et al., 2008a; Kotler & Lee, 2008, pp. 16-22; Kennedy et al., 2000; Prochaska, Diclemente & Norcross, 1997).

Despite the growing understanding of the meaning, relevance, benchmark criteria, evolution and contributions of social marketing in countering social behavioural problems in developing and developed societies (White & French, 2009), however, it seems that one the major challenges facing social marketers are how to get target audiences, communities, policymakers and other stakeholders actively involved in the processes of social behavioural change initiatives co-creation (Ind & Coates, 2013).

3 CO-CREATION: MEANING, PURPOSE, TYPES AND PROCESSES IN SOCIAL MARKETING

In this section of the thesis, existing literature on co-creation will be reviewed, with particular attention paid to the meaning of co-creation from different scholars' perspectives, types and processes of social initiatives co-creation. The chapter will also seek to understand the reasons social change organisations and their stakeholders are keen on engaging in social change initiatives co-creation.

3.1 All hands on deck: the meaning of social initiative co-creation

Based on the contexts of practice and study, co-creation, a term that captures different ways in which organisations, audiences, communities, partners and stakeholders work together to create value for mutual benefits, is often referred to as participation, community engagement, co-production or collaboration (Schau, Muniz & Arnould, 2009; Domegan et al., 2013). As defined by Galvagno and Dalli (2014), Co-creation is a concurrent, joint and collaborative process of producing new symbolic and material value in a peer-like atmosphere. The essence of Galvagno's and Dalli's view on co-creation is anchored on a shift away from organisation-dominant approach to a more collaborative approach to value creation. Vargo and Lusch (2008), opine that the relevance of theories, practice, direct and indirect interactions and intercommunications among organisations and their stakeholders in value creation cannot be overemphasised. Based on the views of Vargo and Lusch, it seems that parties in co-creation do not have to be in direct face to face communication (all the time), as interaction and communication could be online and offline as well.

From collective benefit perspective, O'Hern and Rindfleisch (2009), argue that organisations that engage in the co-creation of a social behavioural change initiatives, seek collective understanding of social problems and how best to solve them through stakeholders' participation in ways that benefit the target audience and the society as a whole, more than it benefits the initiating organisation. Taking the discussion on co-creation in social marketing deeper, Lefebvre (2012), contends that to influence social behaviour, marketers need the active involvements of players to

constitute a “social ecology” of private, non-profit, civil and government organisations that will support the process of co-creating the behavioural change initiatives. Initiatives for behavioural change should not be viewed as the responsibility of a sector of the society but should be seen as a call to action by all and for all.

3.2 Purposes of social marketing co-creation

In different fields across engineering, production and marketing, the concept of co-creation has been adopted to improve product quality, generate innovative ideas and create bespoke services for specific needs (Bilgram et al., 2011; Greer & Lei, 2012). Similarly, in social marketing, the purpose and relevance of co-creation are highly pronounced. For example, to make change happen or influence existing behaviour, social marketers use the tool of co-creation to build a “social ecology” of change agents and develop strategies of involving the “social ecology” constituents in co-designing, co-developing and co-implementing behavioural change initiatives that are acceptable to the target audience (Kotler & Lee, 2008, pp. 9-11; Lefebvre, 2012). Co-creation also helps marketers understand what is of importance, value and acceptable to audiences (Domegan et al., 2013), and takes away the feeling of being on opposing sides that exists between social change initiating organisations and target audiences (Andreu, Sanchez & Mele, 2010).

In support of the relevance of co-creation in social marketing, while Kotler and Lee (2008, pp. 39, 54-55), argue that co-creation helps social change initiators unearth overt and covert barriers to behavioural change, Galvagno and Dalli (2014), Domegan et al. (2013) and Ritala (2012), believe that co-creation prevents marketers from seeing audiences as simple receptors of initiators thrown at them and help marketers see audiences as valuable and assessable resources outside the boundaries of their organisations that should be integrated into the value co-creation processes. To foster an atmosphere of cooperation, knowledge sharing and skills exchanges within its “social ecology”, it is of relevance that social marketers develop a culture of co-creation, as creating and implementing behavioural change initiatives without inputs from audiences and relevant stakeholders cannot breed long term relationships needed for enduring behavioural change (Lusch et al., 2009; Lefebvre, 2012). It

seems co-creation makes up for a major aspect of the inadequacies of the traditional 4Ps of the marketing mix in addressing social challenges. While the traditional 4Ps emphasises an orientation of doing things for the audience (Tapp & Spotswood, 2013), co-creation emphasises a culture of working with the audience (Ind & Coates, 2013).

3.3 Types of social initiatives co-creation

In the course of this research, we realised that though there have been extensive views expressed on the place of co-creation in social marketing, there seems to be a lack of investigation as to what type(s) of co-creation is suitable for social marketing. It seems that the lack of research into all aspects of co-creation in social marketing could be due to the notion that the concept of co-creation is associated with commercial products and service marketing (Kalaighnam & Varadarajan, 2006 via Martínez-Cañas et al., 2016). We will be relying on publications relating to co-creation in commercial marketing to gain insight into the nature of co-creation in social marketing.

Sethi, Smith and Park (2001), opine that co-creation is a type of two-extreme approach to new product development that consists of: (1) contribution (new ideas, perspectives or concepts) and (2) the selection of the most viable (idea, perspective or concept). Though the two-extreme categorisation of innovation is simplistic, easy to grasp and provide customers (audiences) the opportunity for their opinions to be heard, the adoption of such extreme typology, it seems to the researcher that such approach would restrict audiences' active engagements in contributing to and selecting new behavioural change initiatives.

In place of the restrictive two-extreme typology by Sethi et al. (2009), the classification of co-creation into Collaboration, Tinkering, Co-designing and Submitting by O'Hern and Rindfleisch (2009), seems to be more relevant to the concept of social behavioural change initiatives co-creation.

Collaboration, a type of new initiative co-creation, offers audiences and stakeholders the opportunity to express their opinions and freely contribute their ideas to the

conceptualisation and development of a new behavioural change initiative (Sethi et al., 2001; Evans & Wolf, 2006), and in ways that meet the unique context, needs and aspirations of the target audiences (Shah, 2006). Collaboration transforms audiences from being uninvolved recipients of social initiatives to becoming active contributors to social initiatives creation (von Krogh, Spaeth & Lakhani, 2003; Evans & Wolf 2005; Sethi et al., 2001). Tinkering, the second co-creation typology, as defined by Sethi et al. (2001) is centred on giving audiences the liberty to make alterations to an existing social initiative to suit the evolving needs of the target audiences. From the arguments of some scholars, the major differences between Collaboration and Tinkering lie at the level in which co-creation between social marketers and audiences take place and the degree of liberty audiences have in the processes. In Collaboration, audiences have a high degree of freedom to actively make contributions at the various stages of the initiatives (Domegan et al., 2013; Tapp & Spotswood, 2013). In Tinkering, social marketers restrict audiences' contribution to modifying an already existing initiative only and without the certainty that their contributions will be accepted (O'Hern & Rindfleisch, 2009).

Co-designing, which appears to be an all-encompassing approach to social behavioural change initiatives co-creation, involves the conscious coming together of organisations, audiences (upstream and downstream), partners and other stakeholders to co-identify the underlying factors responsible for a social problem and also to co-create the initiative needed to tackle the identified social problem (Domegan et al., 2013; Zineldin, 1995). Social organisations that adopt co-designing, provide templates or formats to guide co-creators' contributions (Sethi et al., 2001). Submitting, which is the last of Sethi et al. (2001) co-creation typology, involves the direct submission of new initiative ideas by audiences to the social initiative instigating organisation. In submitting, though the instigator maintains full control over the initiative, however, audiences are encouraged to translate their ideas into well-thought-out processes, new prototypes or detailed graphic representation that freely communicate their ideas and concepts for an initiative (Sethi et al., 2001).

At this juncture, based on the review of co-creation typology of O'Hern and Rindfleisch (2009), Sethi et al. (2001) and the views expressed by other scholars such as Domegan et al. (2013); Zineldin (1995); Evans and Wolf (2005); Shah

(2006); von Krogh, Spaeth and Lakhani (2003), it will suffice us to argue that because social behavioural change initiatives are aimed at influencing the behaviour of humans whose reasoning, interest, needs and opinions are not static, the adoption and sticking to a particular class of co-creation orientation may not result in the desired participation and acceptance sought by the social change organisation. In our view, for social initiatives co-creation to be successful, it is imperative for the instigating organisation to take up the role social initiative co-creation driver by creating an atmosphere that does not inhibit the full expression of views by target audience and stakeholders.

Though the focus of O'Hern and Rindfleisch's (2009) co-creation typology is centred on the development of new products for commercial entities, its underlying assumptions, to a great extent, seem to be useful in evaluating the place of co-creation in social marketing.

3.4 Phases of social initiatives co-creation

Domegan et al. (2013), hold the view that there are three phases of co-creation in social marketing: (1) Co-discovery phase, (2) Co-design phase and (3) Co-delivery phase. In the co-discovery phase, parties to the initiative (organisation, audience and stakeholders) engage in conversations and reciprocal learning to gain deeper insight into the social problem, understand the target audience better, unearth potential barriers to the success of the initiative and discover more relevant values for the initiative (Domegan et al., 2013; Ind & Coates, 2013). Based on the summation of Domegan et al. (2013); Tapp and Spotswood (2013), we infer that co-discovery negates the notion that social problems should be defined for the target audience because it encourages audiences' active participation in social problem discovery, definition and identification of potential value for the initiative to tackle the social problem.

The second phase in social marketing co-creation is the co-design stage. The process for value co-design entails the review of the outcome of the co-discovery phase and the joint conversion of the outcome into a jointly designed social behavioural change initiative (Domegan et al., 2013). In a related argument, Hastings and Domegan

(2012) via Domegan et al. (2013), believe that the process for value co-design engages all stakeholders (organisations, community, politicians, social institutions, media and partners) to plan and translate co-discovered social issues into innovative change initiative for the common social good of the target audience and the society. It is also at this stage that the parties to the initiative jointly decide on the formulation of the right marketing mix strategies of Product, Price, Place, Promotion, Relational thinking and Partnership required to make the product appealing, accessible and affordable to the target audience (Domegan et al., 2013; Zineldin, 1995; Sowers, 2005; O'Reilly & Madill, 2007).

The final phase of social marketing co-creation is the co-delivery stage. Domegan et al. (2013); Ballantyne and Varey (2006), posit that the Processes for value co-delivery bring together in a “coordinated network of networks system of social delivery” to co-implement the co-discovered and co-designed social initiatives in ways that create value for target audiences, society, other stakeholders and the initiating organisation.

Due to advancement in technology and the social media, social behavioural change audiences and stakeholders, irrespective of their social strata and location, now have seamless access to actively participate in the co-creation of brand narratives and by so doing, contribute to the enhancement of brand equities of social behavioural change organisations (O'Hern & Rindfleisch, 2009; Moon & Sproul, 2001; Sawhney, Verona & Prandeli, 2005; Piller, Vossen & Ihl, 2012).

4 DOING WELL: BRAND EQUITY ENHANCEMENT

In this section of the thesis, attention will be paid to how organisations can do well-enhance the various elements of their brand equity through social initiatives co-creation.

4.1 Meaning of brand equity enhancement

Like commercial organisations, non-profit and social marketing organisations need robust brand equity, and the drive for brand equity enhancement should be of importance for non-profits, as it is for commercial organisations (Judd, 2004). Brand and brand equity have been defined by different scholars and associations. A brand is a name, term, sign, drawing, or any combination of these, that serves to identify a firm's goods or services and differentiate them from those of competitors (American Marketing Association, AMA, 2019; Smith & Aaker, 1992; Keller, 1993).

Beyond being a sign, a brand is also a “signifier” of what audiences associate with an organisation (Géraldine & Sophie, 2011; Wood, 2000; Urde, 2003). A brand also refers to a silent agreement between the brand owner and the audience that creates a sense of belonging between the organisation and its audiences (Budac & Baltador, 2013). Brand equity, on the other hand, is a set of assets and or liabilities linked to a brand, its name and symbols that could either add something of value to the brand or subtract from it (Smith & Aaker, 1992; Laidler-Kylander & Simonin 2009; Budac & Baltador, 2013). In some instances, some scholars and practitioners use brand value when referring to positive brand equity because they hold the view that enhanced brand equity is a strategic asset to an organisation (Keller, 1993; Winters, 1991; Raggio & Leone, 2007).

Cues from the assertions of Ewing and Napoli (2005); Kotler and Levy (1969); Voss and Voss, (2000); Low and Fullerton (1994); Lindenberg (1999), indicate that social marketing organisations are becoming more “businesslike” in branding, advertising, audience-orientation and relationship thinking, in ways that consistently advance their competitive positions in environments plagued with competition for scarce funds and diminishing trust. Enhanced brand equity bequeath social marketing

organisations with the competitive advantage to thrive in difficult times and attract more voluntary donations (Hankinson, 2001; Tapp, 1996), maintain and build trust with current and potential donors, partners and or sponsors (Tonkiss & Passey, 1999), improve public acceptance of initiatives (Lindsay & Murphy, 1996 via Ewing & Napoli, 2005) and elicit more community engagements and interactions (Saxton, 1995; Tapp, 1996; Ewing & Napoli, 2005). Social marketers have the responsibility to ensure that audiences and stakeholders perceive their brands as value-adding. Paraphrasing the words of McCracken (1993, p. 125), "Brands have value, because it turns out (only when) they add value".

Brand equity, as posited by Keller (1993), consists of brand awareness and brand image. While brand awareness denotes audiences' ability to identify a brand as having been seen or heard of and recall a brand from memory without help, brand image is the deep-seated perception audiences hold regarding a brand's meaning. The two elements of brand awareness and brand image which determine the "favourability, strength, and uniqueness of a brand" in the minds of the (audiences) are 'fuelled' by what the audiences know about a brand and what they associate the brand with. (Keller, 1993.) Deepening the argument on brand equity further, Aaker (1992, 1996), concluded that an organisation's brand equity which is made up of Brand awareness, brand loyalty, perceived quality, brand association and brand assets, is like a two-edged sword that provides benefits for the brand owner as well as for the audiences. For the audiences, Aaker is of the contend that brand equity helps in brand information processing, interpretation of the brand essence and the creation of feelings of satisfaction and confidence in supporting a brand's initiative. For the organisation, Aaker concluded that positive brand equity enhances an image of integrity (which is the cornerstone for social initiative acceptance and support), creates opportunities for brand extension (to other areas of social challenges and economic interests) and bestow on the organisation competitive advantage (to garner more support and funding).

4.2 Elements of brand equity

Brand awareness, association, perception, loyalty and image are the important constituents of brand equity (Laidler-Kylander & Simonin, 2009; Budac & Baltador,

2013). By paying detailed attention to each constituent element of the brand equity and having strategies in place to ensure that these elements do not drift from being assets into liabilities, remain a major challenge for social marketers. Brand loyalty is the total sum of audiences' and stakeholders' willingness to remain in a relationship with a brand, and be devoted to supporting its social behavioural change initiatives instead of those of a competing brand (Melnik & Bijmolt, 2015; So, Parsons & Yap, 2013; Budac & Baltador, 2013). To build brand loyalty, social marketers may use emotional representations that sum up the core of their focus such as green environment, children in need, starvation, peace, love, and other representations that will steer the audience to engage with the initiatives of the brand (Dick & Basu, 1994). When emotion is stimulated in the minds of the audiences, audiences become willing to make commitments to support the brand (Heath, Brandt & Nairn, 2006).

Brand image is the real and imaginary impression in audiences' minds about the qualities and shortcomings of a brand (Park, Bernard & Deborah, 1986). A well-managed brand image could keep the brand ahead of the competition (Park, Bernard & Deborah, 1986), increase acceptance and become the foundation for fundraising (Wind, 1973; Shocker & Srinivasan, 1979; Bennett & Gabriel, 2003). In social marketing, to build a brand image that consistently adds value, organisations must seek ways to project the brand as compassionate, idealistic, beneficial, non-political (Budac & Baltador, 2013), strong, unwasteful, exciting, heroic, inspiring, performance-oriented (Sargeant, Hudson & West, 2008), sincere, enduring, sophisticated and nurturing (Aaker, 1991 via Géraldine & Sophie, 2011; Venable, 2005).

Brand awareness is the summary of what audiences know about a brand and their ability to recall and or recognise the brand (Keller, 1993; Huang & Sarigöllü, 2014). Brand awareness, which is central to brand equity building, consists of two parts: brand recognition (the ability of audiences to make out a brand amongst other brands) and brand recall (the unaided recollection or spontaneous recall of a brand by an audience from memory) (Percy, Larry; Rossiter & John, 1992; Aaker, 1991; Budac & Baltador, 2013). Brands that audiences have knowledge of and can easily remember are likely to be higher in audiences' considerations for support and

donations (Hoyer & Brown, 1990; MacDonald & Sharp, 2000; Huang & Sarigöllü, 2014).

Brand Perception is the intangible feeling audiences and stakeholders hold regarding the image, association, focus and orientation of a brand (Steenkamp, Batra & Alden, 2002). In some instances, audiences and stakeholders attribute a higher perceived quality to social marketing organisations that have global orientation over their local competitors (Kapferer, 1997 via Steenkamp et al., 2002; Shocker, Srivastava & Ruekert, 1994), as such, social marketing organisations make efforts at positioning their brands as globally oriented (Alden, Steenkamp & Batra, 1999). In contradiction to the assertions of Kapferer (1997) and Shocker et al. (1994), Shimp and Sharma (1987); Zambuni (1993), argue that in consumer ethnocentric societies, there exist a strong preference for and a bias in favour of local bred social marketing organisations, as against support internationally acclaimed brands. From the arguments for and against global orientation, it seems safe for us to reason that social marketing organisations that seek to enhance their brand equity should pursue a market positioning strategy that reflects a global orientation and local adaptation. In Finland for example, organisations like Save the Children (Pelastakaa Lapset) and the Finnish Red Cross (Punainen Risti) are seen as international charity organisations with Finnish adaptations.

Brand association is any link to a brand in the memory of an audience resulting from exposure to and experience with a brand (Géraldine & Sophie, 2011). Brand association can be grouped into functional and symbolic associations. The functional association connects with the benefits the target audience and the society hope to gain from the behavioural change initiative, as defined by the mission statement of the instigating organisation (Keller, 1993; Aaker, 1991). Symbolic association, on the other hand, are abstract insights that connect the values, personality and traits of the brand with the emotions of the audience (Aaker, 1991; Keller, 1993; Hankinson, 2001; Géraldine & Sophie, 2011). Of critical relevance that is worth paying attention to is the conjecture made by Park and Srinivasan (1994), that brand association could give a positive, negative or neutral undertone to a brand image, influence brand perception, boost or undermine brand awareness and strengthen or weaken brand loyalty. The imperative of the above arguments is that brand association impacts

every other element of brand equity, and by extension, the dispositions of audiences, communities and other stakeholders to accept and support the behavioural change initiatives being promoted by a brand.

4.3 Brand equity elements enhancement through co-creation

Despite the research findings of Hoeffler and Keller (2002), that strong brand equity confers some benefits on the corporate brand owner and that all organisations (for-profits and nonprofits) should aspire to build strong brand equities, yet, there seem to be somewhat reluctance on the part of researchers to investigate the relevance of co-creation in brand equity enhancement for social marketing (nonprofit) organisations (Juntunen, Juntunen & Autere, 2012). In their research efforts to unravel the contribution of co-creation to brand equity enhancement for non-profits, Juntunen et al. (2012), seem to suggest that brand equity co-creation for non-profits is a combination of three approaches: the Service-dominant Logic Approach, which is about knowing and understanding target audiences' behavioural value processes and finding ways of co-creating the processes with the audiences (Vargo & Lusch, 2004; Vargo & Lusch, 2008), the Value Co-creation Approach- the active involvement of audiences in change initiatives design and development processes (Prahalad & Ramaswamy, 2004) and the Interactive Approach, which is centred on quality interaction between social marketers (behavioural change initiative providers) and audiences (behavioural change initiative beneficiaries) (Fyrberg & Jürjado, 2009; Payne et al., 2009).

Based on the three approaches summation of Juntunen et al. (2012), we infer that to enhance the brand equity of a non-profit, none of the approaches should be taken in isolation of the others. While it seems logical to reason that co-creation for non-profits begins with research efforts at understanding target audiences' behavioural value processes, and how best to actively engage with the target audience in these processes (Edgar, Huhman & Miller, 2015; Kotler & Lee, 2008. pp. 265), social marketers must bear in mind that understanding, engaging with and involving target audiences in the design, development, implementation and review of social initiatives, should take place in the contexts of the audience through interactions and

social exchanges (Dominguez, 2018; Lefebvre, 2012; Hastings, 2003; Felix et al., 2017).

Taking inferences from the model of “The impacts of non-profit brand awareness and non-profit brand image on co-created non-profit brand equity” by Davis, Golobic and Marquardt (2008), as modified by Juntunen et al. (2012), notwithstanding the model was designed to reflect brand equity co-creation in the logistics environment, its outcome seems applicable to non-profits environments. While we agree with the argument of Juntunen et al. (2012), that co-created brand awareness and image result in enhanced brand equity for organisations, however, the researcher tends to differ from the view that brand image and brand awareness are not co-created per se because the arrival of the social media has taken away the total control organisations had over brand awareness and brand image narrations and placed such narrations in the hands of audiences and stakeholders (Ind & Coates, 2013; Quinton, 2013 via Felix et al., 2017; Hearn, 2017).

As asserted by Ind and Coates (2013), audiences are more receptive and accepting of brands they co-create. By involving stakeholders in the design, development and implementation of social change initiatives co-creation through dyadic and multi-directional interactions with stakeholders (Hankinson, 2001), social marketers are able to access a plethora of ideas outside their boundaries (Ford & Håkansson, 2006) to enhance their brand equity. Through multidirectional conversations, brand owners and their stakeholders can shape the external perception of their brands’ essence (Törmälä & Gyrd-Jones, 2017; Balmer, 2008; Hatch & Schultz, 2002), through the co-creation of brand narratives stakeholders may be more accepting of (Ind & Coates, 2013; Gensler et al., 2013).

From the arguments and views expressed by the above scholars, the researcher feels safe to reason that stakeholders’ engagements and involvements in social initiatives designs, developments, implementations and reviews, can translate to value addition to the elements of brand awareness, perception, association and loyalty of social behavioural change organisations.

4.3.1 Brand awareness enhancement

As an important constituent element of brand equity which is about audiences' ability to recall and recognise a brand amongst other brands (Aaker, 1996), brand awareness enhancement is as important to social marketers as it is to commercial marketers. Target audiences' ability to recognise and or recall a social behavioural change brand amidst similar brands is central to acceptance and support decision-making. Keller (1993), asserts that brand awareness consists of brand recall and brand recognition. Keller, explains further that while brand recall is associated with memory retrieval, brand recognition is about object recognition. As brands compete for audiences' and stakeholders' acceptance and support, the degree of a brand's awareness among stakeholders is an indicator of its competitive position in the marketplace (Roselius, 1971).

As brand recall and brand recognition play important roles in stakeholders' decision to accept and support a brand and its social behavioural change initiatives, inferences from the assertions of Keller (1993) and Aaker (1996), indicate that by involving audiences in the co-creation of social behavioural change initiatives design, development, implementation and review, social change organisations provide audiences with unfettered opportunities to participate in their brand awareness improvements and behavioural change initiatives narratives, thereby deepening audiences' sense of brand familiarity and ownership (Ovidiu, 2005; Kennedy & Guzmán, 2016), which are critical to brand acceptance and support (Aaker, 1992).

4.3.2 Brand perception enhancement

From interaction resulting from co-creation activities with stakeholders, organisations gain insights and access resources outside their boundaries to enhance the quality of their change initiatives. From the closer relationships with stakeholders enabled through co-creation, the social change instigator gains a competitive position that attracts genuine interest from stakeholders (Kennedy & Guzmán, 2016) that are more willing to accept, support, fund or support the brand's change initiatives (Aaker, 1992).

Taking the narratives of the benefits of perceived brand quality deeper, Zeithaml (1988), stated that audiences' views of a brand's excellence and supremacy are hinged on their impression of the brand. Co-creation helps to impress on stakeholders a perception of brand excellence. For some organisations, perceived brand quality is counted as an asset (Kennedy & Guzmán, 2016) that could be leveraged for brand extension (Aaker, 1992).

4.3.3 Brand associations enhancement

Brand associations are links and connections with a brand stored in audiences' memory, which may include benefits, purposes, life-styles, attributes, personalities and or slogans (Kennedy & Guzmán, 2016), that help audiences to classify, process and recall information for brand decision from memory (Aaker, 1992) and used by social change organisations to promote brand awareness, influence audience perception, gain goodwill and increase funding opportunities, different and extend their brands (Wilkerson, 2014; Kennedy & Guzmán, 2016). As an instance, Doctors Without Borders (MSF) uses its brand association with Ed Sheeran and other musical icons to create awareness and raise funds for their humanitarian activities (Medecins Sans Frontieres, 2011).

From the postulations of the above scholars and the example of MSF, Brand association in social marketing is about creating positive impressions about the social change initiatives being undertaken by a brand. To build strong brand equity in the marketplace through brand association, based on the postulations of the above scholars and the example of MSF, it seems compelling for us to argue that it is essential for social change driving organisations to associate their brands with respected personalities, social influencers, other social-transforming institutions and admired brands amongst others, to create in the minds of its audience the impression of a positive brand.

4.3.4 Brand loyalty enhancement

As defined by Aaker (1992), brand loyalty serves as the yardstick used to gauge the degree of affinity an audience has for a brand amid changing market situations. The stronger the brand loyalty, the likelihood it is that the audience will keep supporting a brand even when the brand's and audience circumstances have been altered to some extent. In their research, Sunita and Megha (2018), recognise that co-creation affords an organisation the chance to forge connections and interactions with its audiences to strengthen the bond that exists between a brand and its audience. By involving audiences and stakeholders in co-designing, co-developing, co-implementing and co-reviewing social change initiatives, organisations provide room for their stakeholders to connect with the change initiatives and the brand values or their organisations.

As brand loyalty connotes audiences' long term commitment (Sunita & Megha, 2018), organisations that seek to enhance their brand loyalty should vigorously chase strategies that help them to transition from transactional orientation into relational orientation of co-creation (Zineldin, 1995; Ovidiu, 2005; Kennedy & Guzmán, 2016).

From the arguments and views expressed above, in the researcher's opinion, by engaging audiences and stakeholders in social behavioural change initiatives designs, developments, implementations and reviews, social marketers are providing their stakeholders with the tools to contribute to the advancement of their brand equity enhancement drives. This implies that when organisations engage their ecosystem of social initiatives co-creators in supporting initiatives for doing social good, the instigating organisations are bequeathed with the tools and resources to do well (enhance their brand equity), while doing social good (influencing social behaviours).

5 TOOLS FOR DOING WELL WHILE DOING SOCIAL GOOD

This chapter contains discussions on tools available to aid social marketers to be effective and efficient in enhancing their brand equity while influencing social behaviour for the good of the target audiences and society at large. Some of the tools include the marketing mix, relational thinking, partnership development, lobbying, brand and initiatives communication using social media. The chapter will be concluded by way of discussing the summary of the conceptual framework of the study.

5.1 The marketing mix

Ever since Kotler and Zaltman (1971), introduced commercial marketing mix into the practice of Social marketing, it appears that almost every publication relating to social marketing will certainly refer to the traditional marketing mix of Product, Price, Place and Promotion (the 4Ps) as the basis of developing social behavioural change strategies (Edgar, Huhman & Miller, 2016; Kotler & Lee, 2008. pp. 29-30). But in recent times, some scholars have questioned the adequacy of the traditional marketing mix (4Ps) in addressing social behavioural challenges, as it is transactional, short term oriented (Gordon, 2012; Rafiq & Ahmed, 1995; Zineldin & Philipson, 2007), outdated and no longer sufficient to promote effective, efficient and enduring social behavioural change (Hastings, 2007; Henley, Raffin & Caemmerer, 2011; Duane & Domegan, 2018; Tapp & Spotswood, 2013).

Though to a great extent, we agree with the arguments of the above scholars on the inadequacy of the 4Ps marketing mix, nonetheless, we are of the view that the primary role of the 4Ps social marketing mix should be seen as providing the structure that enables the construction and design of actionable campaigns (Tapp & Spotswood, 2013). Put differently, while the traditional 4Ps provide the foundation for framing, planning and designing social behavioural change initiatives, to erect effective, efficient and enduring behavioural change structures, the 'building blocks' of Partnerships, Co-creation and Relational thinking will be required (Henley, Raffin & Caemmerer, 2011; Gordon, 2012; Rafiq & Ahmed, 1995; Andreasen, 1996; Earle, 2005).

In Social marketing parlance, Product is neither a tangible item nor service but the benefits that a target audience will gain from a prescribed behavioural change initiative (Brown, 2006; Edgar, Huhman & Miller, 2016; Kotler & Lee, 2008. pp. 30, 40, 200-207). Price, on the other hand, consists of monetary and non-monetary costs an audience attributes to adopting the recommended behaviour modification. The monetary and non-monetary cost could be the actual money spent to buy a helmet and or pay for a ride home from a pub when drunk (road safety), pay for anger management class (public safety), buy condoms (public health), or time, energy, discomfort and the emotional and psychological efforts expended in the forms of regular exercises, taking HIV test and checking out if a lump is cancerous or not (Tapp & Spotswood, 2013; Kotler & Lee, 2008, pp. 227-232).

Place connotes the where and when target audience will perform or engage in a prescribed behaviour or access the related goods and or services needed for the behavioural modification (Tapp & Spotswood, 2013; Kotler & Lee, 2008. pp. 41-42; Andreasen, 1995; Kotler & Zaltman, 1971; Smith, 1998). Place in any social behavioural change initiative is a critical aspect of the marketing mix because it helps in identifying and resolving the challenges posed by physical barriers of access and psychological barriers of location appeal (Edgar, Huhman & Miller, 2015). Place fulfils the cluster of benefits pledged by the "Product, made attractive by the Price, and encouraged by the Promotions", making it the pivotal element of behavioural change initiative marketing mix (Thackeray & McCormack, 2010; Edgar et al., 2015; Strand, Rothschild & Nevin, 2004). From the above views expressed on the criticality of Place in Social marketing, it appears the challenge for social marketing organisations lies in the difficulty of creating 'a place' that is accessible and pleasant for the audience to conveniently engage in the recommended behaviour. For example, placing condom vending machines in bar restrooms, creating community fitness centers, provision of peer-support for people with similar social behavioural challenges, will minimise the 'where and when' challenge for the target audience (Kotler & Lee, 2008. pp. 243-247; Edgar, Huhman & Miller, 2015; Tapp & Spotswood, 2013), and bequeath the social behavioural change instigating organisations branding opportunities.

Promotion, a distinct part of the social marketing mix, is at times confused with Place by scholars and practitioners who argue that Place is subsumed in Promotion (Edgar, Huhman & Miller, 2015). As argued above, while Place is the 'where and when' the audience will perform or engage in the desired behaviour or access the goods or services needed by the audience to achieve the desired behavioural change (Tapp & Spotswood, 2013; Andreasen, 1995; Kotler & Zaltman, 1971; Smith, 1998), Promotion is the use of marketing research to understand the nature, offline and online channels of communication that best meet the information need of the target audience (Edgar, Huhman & Miller, 2015; Kotler & Lee, 2008. pp. 265). In its basic form, Promotion defines the key message of the social behavioural change campaign, the messengers (influencers, spokespersons, sponsors or partners that convey the message), slogans, hashtags, events, advertisements (tools employed to promote the initiative) and the social media platforms to be used in conveying the Product (promised benefits), Price (monetary and non-monetary costs), Place (where and when) of the behavioural change initiatives to the target audiences, in ways that will encourage the participation of the target audiences (Edgar, Huhman & Miller, 2015; Kotler & Lee, 2008. p. 42), and by extension, add value to how the organisation promoting the initiative is perceived by the audience and the society.

5.2 Beyond the 4ps

While the traditional 4Ps of the marketing mix provide a vivid and valid framework for social initiatives design, alone, they are no longer enough to elicit the buy-in of audiences and other stakeholders that are 'no longer willing to remain a simple yes or no voters for social behavioural change initiatives (Ind & Coates, 2013; Gordon, 2012; Rafiq & Ahmed, 1995; Zineldin & Philipson, 2007). As echoed by O'Malley and Patterson (2002) and supported by Tapp and Spotswood (2013), traditionally, the 4Ps model inspires doing things to the audience instead of being led by the audience. Planning and managing social behavioural change interventions for the audience without their involvements are no longer acceptable by audiences and stakeholders. As such, organisations that aim to do well (enhance their brand equity), while doing good (influence social behaviour), must of necessity, in addition to the traditional 4Ps, include other elements of Relational thinking, Co-creation and Partnership in their marketing mix.

5.2.1 Relational thinking

Relational thinking in social marketing involves the establishment of warm, close, concrete and lasting relationships with audiences, in ways that guarantee mutual understanding and benefits for the audiences as well as the instigating organisation (Dominguez, 2018). Markets are relationships, as such, drivers of social behavioural change need to cultivate relationship thinking more strongly in their approach to social behavioural change (Hastings, 2003), through exchanges of value. Zineldin (1995), contend that relational thinking is like the bridge between the initiator (organisation) and the audience, involving complex social interactions and mutual expectations that the outcome of the undertaking will be of benefit to the relating parties. As posited by Lefebvre (2012), we reason that social marketing effort are optimised through social exchanges and interactions within and across networks of relationships. Relationships are the foundation of networks, networks in turn form communities and social marketing is characterised by communities of social change initiatives co-creators.

For a social initiative to achieve its intended objectives, organisations must stop seeing audiences as 'passive receptors' of social change initiatives and start seeing them as enthusiastic partners in social behavioural change co-creation processes. This is more so, as the success, effectiveness and acceptance of behavioural change interventions are dependent on how the parties involved perceive the nature of interactions, social exchanges, trust and commitment of the other party. (Arnould, 2007. p. 66; Ind & Coates, 2013; O'Malley, 2014.) The inclusion of other elements to the traditional 4Ps in social behavioural change initiatives creates avenues for the parties to an initiative to fully express themselves in a trust-building manner, as successful social behavioural change initiatives can only take place in an environment in which the parties involved move in an inter-related path of learning, negotiation, interaction, co-creation and relationship building (Ford & Ha°kansson, 2006. p. 252). In simple terms, relational thinking is viewed as a paradigm shift from 'doing things to the audience' to 'co-creating with the audience' to achieve a desired behavioural change objective (Gordon, 2012; Rafiq & Ahmed, 1995; Zineldin & Philipson, 2007).

5.2.2 Partnership and sponsorship

In Social marketing, Partnership is often referred to as "Collaboration", "Alliance" or "Sponsorship" (Allman, 1998; Andreasen, 1995; Bye, 2000; Temple et al., 2008; Andreasen, 1996; Earle, 2005; Temple et al., 2008; Duane & Domegan, 2018; French, 2010: 309; O'Reilly & Madill, 2007), is another essential element of the social marketing mix. As challenging social problems can only be solved through concerted efforts from diverse parties and stakeholders such as policymakers, the media, regulatory bodies, communities, support groups, related professionals bodies, Non-government organisations, commercial organisations, amongst others (Henley, Raffin & Caemmerer, 2011; Duane & Domegan, 2018). Though there seems to be a wholesale use of Partnership and or Sponsorship in social marketing literature without a clear delineation of their differences, in social marketing, Partnership and Sponsorship denote different levels of involvements (Duane & Domegan, 2018; Henley et al., 2011; French, 2010: 309).

Sponsors could be commercial organisations, individuals or other entities that do not enlist nor engage in the development and delivery of a social behavioural change initiative but pledge their support for the initiative in the form of funding and resourcing (French, 2010: 309; Henley et al., 2011). Commercial organisations as sponsors, in most cases, sign covenants not to intervene in the content of the initiatives nor refer to it in any product promotions but can mention their involvement with the initiatives in their corporate communications (Duane & Domegan, 2018). For example, Project Low-Fat Eating for Americans Now (LEAN), an initiative implemented in 1989/1990 to provide an all-inclusive plan that addresses dietary fat reduction in food supply, marketing and consumption in America. Project LEAN's used a multi-domain sponsorship that included communities, individuals and organisations to promote behavioural change towards low dietary fats. Specific guidelines for the collaboration were formulated to ensure that Project LEAN would not promote any commercial organisation and the message of the initiatives would not be compromised by sponsors' intervention. (Samuels, 1993; Duane & Domegan, 2018.)

Partners are organisations, entities and stakeholders that may actively engage in co-creating, designing, planning, implementing and evaluating a social behavioural change initiative (Sowers, 2005; O'Reilly & Madill, 2007; Duane & Domegan, 2018). For example, Community Cleaning Services (CCS), an initiative of SC Johnson formed in partnership with a non-profit to promote household hygiene and the clean-up of the Kibera slum of Nairobi (Johnson, 2007). By branding the initiative with its corporate name, SC Johnson was able to position itself as a health-conscious and an environmentally friendly brand. (Johnson, 2007; Stephan et al., 2016). Though SC Johnson's role in the CCS initiative was referred to as sponsorship, it was a partnership role. A juxtaposition of the LEAN and the CCS initiatives, lend credence to our assumption that a commercial or a non-profit organisation that seeks to enhance its brand equity through social marketing, should seek partnership opportunities instead of sponsorship opportunities.

The views of Johnson (2007), though not a peer-reviewed publication but a website narrative, are cited in this thesis because they demonstrated how organisations can gain brand equity enhancement and add to societal good, by actively engaging stakeholders in social behavioural change initiatives co-creation and implementation in practice.

5.2.3 Lobbying

Over the years, social marketers and social marketing organisations have devoted their attention to the beneficiaries of social change efforts (the downstream audience), without paying similar attention to policymakers, organisations, institutions, the media and community groups (the upstream audience) that are in positions to influence and or alter existing beliefs, present the desired behaviour as acceptable or make policies to enforce the desired social behavioural change (Carvalho & Mazzon, 2015; thensmc.com, 2019). Audience segmentation, which is a vital aspect of social marketing (Newton et al., 2013), seems to have been narrowly defined as individuals (downstream), ignoring government, organisations and institutions (upstream) that determine the design and foundation of social problems (Brenkert, 2002). But in recent years, social marketers realise that the involvements of community decision-makers, the media, policymakers, regulators, educators and

other elements of the upstream audience are pivotal to the success of any enduring social change (Newton, Newton & Ewing, 2013).

Kotler and Lee (2008, pp. 3-4), in support of the argument for the inclusion of the upstream audience in social change initiative co-creation, stated that the traditional approach of creating for and focusing behavioural change campaigns solely on the downstream audiences alone is no longer sufficient for enduring and wide-reaching behavioural change. As such, to influence “truly important social problems” (Andreasen, 1997), social marketers need to embark on social engineering that integrates the upstream audience in the co-creation of social change initiatives (Kennedy & Parson, 2012) and the development of actionable strategies aimed at addressing strategic (upstream) and operational (downstream) environmental barriers to social change (Carvalho & Mazzon, 2015; thensmc.com, 2019).

By moving away from creating social change initiatives for the audience, to co-creating change initiatives with the audiences (Up/Downstream), the instigating organisation creates a sense of belonging and ownership in the minds of the target audiences (Grönroos & Voima, 2012) and consciously or otherwise, sow the seeds of brand awareness, positive brand perception, brand familiarity and positive brand association in the minds of the audience (Hoeffler & Keller, 2002; Gordon, 2012; Lefebvre, 2011; Ovidiu, 2005; Kennedy & Guzmán, 2016; Aaker, 1992). This is imperative as grants from governments, corporate sponsorships, individual donations, gala events tickets and selling of goods, are some of the ways social marketing organisations raise funds (Ma, 2018; Lu, 2015; Non-profit Business Advisor, 2015), co-creating change initiatives with the upstream segments, increases the opportunities for brand awareness and image enhancement (Gordon, 2012; Lefebvre, 2011; Hoeffler & Keller, 2002), better the chances that stakeholders will accept and support a social initiative (Ind & Coates, 2013) and potentially guarantee the flow of funds from existing and potential donors (Ma, 2018; Lu, 2015).

For example, to encourage commercial organisations, the media and other institutions to actively engage in and support change initiatives aimed at addressing a specific social behavioural problem, the instigating organisation could use the outcome of the 1999 Cone/Roper Cause-Related Trends Report on US residents as a

lobbying tool. By showing that: (a) 80% of US residents have positive perception of organisations that support a cause they care about, (b) almost two-thirds of US residents would likely switch to brands that are associated with good cause, and (c) nearly three-quarter of US residents would approve support for a social good initiative as good business practice (Cone incorporate, 1999 via Hoeffler & Keller, 2002), social marketers may be able to convince the upstream audience that supporting a social change initiative is doing social good, which is the right thing to do, could translate to mutually beneficial enhanced brand equity for the supporting and instigating organisations.

The categorisation of audience into downstream and upstream segments by social marketers, demands reworking the traditional marketing mix, to include the elements of relationship thinking, advocacy, lobbying and social engagements (Gordon, 2013; Stead et al., 2007; Carvalho & Mazzon, 2015; thensmc.com, 2019; Kotler & Lee, 2008. pp. 41-42; Andreasen, 1995). By reworking the marketing mix, social marketers are able to formulate actionable, operational and strategic marketing mix (Tapp & Spotswood, 2013) that motivate partners, communities, the upstream and the downstream segments to become an active part of the social change initiative co-creation ecosystem (Gordon, 2013).

A critical aspect of the reworking of the marketing mix is the adoption of the right platform(s) to position, communicate and manage social change initiatives and their narratives.

5.3 Social media: platforms for social change initiatives positioning

The soul of social marketing is about “serving people and making a dent in social problems” (Lefebvre, 2012). To effectively serve people and make a dent on social issues, social marketing organisations have realised that the choice of engagement platforms will influence the level of reach, stakeholders’ participation in social initiatives co-creation (Bosch-Sijtsema & Bosch, 2015). With audiences’ participation, ensures higher success opportunity, and by extension, higher brand exposure for the initiating organisation (Bosch-Sijtsema & Bosch, 2015). Wymer (2011); Lefebvre (2012), in support of co-creation argue that social initiative

conceptualisation, development and implementation should be an all-inclusive undertaking involving all stakeholders, irrespective of class, orientation and educational backdrop.

Martínez-Cañas et al. (2016), citing the conceptual model developed by Kalaighnam and Varadarajan (2006), concluded that developments in information technology support audience active involvement in the co-creation of social change initiatives. Expressing a similar view, Radwanick (2011), posited that the growing access to the internet across international boundaries has made it easier for organisations, audiences and stakeholders to become more active and visible on social media sites, discussing societal problems and proffering possible solutions.

Social media, beyond being communication channels, have become enablers of dynamic conversations and value co-creation by providing the platforms for audiences and stakeholders to directly and actively engage in social change narratives (Lefebvre, 2012); Bryant et al. (2007). While some audiences engage in the generation of content on social issues, others engage in modifying, sharing, posting, retweeting, disliking, liking or commenting on content generated by organisations and other audiences, using various social media platforms, such as Facebook, Twitter, Youtube, Instagram, amongst others (Boyd & Ellison, 2008; Berthon, Pitt & Campbell, 2008; Kaplan & Haenlein, 2010).

Based on the views expressed by Boyd and Ellison (2008); Berthon, Pitt and Campbell (2008); Kaplan and Haenlein (2010); Martínez-Cañas et al. (2016); Radwanick (2011); Lefebvre (2012); Bryant et al. (2007); Domegan, et al. (2013), we infer that (1) as an enabler, social media provide the floor for organisations, audiences and stakeholders to communicate, interact, exchange views and share experiences on social change initiatives, (2) social media minimise the challenges associated with audiences' reluctance to accept social initiatives thrown at them by organisations, as audiences are more open to accepting initiatives they co-design and or co-orchestrate, and (3) social marketers that are adept at using social media platforms to engage with stakeholders are more likely to be successful in their change initiatives and gain enhanced brand equity.

To get the best out of social media engagements, Searls and Weinberger (2009), opine that social marketers should attempt to answer two important questions: (1), how can social media conversations be orchestrated in ways that motivate audiences, communities, government, organisations and other stakeholders to be active members of the co-creation ecosystem, and (2), how can organisations leverage such conversations to enhance their social change initiatives and at the same time, enhance their brand equity?

It seems logical for us to reason that by attempting to answer the first question raised by Searls and Weinberger, social marketers pay more attention to ongoing discussions on their social initiatives on social media and become active participants in such conversations in ways that make such conversations meaningful, guided and beneficial. Answering the second question helps social marketers to seek ways to either translate the ongoing conversations into new social initiatives ideas or use the ideas generated to modify existing initiatives. Social marketing organisations that can build networks of conversations, social exchanges and relationships through social media, have more access to new ideas, support and opportunities to do well, while doing good (Hasting, 2003; Bryant et al., 2007; Searls & Weinberger, 2009; Lefebvre, 2012).

As argued by Hearn (2017); Smith, Eileen & Yongjian (2011); Bernhardt et al. (2012), social media are crowded with contents and information that may rightly or wrongly, deliberately or ignorantly reflect a brand and its social initiatives in a positive or negative light, in the forms of posts, status updates, photos, images, videos, comments, hashtags and stories. Throwing their support behind the above arguments, Foux (2006); Bernhardt et al. (2012), expressed the views that audiences tend to believe shared experiences and contents generated by other users are more trustworthy sources of information than information transmitted by organisations. It is therefore imperative for social marketers to take up the responsibilities of orchestrating, coordinating and shaping their social initiatives conversations on social media.

For Social media conversations to serve as building bricks for brand equity enhancement, social change organisations should see their social media audience as

co-creators of mutually beneficial outcome (Kennedy & Guzmán, 2016) and be proactive, skilful and witty at using their social media handles in ways that build awareness, positive association, acceptance and loyalty for their change initiatives and brand.

5.3.1 Brand narratives (stories)

“If stories build belief, belief builds brands and brands build business, then negative stories also build belief, belief which harms brands and brands lose business”
(Amar, 2011) – Research paper, Brunel University.

Hitherto, organisations generated and communicated their brand stories to their audiences using mass media such as newspapers, radios and television advertisements (Hoffman & Novak, 1996), which consumers share among themselves through word-of-mouth (WOM) after ascribing their perceived meanings to the stories (Gensler et al., 2013). But with the arrival of the internet and the social media, audiences do not only modify organisation-generated brand stories but also generate their own stories about brands and share such stories with other audiences using electronic-word-of-mouth (eWOM) over a plethora of social media and electronic platforms, taking away from organisations the complete control they once had over brand narratives (Gensler et al., 2013; Kuksov, Shachar & Wang, 2013).

Brand stories, as argued by Singh and Sonnenburg (2012); Woodside (2010), enhance a brand's equity and meaning by creating awareness, positive association and empathy that help the audience to recognise, comprehend and support the brand. To intensify and deepen the relationships between audiences and brands, organisations generate and tell stories about their brands (Gensler et al., 2013), leaving behind clues and themes for audiences to join in the brand stories co-creation by adding their views and experiences of the brand (Escalas, 2004; Singh & Sonnenburg, 2012). As brands are no longer defined by organisations alone, through brand stories co-generation, brand meanings are thus made clearer to the community of brand stories co-composers that include organisations, audiences and individuals (Gensler, et al., 2013; Cayla & Arnould, 2008).

Gensler, et al. (2013), contend that to ensure brand stories do not erode the perceived value of a brand, but add to and enhance the brand equity, organisations need to carefully monitor what is told in brand stories generated by audiences across several communication channels. Gensler, et al., further opine that organisations should not be content with just listening to audience-generated brand stories but should fervently be active at influencing stories told about their brands. To ensure that brand narratives enhance the equity of a brand and minimise the chances of negative brand narratives harming the brand, brand owners could start online and social media conversations that provide insights into the change initiatives being undertaken by the brand, implanting in the conversations thoughts and enticing ideas that could lure audiences into the conversations (Budac & Baltador, 2013; Gensler, et al., 2013; Godes, Mayzlin, Chen, Das, Dellarocas, Pfeiffer, Libai, Sen, Shi & Verlegh, 2005).

To build positive brand associations, improve brand perception and stimulate brand affinity (Singh & Sonnenburg, 2012; Woodside, 2010), social marketers need to be strategic at influencing stakeholders to generate and share stories of their experience of the brand's initiative (Tybout & Roehm, 2009; Gesler et al., 2004), and because "there is a dark side to consumer-generated brand stories" (Gesler et al., 2013. p. 249), in that audiences (consumers) do not only share their negative brand experiences privately but with the public through social media (Ward & Ostrom, 2006), having in place the right strategy of responding to and managing potential brand-damaging narratives can never be overemphasised for social behavioural change advocates whose activities are weighed by stakeholders on the scale of trust. As espoused by Amar (2011), "If stories build belief, belief builds brands and brands build business, then negative stories also build belief, belief which harms brands and brands lose business" (trust).

5.3.2 Positioning: influencing stakeholders' perception for enhanced brand equity

There seems to be no consensus agreement on the meaning and the origin of positioning among marketing scholars and practitioners. Trout (1969), declare that as audiences (consumers) are inundated with information and data about products and services, and seek ways to discard information and data that do not make much meaningful impressions on them, positioning, therefore, serves as an apparatus used

by social marketers to assist audiences in simplifying, processing and storing meaningful brand information, while filtering away information they think do not make much meanings. Succinctly put, positioning encompasses "what a product does, and who it is for" (Ogilvy, 2013).

Traditionally, while it is logical to accept it is the responsibility of commercial organisations, to manage their brand perception through positioning, but it seems to us that for social behavioural change organisations, brands and initiatives positioning is a function of co-creation. For social change initiatives to attract robust social ecosystem of co-creators, supporters and attain high levels of acceptance, it is expedient that intervening organisations project the possible outcome of the interventions in appropriate, compelling and understandable manners (French & Lefebvre, 2012). From the arguments of French and Lefebvre (2012); Ogilvy (2013), we infer that social intervention positioning is about communicating mutually agreed understanding of what an intervention will do, and for who, in ways that inspire hope and believe in the target audience. As positioning is about influencing perception (Ries & Trout, 2001.P.2), social marketers are therefore expected to project image of transparency on sources and use of funds, clear articulation of intervention objectives and respect for the dignity of beneficiaries of interventions (French & Lefebvre, 2012).

There are several benefits a social change organisation could gain from brand and intervention positioning. Ries and Trout (2001, p. 2), argue that positioning is a coordinated strategy for finding inlets into the minds of audiences through communication. Ries and Trout, further opine that positioning helps alter audiences' perception about a brand, build brand reputation and achieve competitive brand advantage. Maggard (1976), concluded that positioning bequeaths on social marketers the means of developing, implementing and promoting social change strategies. Ogilvy (2013), on the other hand, holds the view that for organisations to enhance their brand equity through positioning, its internal and external brand decisions must be made in the contexts of its intervention positioning strategies. As posited by Ogilvy (2013); Maggard (1976); Ries and Trout (2001), positioning shapes how messages about social behavioural change initiatives are co-created,

managed and delivered in ways that meet the information needs of the audience, while enhancing the brand image of the organisation.

Depending on the benefits a social change initiator wishes to communicate to its audience, largely, there are three categories of positioning options it could choose from: functional, experiential and symbolic positioning (Park, Jaworski & MacInnis, 1986; Keller, 1993; Padgett & Mulvey, 2009). Through functional positioning, the instigating organisation highlights the social problem the initiative aims to address and how addressing it will translate to common societal good (Padgett & Mulvey, 2009; Keller, 1993). Experiential positioning gives target audience insights into possible experience of satisfaction and sensory gratifications that could result from being part of a social change initiative (Park, Jaworski & MacInnis, 1986; Keller, 1993), either by being a co-creator or by being a recipient of the initiative. In the views of Padgett and Mulvey (2009), experiential positioning starts from understanding audiences' aspirations and communicating to the audience how their experience with the initiative will meet the desired aspirations (Padgett & Mulvey, 2009). Through Symbolic positioning, social behavioural change initiatives are communicated as not condescending, rather respectful and keeping intact the self-esteem of the beneficiaries (Park, Jaworski & MacInnis, 1986; Keller, 1993).

Akin to the positioning categorisation by Park, Jaworski and MacInnis (1986); Keller (1993), French and Lefebvre (2012), assert that how social marketers design (and position) initiatives for solving social problems should reflect Hope, Honour, Dignity, Love and Trust. Arguing their assertion further, French and Lefebvre insist that to create a more participatory and dynamic learning processes, social marketers should assume the responsibility of facilitating, implementing and positioning organisation-stakeholders co-created intervention orientation, values and goals. By 'Hope', French and Lefebvre (2012), mean the ability of social change interventions to inspire belief in audiences and stakeholders that the desired future is possible. On the basis of views expressed by French and Lefebvre (2012); Park, et al. (1986); Keller (1993), it appears to us that Functional positioning should go beyond projecting what an intervention will do and for who, to include working with stakeholders to clearly map out how the initiative will affect the daily lives of the

audience, and communicating such in ways that inspire 'Hope' in the minds of stakeholders.

The concepts of Dignity, Love and Honour, which are the cornerstone of social marketing (French & Lefebvre, 2012), remind social marketers of the importance of relating with social change initiatives beneficiaries in ways that do not erode their self-worth. Though in some instances, recipients of social interventions may be the weak and vulnerable, yet, social marketers are always expected to uphold beneficiaries' dignity, as doing otherwise, argue French and Lefebvre (2012), will be demeaning and condescending. Trust, especially in social change interventions, goes beyond a promise of integrity and transparency, to include covert and overt expressions of all parties to the intervention. As expressed by Duane & Domegan (2018); Long et al. (2008); Lefebvre and Flora (1988); French and Lefebvre (2012), trust is a core element in social change initiative positioning, and without it, behavioural change initiatives will lose its influence and slip into coercion, propaganda and pointlessness.

Based on the arguments of the above scholars, it seems reasonable for us to conclude that social behavioural change positioning is a way of inspiring hope in social change stakeholders, fashioning deeper connections and building relationships of trust through what the organisation says and does. This is more so as trust is not acquired but bequeathed on social change instigators and their initiatives co-creators by the audiences they serve (French & Lefebvre, 2012). Positioning demands tact, empathy and respect for the audience on the part of social marketers.

5.4 Tentative conceptual framework

To present a comprehensive and coherent picture of the processes of social behavioural change initiatives co-creation and how it translates to common social good and brand equity enhancement, the researcher developed a conceptual framework based on the views expressed by the various scholars of the articles reviewed. The model also identifies institutions, organisations, communities and groups that could be critical the success of social behavioural change initiatives

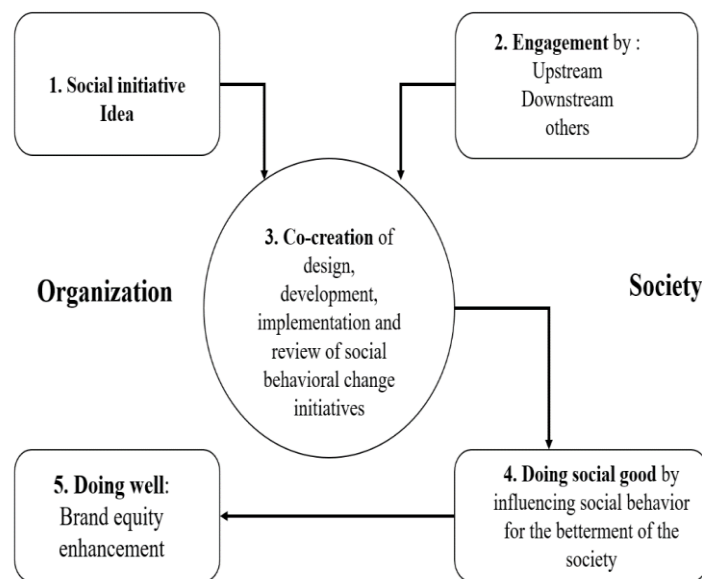


Figure 1: A tentative conceptual framework for brand equity enhancement through social initiative co-creation.

The framework supposes that social initiatives co-creation starts with a social change organisation identifying a social behavioural problem in a society, deciding to expend time, human and material resources, and the assistance of resources outside the boundary of the organisation to influence behavioural change with respect to the identified social problem for the common good of the society and for the enhanced brand equity of the organisation. To do this, the social change organisation puts the identified social problem in the domain of social discourse, thereby allowing the target (Downstream) audience, institutions, governments and organisations (Upstream audience), host communities, opinion leaders and other interested individuals make meaningful contributions to the design, development, implementation and review of the social behavioural change initiative.

The model, which is a tentative conceptual framework of this study, suggests that for a social behavioural change initiative to achieve its twin objectives of societal good and brand equity enhancement, all hands must be on deck and actively engage in the co-creation processes. The model also suggests that the process of brand equity enhancement through social behavioural change initiative co-creation may consist of:

(1) Social behavioural change idea, (2) Engagements, (3) Co-creation, (4) Doing good: societal good and (5) Doing well: Brand equity enhancement.

5.4.1 Social behavioural change idea

The model suggests that social behavioural change idea starts by an organisation identifying a social problem that is behaviour-based they intend to deploy their resources to influencing for the common good of the society (Phils et al., 2008; Wiebe, 1951-1952; Hastings, 2007; Kotler & Lee, 2008. p. 3; Kotler & Zaltman, 1971; Gordon, 2011). Such ideas could be based on research (Dann, 2010) and or communication with suggestions from the larger society (Smith, 2006).

5.4.2 Engagements

As audiences and the society do not wished to be left out of social discourse that border on their way of life and or the societies they live in (Ind & Coates, 2013), social change initiating organisation must make efforts to build social relationships and engage with institutions, communities, organisations, government, target audiences and all other stakeholders (Stephan, et al., 2016), to create outcome that is beneficial to the society. Such engagements could be in the forms of face-to-face and or virtual meetings (Lassila & Hendler, 2007), and inputs from the audiences could be in the forms of posts, status-updates, photos, images, videos, comments, hashtags and stories (Hearn, 2017; Smith et al., 2011; Bernhardt et al., 2012; Foux, 2006; Bernhardt et al., 2012).

Social marketers should of necessity take up advocacy roles (Wymer, 2010; Heinonen et al., 2010; Bosch-Sijtsema & Bosch, 2015), by lobbying governments and organisations to alter existing policies, introduce new policies, modify production, marketing and distribution methods, take stand on raging social issues and or legislate on issues that could bring about social behavioural change (Mills & Gardner, 1984). As social change is not all about the downstream, to bring the upstream audience into the co-creation ecosystem, existing marketing mix of product, price, place and promotion, should be re-engineered to include advocacy, relationship building and stakeholder engagement (Gordon, 2012). By bringing in the

upstream audience (policymakers, regulators, industry drivers, media organisations and educators) into the co-creation processes the social change organisation will be on the path of achieving the twin objectives of "doing good" to benefit the society and "doing well" to enhance the brand equity of the organisation (Hastings, 2007; Gordon, 2012; Andreasen, 1997).

5.4.3 Co-creation

Co-creation, which connotes an invitation for all hands to be involved in the design, development, implementation and review of social behavioural change initiatives (Dominguez, 2018; Lefebvre, 2012; Hastings, 2003; Felix et al., 2017), allows the initiating organisation and stakeholders to review change ideas, understand target audience contexts, build needed support and garner the resources required for the initiative to be successful. The arrival of the internet and the social media platforms have given new and improved ways for communities of social change co-creators to interact, participate and collaborate for effective co-creation (Lassila & Hendler, 2007; Yuksel, Ballantyne & Biggemannyuk, 2016) to generate beneficial outcomes for individuals, communities and society, beyond the resulting benefits for the initiating organisation (Stephan, et al., 2016).

5.4.4 Doing good: influencing social behaviour for societal good

A social behavioural change organisation that imbibes participatory, multi-vocal involvements of the downstream, upstream and all stakeholders in social change co-creation (Gesler et al., 2004), will be effective in "selling" ideas, attitudes and behavioural change initiatives that benefit the society more than it benefit the instigating organisation (Luca & Suggs, 2013; Kotler & Lee, 2008; Andreasen, 2002; thensmc.com, 2019; Kotler & Zaltman, 1971).

5.4.5 Doing well: Brand equity enhancement

Because brand control and narratives are now in the hands of the society (Gesler et al., 2004), social initiative co-creation tend to serve as 'open-source' branding, as social change co-creating members become the "creators and disseminators of

branded content” (Fournier & Avery, 2011). Brand equity enhancement is about influencing how the society, audiences and stakeholders perceive values that codify a brand (Wood, 2000; Raggio & Leone, 2007; Feldwick, 1996).

Organisations that are purposeful and creative in involving stakeholders in the design, development, implementation and review of social change initiatives, attain audiences’ deeper sense of brand familiarity and ownership (Ovidiu, 2005; Kennedy & Guzmán, 2016) and increase in societal support for the brand (Aaker, 1992). Also, co-creation impresses on the minds of the audience that a brand is excellent in its operations (Kennedy & Guzmán, 2016; Aaker, 1992; Zeithaml, 1988), thereby increasing the chances of positive brand association (Kennedy & Guzmán, 2016), which can lead to improvements in brand awareness, perception, loyalty and increase funding opportunities (Wilkerson, 2014; Sunita & Megha, 2018; Aaker, 1992).

By and large, the "realisation that consumers' perceptions of a company as a whole and its role in society can significantly affect a brand's strength and equity" (Hoeffler & Keller, 2002), should spur more organisations to be involved in social behavioural change initiatives co-creation.

6 METHODOLOGY

This chapter of the thesis provides details on the research design, the research approach and research philosophy of the study, and conclude by an explanation of the data collection and analysis processes of the study.

6.1 Research philosophy

Research philosophy is about the nature, source and the ways research data about a phenomenon will be collected and analysed for knowledge development (Bajpai, 2011). Although there seem to be some discrepancies as to the different delineations of research philosophy, various scholars agree that research philosophy is a critical aspect of qualitative research. While Bajpai (2011), argues that generally, in business studies, there are four main research philosophies- pragmatism, positivism, realism and interpretivism, Myers (2008), holds the view that qualitative studies may adopt positivist, critical or interpretive philosophies, Galliers (1993) and Wilson (2010, p. 10), contend that the positivist and the interpretivist are probably the most known and adopted qualitative research philosophies.

Positivist research philosophy assumes that reality is given and can be explained in quantifiable manners, the researcher is independent of the study, that human interest has no place in research and that only knowledge gained through observation and measurements is trustworthy (Wilson, 2010, pp. 10, 306; Bajpai, 2011). Furthermore, for data collection, analysis and interpretation, positivism favours the quantitative approach over the qualitative approach (Atkinson & Delamont, 2010; Myers, 2008; Bajpai, 2011).

To present a coherent and consistent interpretation in this study, the interpretive philosophy will be followed. The interpretivist philosophy, also known as interpretivism philosophy to research, is anchored on the naturalistic approach of data collection in the forms of observations and interviews, which allows the researcher to be enmeshed in the social context in which the research data are being collected (Wilson, 2010, p. 11). Wilson further argues that the underlying view of the interpretive philosophy is that the researcher must be able to enter the social world in

which the research is taking place. In its simplest meaning, interpretivism gives room for researchers to mix their human interest with the elements of the study for reliable interpretation of the study (research methodology.net, 2020; Bajpai, 2011).

Though the interpretivist philosophy to research could be plagued with the challenge of subjectivity resulting from the likelihood that the researchers' bias could influence the research outcome, as such, data collected cannot be generalized, but data generated using interpretive philosophy are associated with a high degree of validity and trustworthiness because of its concern for ethics and cross-cultural differences (Bajpai, 2011; Wilson, 2010, p. 11).

6.2 Research approach

A researcher's comprehensive research plan that consists of underlying assumptions and reasoning relating to data collection, analysis and interpretation is generally referred to a researcher's research approach. It defines the place of theory in a researcher's undertaking. Broadly, research methods are in most cases linked to three approaches- the deductive, the inductive and abductive approaches (Wilson, 2010, p. 7).

Deductive research approach starts with and applies well-known theory to current research and is most applicable to quantitative research. As opine by Wilson (2010, p. 7), a deductive research plan "begins with the development of hypotheses based on existing theories or theories and designing a research strategy to test the hypothesis" (Wilson, 2010, p. 7). The inductive approach, on the other hand, starts with the collection of the research data and the review of existing literature spotting related patterns.

As the phenomenon of this study is about human social behaviour and brand perception, the abductive research approach was followed in this study. The abductive approach does not begin with the formulation of a research hypothesis, rather, it starts with the research questions the researcher hopes to find answers to during the study (Research Methodology, 2020). By relying on the abductive approach to conduct this qualitative study, the researcher reviewed some existing

literature in social marketing, co-creation, and brand equity, collected data from Brekete Family using the observation and the face-to-face interview methods, analysed and interpreted the data collected to spot patterns of correlations and deviations between existing theories and the emerging knowledge of the developed research conceptual model (framework).

6.3 The empirical research methodology

To conduct this study, this thesis adopted the qualitative method over the quantitative one, because the nature of the phenomenon under investigation does not necessitate the use of a quantitative approach. In recent years, existing literature by different scholars and researchers have indicated that qualitative approaches to data gathering and analysis can contribute to theoretical developments and provide deep insights and understanding of social and marketing issues (Vasina, 1999; Rae, 2001). Qualitative research, as explained by Frankel and Devers (2000), is like an empty sketch that is filled by a researcher in his or her research endeavours.

The research questions of this thesis aim to determine if any, the benefits of social initiatives co-creation to the brand equity of the instigating organisation and how social change organisations could leverage initiatives co-creation to enhance their brand equity. Qualitative research, beyond seeking to answer the questions of if and how (Creswell & Creswell, 2017; Berg & Bruce, 2001), also builds valid theories that are relevant for academic and business applications. Qualitative research gathers direct non-numerical data from the field through observations and open-ended interviews and analyses such data to give deeper insights into social problems (Patton, 2005). As social marketing is behavioural based (Andreasen, 1995. p. 7; Dan, 2010; Kotler & Zaltman, 1971), to understand factors responsible for social behavioural challenges, qualitative research is adopted by researchers, practitioners (Berg & Bruce, 2001) and will be adopted by us in this study.

Furthermore, the utilisation of qualitative research in the field of social marketing can contribute to the appreciation of the impacts of vocalised and non-vocalised elements of social change initiatives, such as positioning are having on the ability of social change organisations to foster a deeper sense of co-creation (Crane 1999,

2000; Gummesson, 2000), in ways that benefit common societal good and the enhancement of the brand equity of the initiating organisation. However, this does not imply that quantitative research methods are not useful in social marketing. On the contrary, because social marketing hinges on social behavioural variables that are in most instances captured in non-numerical terms, qualitative research method seems more probable.

As argued by Glaser and Holton (2004), quantitative and qualitative research methods are prone to the challenges of researchers' subjective construction. One of the inherent limitations in using quantitative research approach to study social behavioural problems is that it compels researchers to treat perceptions of social behaviours and actions as absolute and consider irrelevant the daily social meanings of social behaviours and the contexts in which such behaviours take place (Holloway & Wheeler, 1996; Nicholls, 2009). Quantitative research, to a great extent, does a poor job of explaining why people in the same social context are faced with the same social behavioural problems, and yet have totally different ways of responding to the same social behavioural change initiatives (Nicholls, 2009). Nonetheless, the adoption of qualitative research methods in data gathering and analysis in the field of social marketing can help reduce these subjective challenges by allowing researchers to reflectively question their own assumptions (Crane, 1999).

6.4 Data collection

While data for quantitative research could be in measurable terms and or numbers, on the other hand, in qualitative research such as this, data are usually collected in written or spoken forms. Primary data will be used in this study. Primary data for qualitative research, are unique data to a study collected using tools such as interviews, observations and questionnaires (Wilson, 2010, p. 135; Kitzinger, 1995). The researcher opted for primary data instead of secondary data in this study because there seem not to be the existence of enough data that mirror how doing social behavioural good translates to doing well for the initiating organisation.

To gain deep insight into how organisations could leverage their social change initiatives co-creation to enhance their brand equity and unearth the non-vocalised

elements that aid such co-creation, the researcher opted for the interview and observation methods of data collection for this study.

Primary data for this study were collected by recording the interview sessions and notes made in the observation sessions. This was done in line with the argument that primary research data could be collected in audio, written or in other formats suitable for the research purpose and transcribed for ease of analysis (Hox & Boeije, 2005).

6.4.1 Sampling

To select units (for example people or organisations) from a population of research interest for fairly generalisable inferences about the research population, researchers resort to sampling. As it is almost impossible to survey the entire population in most research, sampling helps researchers to save time and resources by narrowing research efforts to representatives of a research population. (Frankel & Devers, 2000; Wilson, 2010, pp. 191-193.)

Generally, sampling techniques can be grouped into Probability and Non-probability sampling. As this study is qualitative in nature and focuses on how the case company (Brekete Family) enhances its brand equity through its social initiative co-creation, the researcher adopted the Non-probability sampling technique. Non-probability sampling is used if a research effort is focused on small samples intended to investigate a real-life phenomenon, without the intention of making statistical assumptions about a wider population (Wilson, 2010, p. 198).

Wilson (2010, p. 194), further argues that Non-probability sampling includes Quota, Purpose, Snowball and Convenience techniques. This study applies the ‘Snowball’ sampling technique. Snowball sampling technique is a non-random sampling method that relies on few respondents to motivate other respondents to participate in the data-gathering exercise, thereby increasing the sample size of the study (Wilson, 2010, p. 198). To have access to the various interview participants in this study, the researcher contacted the President of Brekete Family through email and followed up with three (3) physical visits to the organisation. Though the President of Brekete Family could not take part in the interview, he contacted other members of staff and

motivated them to be involved in the data-gathering sessions. At the conclusion of each interview session, the interviewee suggested to the researcher another staff that could be a potential respondent. To get the next potential respondent involved in the interview session, the researcher would contact the President who would then encourage the potential respondent to participate.

Quota, Convenience and Purposive sampling techniques were not adopted in this research as they involve choosing respondents on the basis of predetermined characteristics, ease of access and the need to provide unique information the researcher adjudges that other respondents may not be able to provide (Wilson, 2010, pp. 198-199), which were not the situation of this study.

All the participants in the data-gathering interview were all staff of Brekete Family. Participants consisting of males and females were drawn from the Brekete Family Housing initiative and Brekete Family Pro Bono (free legal advice for the poor) initiative. The other respondents were drawn from Brekete Family programme, the brand extended to housing and legal initiatives. Though at the onset of the data-gathering the researcher did not intend to draw respondents based on brand and brand extension dichotomy, as the interview sessions evolved, the researcher realised that the respondents from the housing and the legal initiatives were validating the views expressed by the respondents from the parent brand.

The use of semi-structured interview and snowball sampling techniques for data-gathering could be time and resources consuming for the researcher (Ramesden, 2016; Wilson, 2010, p. 198), as the researcher would need to identify and contact potential interviewees, conduct the interview, and to make sense of the data gathered, the researcher would need to transcribe, codify and analyse the interview recordings (Thomson, 2010). Because researchers do not have access to infinite time and resources, they should aim for 'point of saturation' (Glaser & Strauss, 1967 via Rowlands, Waddell & McKenna, 2016).

In qualitative research, point of saturation is used to gauge when there is enough information from a study that is adequate to develop a conclusive understanding about the phenomenon being investigated (Hennink & Kaiser, 2019; Bowen, 2008).

In this study, the researcher conducted four (4) in-depth semi-structured interviews, covering how the case company co-create and the impact of co-creation on its brand equity. As the researcher interviewed representatives of the case company and the representatives of its brand extension, the researcher attained the point of saturation as data adequate to develop valid understanding of the research phenomenon were gathered from the respondents.

6.4.2 Interviews

Interviews are the most common method of collecting primary data for qualitative research. Face-to-face interviews allow the interviewer to appreciate in a deeper sense the views, ideas, beliefs, perceptions and the verbal and non-verbal responses of the interviewees to asked questions. (Adler & Adler, 2012; Gill et al., 2008.)

In general, there are three types of interview methods for data collection- Structured, Semi-structured and Unstructured (Gill et al., 2008; Wilson, 2010, p. 146). To give credence to the above assertion, Gill et al. and Wilson, further argue as follows: Structured interview is based on a stiff group of interview questions that in most cases, require short answers from respondents. Unstructured interview, which is also commonly referred to as an in-depth interview, has no formal organisation as the interviewer starts with a general question and follow up questions are based on the answers given by the respondent to the prior question. On the other hand, a semi-structured interview is a combination of some elements of the structured and unstructured interview methods. Though semi-structured questions are in a rigid manner but give room for respondents to be flexible in their responses and give details where needed.

To gain a better understanding of the role of social initiatives co-creation for brand equity enhancement, semi-structured interviews were conducted with 4 employees of the case company-Brekete Family. Brekete Family is a Nigerian non-government organisation that has existed for over twenty years influencing social behavioural change in Nigeria. As an award-winning organisation, Brekete Family focused on human rights advocacy, investigative journalism and alteration of contemporary societal issues and narratives in Nigeria (Brekete Family, 2020). As a social change

organisation that does not receive funding from governments to drive its social initiatives of providing justice for the oppressed, education, housing, food and financial support for the needy, Brekete Family relies on its own internally generated resources and irregular financial support from its ecosystem of its social change co-creators to carry out its activities. Therefore, Brekete Family is deemed a perfect fit to examine the phenomenon of social behavioural change initiatives co-creation and brand equity enhancement.

Brekete Family connects with its global network of social initiative co-creators and millions of audiences across the globe using social media, direct phone calls, the internet, radio broadcast and at times, through face-to-face meetings. In addition to the above, the relevance of Brekete Family as the case company for this research is also hinged on the understanding that as an organisation of high brand equity, Brekete Family has extended its brand to the areas of transportation (Brekete Family taxis), real estate development (Brekete Family sites and services) and radio broadcasting (Human Rights Radio 101.1, Abuja and Kaduna). (Brekete Family, 2020.)

Furthermore, Brekete Family was adjudged ideal for this study because as a behavioural change co-creating organisation, Brekete Family has a standard team consisting of representatives of other charity organisations, the Nigeria Police force, the Nigeria Immigration Services, Consumer and Producer Protection Council, Legal Aid Council, food vendors, medical practitioners, the masses, amongst others, that are actively engaged in the social behavioural change objectives of the organisation.

To ensure that data collected reflect the essence and the workings of the case company, the first two interviewees (male and female) were core participants in Brekete Family real-time social initiatives programmes, while the last two interviewees (male and female) were selected from Brekete Family Sites and Services (housing initiative), and Brekete Family Pro Bono (legal awareness initiative), which are brand extensions of Brekete Family. Interview participants within the age bracket of 30-65 were selected, though, without the intention that the age bracket should be of any major significance to the study.

Face-to-face interviews lasting approximately 50 minutes each were conducted in the reception and adjacent offices of the Human Rights radio (which is also a brand extension of Brekete Family), Abuja, Nigeria. With the consent of the interviewees, answers to the interview questions were recorded using a mobile phone. At the start of each interview session, full disclosure of the research purpose was made to the interviewees. (Gill, Stewart, Treasure & Chadwick, 2008; Wilson, 2010, pp. 138-141.)

Table 2: Summary of the research data-gathering interviews

Interviewees' code	Location	Age	Gender	Position	Interview dates	Interview duration
BF1	Abuja	65+	Female	Service manager	13.02.2020	58:49
BF2	Abuja	30+	Female	Legal adviser	03.02.2020	48:02
BF3	Abuja	45+	Male	Estate manager	20.01.2020	45:33
BF4	Abuja	30+	Female	Broadcast anchor	20.01.2020	42:30

BF = Brekete Family

1-4 = Respondents 1,2,3 and 4

Also, to avoid ambiguity, the meanings of social marketing, co-creation and brand equity were explained to the interviewees. In line with the argument of Malhotra, Birks and Wills (2012), to ensure confidentiality and eliminate bias, the names of the interviewees are kept anonymous in this study. Furthermore, to minimise distraction in the course of the interview, the researcher ensured that the interviewees chose sitting areas they were comfortable at and the interviewer made sure that the recording did not distract the interviewees by informing them that the interview

would be recorded using the mobile phone. To have a grasp of the outcome of the interview and make analysis and interpretation possible, the audio recordings were transcribed into written form.

6.4.3 Observation

The observation research method is one of the techniques used in qualitative research to gather data about a phenomenon in its natural situation (Jamshed, 2014). There are different degrees of participation open to the observers. At times, the researcher will immerse himself or herself in the contexts of the phenomenon being studied, and in other times, the researcher observes the phenomenon from a close distance without intervening, capturing data on what the participants are doing as opposed to what they are saying. (Jamshed, 2014; Baker, 2006.)

In addition to the interview method to data gathering, the researcher also participated in five live-radio sessions to observe the co-creation processes of Brekete Family happen in real-time. By being present in the context in which Brekete Family and its stakeholders were engaging in social change initiatives co-creation in real-time, the researcher was able to observe the phenomenon and gain a clearer understanding of the interpersonal interactions and non-vocalised aspects of the co-creation processes of Brekete Family.

6.5 Data analysis process

At the conclusion of the semi-structured face-to-face interviews, to have a detailed analysis of the research data, the researcher adopted Braun and Clarke (2006) six-phase data analysis process. This entailed the transcription of the audio recordings of the interviews into four (4) transcripts based on the number of interviews for thematic analysis. Because the six-phase data analysis is a cyclical process that helps researchers to go beyond the surface meanings of data to make rich sense of what the data mean, the researcher went back and forth between phases of the data analysis as needed till the researcher was satisfied with the final themes (Braun & Clarke, 2006). In this study, the researcher read through the research transcripts several times,

searching for meanings and patterns in the transcripts relating to the research questions.

Furthermore, while reading through the transcripts, the researcher created potential codes based on the initial understanding of the transcripts, using tags or short phrases. As the coding was not completed in the initial attempts (Braun & Clarke, 2006), the researcher worked through the research transcripts over and over, refining the initial codes by adding new tags, subtracting from existing tags or combining tags. By so doing, the researcher was able to identify patterns in the interview transcripts, which the researcher thought would enhance the validity of the research outcome.

7 FINDINGS OF THE RESEARCH

This chapter of the study presents the empirical findings of this research. The researcher grouped the data collection questions into two interdependent categories; (1) Benefits of social behavioural change initiatives co-creation for an organisation's brand equity, and (2) How social change initiatives co-creation can be leveraged by organisations for brand equity enhancement. The findings of this research which serve as the basis for further analysis of this study are based on the responses of the interviewees to the data-gathering questions and the outcome of the researcher's observations.

7.1 Benefits of social change co-creation for an organisation's brand equity

The interviewer asked the respondents to share their knowledge about the benefits of social initiatives co-creation to the brand equity of the instigating organisations. The reason for this line of questioning was to gauge (if any) what the benefits of social initiative co-creation are for a brand's equity. All four (4) respondents provided different but related answers to the line of questioning. Their responses show that they had a clear understanding of what co-creation, social initiatives and brand equity enhancement mean.

The first line of interview questions was centred on finding out if the respondents thought stakeholders' involvement in social initiative co-creation could enhance the brand equity of a social behavioural change organisation. All the respondents freely expressed their views on how they thought co-creation could enhance the brand equity of social change organisations. Though the researcher did not structure the interview questions along the line of the elements of brand equity, the analysis of the data collected revealed that the respondents believed co-creation has positive impacts on all constituent elements of brand equity and more.

7.1.1 Brand awareness

From the analysed interview data, the researcher realised that through social initiatives co-creation, increased awareness is directly and indirectly created for the

social behavioural change instigating organisation. Increased awareness could be in the form of electronic word of mouth (eWOM), person-to-person conversations (WOM) among friends, associates, organisations, neighbours or family members, shared by parties to the social change initiatives co-creation. As expressed by one of the interviewees:

“... Co-creating members become advertisers for the brand and its initiatives in the forms of eWOM and WOM. In the case of our organisation, co-creators go out and call on their families, friends and neighbours to become followers of the brand and its activities.” (BF1)

By spreading information about the social behavioural change initiatives by co-creators, co-creators serve as vehicles for brand awareness enhancement and social behavioural change initiatives diffusion. In the words of a respondent:

“... Co-creation is a form of advertisement for a brand. As in the case of Brekete Family, when organisations (public and private) send in representatives to engage with us in our initiatives co-creation processes, decisionmakers in those organisations and members of the public that need some clarifications from those organisations become interested in what happens here.” (BF4)

Similar to the above assertions of interviewees, the researcher observed that some of the people that called in during live broadcast or came to the studio in persons to lodge former complaints against individuals, organisations or communities, or express gratitude to Brekete Family for helping them revert issues of social or administrative injustice, and or overcome some behavioural challenges, said that they heard about Brekete Family from people that have either had their social challenges resolved through the interventions of Brekete Family, engaged with Brekete Family in its social change initiatives co-creation or heard other people share their experiences of how Brekete Family is doing common societal good.

7.1.2 Brand perception and brand loyalty

Furthermore, interview respondents seem to suggest that while brand awareness lays the foundation for the enhancement of other elements of brand equity, brand loyalty, on the other hand, is the basis for social initiatives acceptance, support and funding.

During the visits to the case company, the researcher observed that followers of Brekete Family, inclusive of callers-in and those present in the studio, pledged financial and non-financial support its change initiatives. The commitment to support Brekete Family as a social change brand seems to be borne out of audiences' understanding and trust for Brekete Family as a brand and its change initiatives.

The analysis of the interview data seems to collaborate the observation of the researcher that brand perception and brand loyalty are positively influenced through social initiatives co-creation. One of the participants expressed the view that co-creation is about managing the perception of stakeholders by asserting that:

“... Co-creation creates a feeling of family in the minds of stakeholders that a brand and its social behavioural change activities are theirs, as such, stakeholders will be committed to supporting the brand with their resources of any kind.” (BF3)

Taking the narrative that co-creation fosters a sense of initiative and brand ownership in the minds of stakeholders further, a respondent explained that co-creation leads to mutual understanding between the change organisation and its stakeholders:

“... People introduce Brekete Family as their own and not just an organization out there because they (audiences) are core part of Brekete Family's activities and understand what the brand stands for. A brand without stakeholders' involvement, cannot have brand loyalty” (BF1)

7.1.3 Positive brand association

Brand association are those things that are deeply rooted in the minds of audiences and stakeholders. By engaging audiences and stakeholders, social change organisations give their stakeholders something positive to associate their brands with when they talk about the brands and their initiatives. As expressed by interview respondents, through co-creation, a brand gives its co-creating stakeholders good memory of itself and positive impressions to share through WOM and eWOM to friends, associates, communities and families. This view was expressed by a respondent:

“... In my opinion, co-creation helps a brand to improve the perception stakeholders have about its activities and image. A brand that gives room to stakeholders to be part of what it is doing, is more likely to be remembered, respected and seen in positive light.” (BF2)

7.1.4 Brand extension

Also, social initiative co-creation serves as a vehicle for a successful brand extension for social change instigating organisations. The researcher observed that Brekete Family has been able to extend its brand to commercial investments that generate the much-needed revenue it needs to keep up the drive for social behavioural change in Nigeria. The researcher observed that the Brand Brekete Family has been extended to some commercial sectors of the economy such as transportation (Brekete Family Taxi), real estate (Brekete Family housing estate) and broadcasting (Human Rights Radio).

The above observation that co-creation facilitates the drive for a brand extension for social change organisations was supported by some of the data collection interviewees:

“... Getting stakeholders involved in our activities improve the chances that the society will accept other forms of social and economic initiatives a brand may introduce into the market.” (BF2)

The argument that co-creation aids brand extension was succinctly captured by another respondent:

“... Because in Brekete Family we get our audiences and stakeholders involved in our activities, it became easier for us to extend our brands to Brekete Family Taxies, Brekete Family Housing and The Human Rights Radio.” (BF3)

7.1.5 Access to external resources

In addition to the above enumerated benefits of co-creation to the enhancement of brand equity of social change organisations, the researcher also noticed that interview respondents were of the view that change initiatives co-creation also

translates to cost and time savings. The above assertion was based on the views of the respondents that because social behavioural change co-creation ecosystems could include decision-makers, organisations, social influencers and community leaders, social change organisations benefit from a quick resolution of social issues.

“... When stakeholders join us in co-creating social change, they help us to improve our service delivery and contribute to resolving social issues the organisation is handling at that particular time faster.” (BF1)

Beyond the quick resolution of social issues, because co-creating stakeholders serve as online and offline advertisers for a brand and its initiatives, the instigating organisation saves cost because the resources it would have spent on creating more awareness for the social initiatives in target communities. Also, co-creating social change organisations benefit from the willingness of stakeholders to offer their services at no cost to social change organisations as forms of support for their social change drive, as such, resources that would have been spent paying for such services are saved by the organisations. In the words of one of the respondents:

“... In co-creation, stakeholders of different capacities and resources are brought together, the brand gains profound access to resources outside its domain such as new ideas, materials and money.” (BF2)

7.1.6 Feedback channel

Findings from observing and interviewing respondents from Brekete Family seem to confirm the general belief that no organisation can function successfully in isolation of the society in which it operates. Interview participants explained that through co-creation, a brand can gain timely feedback on how society is responding to its change activities and how the audiences think the brand could improve on its activities. In responding to interview questions, all four respondents raised the point that Brekete Family followers and co-creators regularly provide solicited and unsolicited feedback to the activities of the organisation. A respondent gave a vivid insight into how such feedback benefits Brekete Family:

“... Co-creation is also about allowing stakeholders no matter how small, big, poor or rich, express their opinions regarding their perception of the social change initiatives, what is working, what is not and what they think is really important.” (BF1)

The researcher observed that audience and stakeholders' feedback is of great concern and importance to Brekete Family. While co-creators present in the studio are allowed to give feedback on ongoing issues, those not present and followers all over the world are given the opportunities to call in and express their views. The opportunity to give feedback, the researcher observed is not only important to the organisation but also highly appreciated by stakeholders. This was evident when some callers called in and said that they were so grateful to be able to get through the ever-busy line to make their contributions. As an indication of the value the case company attached to stakeholders' feedback, the organisation announced that once in a quarter, a day would be set aside for only feedback on the organisation's activities and processes.

7.2 Leveraging social change initiative co-creation for brand equity enhancement

Having established from the analysed interview and observation data of the case company that social initiative co-creation enhances the brand equity of social change organisations, provides opportunities for brand extension and serves as a mechanism for stakeholders' feedback, the researcher proceeded to investigate how social change organisations can leverage change initiatives co-creation to reap the aforementioned benefits.

To gain insight into how social change initiative co-creation can translate to brand equity enhancement, the interviewer proceeded by questioning participants along this line. In responding to this line of interview, participants enumerated several ways in which they understand co-creation could be leveraged for brand equity enhancement. The interviewees all seem to have provided their answers to the above line of questioning based on their organisation's perspective. Though the researcher had no opportunity of observing how co-creation was leveraged by Brekete Family to enhance its brand equity, a critical observation seems to suggest to the researcher that Brekete Family had followed the suggestions given by the interviewees.

7.2.1 Stakeholders identification

Leveraging co-creation for brand equity enhancement starts with a social change organisation identifying the target audience it hopes to reach with its social behavioural change initiative and identifying stakeholders that can potentially support or hinder the change initiative from achieving the desired objectives of common societal good and brand equity enhancement. While the primary goal of behavioural social change is for the benefit of the target audience and the society in general, a successful initiative also serves as a marketing tool for the instigating organisation. In the opinion of a respondent:

“... In my view, successful co-creation is about people coming together for common social good. It is identifying the right target audience and reaching out to stakeholders that can make the desired social change happen.” (BF2)

From the above suggestion, co-creation begins with the identification of change beneficiaries, community leaders, policymakers, and other stakeholders that may have some vested interest in the environment in which the change initiative is to be implemented. Failure to identify these stakeholders may result in a lack of acceptance and support for the behavioural change initiative, as a failed initiative may not add value to the brand equity of the instigator. This view was expressed by a respondent that said:

“... Social change initiative co-creation can never achieve brand equity enhancement unless people of similar minds, concerns and interest are identified and brought together to support, develop and implement the intended social change initiative.” (BF4)

7.2.2 Stakeholders segmentation

Having identified potential stakeholders for an initiative, as explained by the interview respondents, the instigating organisation proceed to categorise the identified stakeholders into 1. Target audience (those whose social behaviour the organisation hopes to influence), 2. Policymakers (those in position to make policies or enforce policies), 3. Communities leaders (those that have social influence in the communities within which the social change initiatives would be implemented), and

4. Individuals and or organisations that have the resources and capacity to support social change initiatives. As explained by the interviewees:

“... Brand equity enhancement through co-creation is about the right people supportive of the change initiative. Such people could be grouped into government, the beneficiaries, policymakers, opinion leaders and those in the society that can help the social change to succeed.” (BF3)

“... Generally, I reason that there are three categories of stakeholders that a social change organisation should endeavour to bring into its co-creation arena- those that have power or influence to make societal change happen, beneficiaries of the change initiatives and the general community that need to support the social change initiative.” (BF1)

The researcher observed that Brekete Family has been able to segment its stakeholders into these categories. As observed by the researcher during some sessions of live broadcast of Brekete Family were representatives of the Nigeria Police and Consumer Protection council (Policymakers), community leaders, representative of some NGOs, community members (change beneficiaries) and callers-in from all walks of life across the globe.

7.2.3 Managing stakeholders

The third stage in leveraging social behavioural change initiative co-creation is bringing the identified and segmented stakeholders into the co-creation processes. To do this, the social change instigator will need to deploy different marketing strategies to reach the various stakeholders. For example, while policymakers and politicians require strategic lobbying, target audience (change beneficiaries) require engagement using online and offline communication channels to ‘sell’ the social change benefits to them.

The respondents suggested that stakeholders’ management is about engaging with and mobilising individual and groups within and outside the organisation to accept, own and be supportive of the social change initiative. In the words of a participant:

“... The social change instigating organisation should build relationships with stakeholders. Relationship is not only about telling stakeholders what the

organisation wants them to do but inspiring them to own, implement, sustain and give their best to the social change initiative.” (BF2)

In addition to the above strategies of engaging with social change stakeholders and bringing them into the co-creation processes, the interview respondents also suggested that because no social behavioural change organisation is self-sufficient, they need to develop and form partnership relationships with other organisations of repute (commercial and non-commercial). By so doing, in addition to a positive brand association that the social change organisation may gain from such partnership, it will also have access to financial and non-financial resources needed to drive its social change initiative. Explaining the above in details:

“... Partners play significant roles in helping social change organisations attain enhanced brand equity. By bringing human, material or financial resources into the relationship, social change organisations become more effective in their change drive. Also, partnership with respected brands bequeaths on the organisation perception of reputation and seriousness.” (BF1)

7.2.4 Brand and initiative positioning

At the heart of managing social change initiatives are verbal and non-verbal communications that must be in harmony, as a disjoint between what is said and done can create a conflict of perception in the minds of stakeholders and have an adverse impact on the brands of social change organisations. Respondents to the research data interview were of the view that:

“... Communication is not just about what social change organisations say but also what they do and how they do what they do.” (BF4)

The respondents also seem to say that for co-creation to be successful and for the initiating organisation to achieve its twin objectives of social good and brand equity enhancement, communication emanating from instigating organisations should create space for all-inclusive conversations that can translate to improved understanding of the social change initiative being implemented and the implementing brand.

Taking the discussion on the non-verbal aspect of brand and initiative communication deeper, interview respondents highlighted transparency, accountability, integrity and honesty as some of the key elements that stakeholders would want to see as being present in the actions of social change organisations. Explaining the above assertion further, the interviewees were of the view that stakeholders would be unlikely to engage and offer their support, ideas and resources to a brand they do not observe to be transparent and accountable in their dealings. In the words of some respondents:

“...As in world over, and more so in a developing country like Nigeria, in which trust is very critical, a social change organisation that wants to enhance its brand equity through co-creation, must project the image it wants the society to hold about it through its communications and actions.” (BF2)

“... A social change organisation should be an organisation of trust and integrity. This goes beyond what the organisation says, as it is about how stakeholders perceive the organisation. A social change brand that cannot communicate and act an image of trust, will not do well with the public.” (BF3)

Social behavioural change organisations are trusted by stakeholders to be acting for the social good of society and not driven by personal gains. When trust is violated, stakeholders are likely to express resentment and withdrawal of support for the instigating brand. Based on the observation of the researcher, it seems that Brekete Family is very conscious of the place of trust in social engagements. This was evident in the constant announcement during live broadcasting that ‘anyone could walk into the bank in which Brekete Family operates its bank account and ask for its statement of account’. To the researcher, this is a clear state of transparency, accountability and integrity.

7.2.5 Respect for beneficiaries, stakeholders and their socio-cultural beliefs

In the views of participants, influencing stakeholders to develop a sense of initiative and brand ownership hinges on the sensitivity of social change organisations to the dignity and respect for social change organisations and their social-cultural beliefs of host communities.

In social marketing, “respect” for social change beneficiaries and their socio-cultural values ought to be driven by research into audiences’ cultural values and beliefs. Not

keeping socio-cultural boundaries of the host communities, in the views of respondents, may cause a revote from the host communities:

“... In a pluralist society like Nigeria, for social change co-creation to attain its twin objectives of societal good and brand equity enhancement, the social and cultural values of the host communities must be understood and respected by the initiating organisation and its stakeholders.” (BF3)

In addition to concern for the socio-cultural beliefs of the target audience, the interviewees also mention that social change organisations should imbibe the orientation of treating their target audiences and social change co-creators with dignity and respect. As lack of respect for social change initiative beneficiaries and community of co-creators will have negative impacts on the social change initiating brand in the form of poor initiative acceptance, negative publicity and withdrawal of support. This view was clearly expressed:

“... Equally important is how the organisation is seen and viewed to be treating its stakeholders. If it treats its social ecosystem of co-creators and beneficiaries with lack of respect and dignity, the initiative, no matter how good intended, will not gain full audience acceptance and stakeholders may withdraw their support for the brand.” (BF1)

7.2.6 Social media platforms

All interview participants agreed that traditional face-to-face meetings, seminars and conferences for co-creation and stakeholders' engagements are no longer enough for the achievements of common societal good and brand equity enhancement objectives. Social media, as expressed by the interviewees, make it possible for organisations to engage with stakeholders world-over at the same time, by giving room to all interested parties to freely express their views and help the change organisation to quickly diffuse their change initiatives, create brand and initiative awareness, and achieve other objectives that will add value to their brands. As captured by a respondent:

“... In this upwardly mobile world, traditional face-to-face meetings are no longer sufficient for inclusive initiative co-creation and stakeholders' engagements for social behavioural change organisations. So, social media has

become the platforms for global conferencing, meetings, information dissemination, initiative dispersion and brand awareness creation.” (BF3)

Similar to the above views expressed by the interview participants, the researcher observed that Brekete Family uses social media platforms such as Youtube and Facebook, to actively engage with its global audiences and co-creators to generate content for an initiative or modify an existing initiative.

Code generation in thematic data analysis involves tagging things of relevance with short phrases. Most researchers agree that coding is a scientific way of analysing research data (Braun & Clarke, 2006). In support of the above assertion, Chowdhury (2015); Gill (2007), argue that organising, sorting and coding of qualitative data, enhance the validity and trustworthiness of research.

By examining how codes combine to make sense of the research data, the researcher created and refined themes to arrive at two (2) key themes that gave insights into respondents’ perception of the research phenomenon. The themes are: Benefits of social initiatives co-creation to a brand and Leveraging social initiatives co-creation for brand equity enhancement. The creation, combination and refining of themes helped the researcher to understand what was relevant and what was not from the collected research data, and clarified relationships among the entire dataset. Also, by combining data collected through the observation method with the analysed interview data, the researcher was able to develop a better understanding of how Brekete Family and its social initiatives co-creators engage in co-creation processes and their views on how social initiatives co-creation could be leveraged for brand equity enhancement by the initiating organisation.

8 EMPIRICALLY VALIDATED FRAMEWORK, DISCUSSION OF FINDINGS AND CONCLUSION

In this chapter, the findings from the collected and analysed data based on the research questions will be connected to the theoretical discussion and used to validate the research conceptual framework. In addition to the above, the implications of the research findings for managerial purposes will be highlighted, the validity and reliability of the research will also be explained and the chapter will be concluded by a review of the limitations of the thesis and recommendations for future studies.

8.1 Empirically validated conceptual framework

This conceptual framework depicts the processes of brand equity enhancement through social initiatives co-creation, extends and enhances the initial conceptual framework presented in the literature review session of this thesis. By incorporating the views of the research case company (Brekete Family) gathered through semi-structured face-to-face interviews and observation, the researcher empirically validated the previously presented conceptual framework.

It is imperative to state that though several researchers have examined topics related to social marketing, co-creation and brand equity enhancement, no research has developed a research framework (validated or not) similar to that of this study.

The empirically validated framework advocates that for social change organisation to attain the two objectives of ‘doing well while doing social good’, it must engage and co-create its social behavioural change initiatives with its target audience, partners and stakeholders. Like the tentative framework, the empirically validated framework consists of five modified stages: (1) Initial social change idea, (2) Stakeholders engagements, (3) Co-creation, (4) Doing social good, and (5) Doing well.

8.1.2 Stakeholders engagement

Potential stakeholders that find the communicated social change idea, the brand essence and the social behavioural change processes of the initiating organisation appealing, engage in the conversations, offering their opinions, support, ideas, criticisms, resources and expertise. In most cases, these engagements happen on social media platforms in the forms of likes, retweets, shares, posts and comments, direct online and or offline contact with the instigating organisation seeking clarifications, expressing opinions and asking for ways to help. In some other instances, these conversations happen through word of mouth (WOM) shared among the members of the communities in which the social behavioural change initiatives are to be implemented.

The outcome of these online and offline conversations forms the active ingredients for refining the social behavioural change idea and reshaping of the brand and initiative positioning.

8.1.3 Co-creation

The instigating social behavioural change organisation do critical review and analysis of the responses emanating from the potential target audience, communities, policymakers and other stakeholders to the tentative social change ideas, and brand and social change initiative positioning. In addition to reviewing and analysing stakeholders' responses, the social change organisation also reviews the various individuals, groups and organisations, to identify their potential stake in the intended social behavioural change initiative.

As all respondents cannot be active participants of the social behavioural change co-creation processes, the instigating organisation make formal contact with some selected stakeholders, inviting them to become part of the social behavioural change co-creation ecosystem, to co-refine the social behavioural change idea.

While it is the primary responsibility of the social change instigating organisation to decide on how its brand and social change initiative are positioned, from this

empirical study, the researcher realised that by bringing stakeholders into the co-creation processes, the views and contributions of co-creators are used by the instigating organisation to refine its positioning strategies.

8.1.4 Doing social good

The co-refined social change idea, brand and initiative positioning strategies, which are the outcome of the co-creation process, are co-implemented by the organisation and stakeholders. While social marketing strategies could be used to influence social behavioural change in almost all areas of human activities, currently, social change organisations have devoted much of their efforts to influence human social behaviours in the areas of environment, health and education for the good of the target individuals, communities and the society at large.

8.1.5 Doing well: Brand equity enhancement

While the primary goal of social marketing is to influence social behaviour for the good of the society and the target audience, this study has empirically proven that social behavioural change organisations can leverage their doing social good for their brand equity enhancement.

The analysis of the interview and observation data of this research arrived at the conclusion that co-created and co-implemented social behavioural change initiatives bequeath to instigating organisations the opportunities to extend their brand to other social and commercial undertakings and enhance the elements of brand awareness, loyalty, perception and association.

8.2 RQ1. What are the benefits (if any) of social initiative co-creation to brand equity enhancement of organisations?

Generally, it seems that the society tends to see social behavioural change organisations only through the lens of the benefits of their activities to the society, without giving much consideration to what social change organisations could gain by doing social good (Bhattacharya & Sen, 2004). Given the researcher set out to find

out if the interviewees thought social change organisations could gain some benefits by co-creating their social behavioural change initiatives with stakeholders.

8.2.1 Findings: Benefits of social initiative co-creation to brand equity enhancement

By analysing data gathered through the research interviews and observation, the researcher found that brand elements of awareness, perception, loyalty and association of social behavioural change organisations are enhanced through social initiative co-creation efforts. These findings are in line with the assertions of previous studies on brand equity and co-creation by scholars such as Keller (1993); Fergie et al. (2016); Domegan, et al. (2013); Gordon (2011); White and French (2009); Vargo and Lusch (2004, 2008); Fyrberg and Jürriado (2009), and Payne et al. (2009).

In addition to brand elements enhancement, the research findings also revealed that through social initiatives co-creation, behavioural change organisations also create mutual understanding between themselves and their stakeholders, assess resources outside their boundaries, extend their brand to other areas of investment, and gain regular feedback from stakeholders. These findings conform with the studies of Ind and Coates (2013); Törmälä and Gyrd-Jones (2017); thensmc.com (2020); Aaker (1992); Kennedy and Guzmán (2016); Hastings and Domegan (2012); Zineldin (1995); Ballantyne and Varey (2006); O'Hern and Rindfleisch (2009); Moon and Sproul (2001); Sawhney et al. (2005), and; Piller et al. (2012).

Of great insight was the suggestion by respondents that social initiative co-creation helps organisations to achieve cost reduction. Although existing literature focused on brand equity enhancement and co-creation, for instance, Keller (1993); Vargo and Lusch (2004, 2008); Aaker (1992), and Ind and Coates (2013), no research has alluded to the assertion that social behavioural change initiative co-creation translates to cost reduction for social change instigating organisation. Cost reduction, as garnered from the analysed interview and observation data could be in the form of savings that may result from stakeholders offering their services to support the initiative free of charge or reduction in the number of resources that the initiating

organisation would have hitherto expended to reach decisionmakers (who are now part of the co-creation ecosystem), to support a social behavioural change drive.

8.3 RQ2. How can social initiative co-creation be leveraged to enhance brand equity by social change organisations?

Having established that co-creation enhances the brand equity of social behavioural change organisations, the researcher proceeded to investigate how organisations could leverage social behavioural change initiatives co-creation to enhance their brand equity.

8.3.1 8.3.1 Findings: Leveraging social initiative co-creation for brand equity enhancement

Research interview data analysis revealed that the first step to leveraging social change initiative co-creation for brand equity enhancement is the identification, segmentation and management of social change initiative stakeholders. Though the researcher could not observe the process of stakeholders identification, segmentation and management of Brekete Family, but the researcher noticed that Brekete Family seemed to have a clear understanding of its stakeholders, segmented them and successfully involving them in the co-creation processes. The outcomes of the data analysis and observation are in tandem with existing social marketing literature. As argued by Kotler and Lee (2008, pp. 8-11); Lefebvre and Flora (1988), and Andreasen (2002), audience identification and segmentation are critical to the success of any social behavioural change initiatives. In line with this research outcomes, while Kotler and Lee (2008, p. 12); Domegan et al. (2013); Zineldin (1995); Andreasen (2002), opine that target audiences are the intended beneficiaries of social behavioural change initiatives, Lefebvre and Flora (1988); O'Hern and Rindfleisch (2009); Evans and Wolf (2005); Shah (2006); Von Krogh et al. (2003), hold the view that stakeholders are individuals, institutions, policymakers, commercial and non-commercial organisations that makeup part of the ecosystem of social initiative co-creation of the instigating organisation, and can support the change organisation to achieve its objectives of 'doing well while doing social good.'

Furthermore, the researcher observed that Brekete Family has fostered successful ongoing relationships with some organisations and individuals it termed partners, that support the organisation in its social behavioural change drive. Interview data also highlighted the importance of social change organisations developing relationships (partnerships) with organisations and individuals that can support change organisations in their behavioural change activities. Partners do not only support the objective of behavioural change only but also infer on the instigating organisation a perception of credibility which is a critical part of brand equity enhancement. The place of partners in social behavioural change drive is highly supported by extant literature. To this end, Werther and Chandler (2014), contend that social change organisations cannot operate in isolation of individuals and organisations in the environment in which they operate. As such, scholars such as Allman (1998); Andreasen (1995, 1996); Bye (2000); Temple et al. (2008); Earle (2005); Duane and Domegan (2018); French (2010, p. 309); O'Reilly and Madill (2007), put forward that social change organisations should enter into partnership relationships with other organisations (and individuals) that will be of support to their social behavioural change and enhanced brand equity drives.

Additionally, to enhance its brand equity through social initiative co-creation, the instigating organisation must understand and be adept in communicating with its co-creators, target audience and the society at large. As evident from the interview data, communication is crucial to effective co-creation, management of the co-creation ecosystem and the diffusion of behavioural change initiatives. By effective communication, the interview respondents mean verbal and non-verbal interactions between the organisation and its stakeholders, initiative and brand positioning, and the identification and the use of the right social media platforms to engage with stakeholders.

The researcher observed that Brekete Family seem to understand the importance of communication in influencing social behaviour. This was evident in their use of phone calls, radio broadcasting and social media to reach its teeming global followers and co-creators. Positioning which is more of non-verbal communication than what is said, as observed, appears to be well understood by Brekete Family. By positioning itself as the 'voice of the voiceless', Brekete Family is perceived by its

followers as pro the weak and vulnerable of the society. This was manifested through several calls and messages that came to the studio, testifying to how Brekete Family was instrumental in helping them out of their economic, behavioural, and social and administrative injustice they suffered. Also, the researcher observed that Brekete treats its change beneficiaries and stakeholders with dignity and respect, and very considerate of the religious and socio-cultural beliefs of its audiences.

The outcomes of the research interviews and observation are supported by existing literature. Ries and Trout (2001); Park et al. (1986); French and Lefebvre (2012), think that brand and social change initiatives positioning are about influencing the perception of audiences and stakeholders to perceive a brand positively, because the brand acts and communicates in ways that are seen to be transparent, accountable, solution-driven (Hankinson, 2001; Tapp, 1996; Tonkiss & Passey, 1999; Saxton, 1995; Stephan et al., 2016; McCracken, 1993), and respectful of beneficiaries and their socio-cultural values (French & Lefebvre, 2012; *Maggard, 1976*; Ogilvy, 2013).

Scholars such as Fergie et al. (2016); Domegan et al. (2013); Gordon (2011); White and French (2009); Lassila and Hendler (2007); Yuksel et al. (2016), supported the outcomes of the research findings by arguing that social marketers that are keen about enhancing their brand equity should not just be content with sending messages to stakeholders through their traditional official communication channels only, but should seek to understand and be actively engaged in orchestrating their brand and initiatives ongoing narratives on the various social media platforms being used by their audiences.

8.4 Managerial implications of the study

This study provides details on the benefits of social change organisations and by extension, partnering commercial organisations could reap by engaging in social behavioural change initiatives co-creation. By integrating the findings of this study into social change design, development, implementation and review processes, it is hoped that social change organisations will increase their support base, build loyal audiences, improve brand perception, ensure continuous funding, extend brands to

new areas of initiatives and or investments, and through positioning, reflect an image of transparency, selflessness and concern for audiences, stakeholders and the socio-cultural values of the communities in which they operate.

To reap these benefits, social change organisations need to be adept at researching, identifying, segmenting and managing their stakeholders. Managing stakeholders encompasses the selection of the right communication strategies and being active on social media platforms on which their audiences and stakeholders are actively using. By so doing, social behavioural change instigators can communicate their brand essence and behavioural change processes, orchestrate brand and social change initiatives narratives, manage misinformation, gain better insights on ways of improving change initiatives, and remain in continuous communication with stakeholders.

As brands are no longer what organisations say they are, but what stakeholders tell themselves brands are, by engaging with stakeholders on various social media platforms, social change organisations are better equipped to understand stakeholders' motivations, interest and socio-cultural concerns. By infusing the concerns and interests of stakeholders into behavioural change initiatives, social change instigators can develop initiatives that are more acceptable to target audiences. This is more so because audiences are more likely to accept and internalise changed behaviours that result from initiatives they co-created.

Traditionally, it is assumed that the business of commercial organisations is profit maximisation. But in recent times, there are growing calls for commercial organisations to devote part of their resources to solving social behavioural problems they contributed to creating through their production, distribution and marketing activities. By partnering with social change organisations and devoting part of their resources to influencing social behaviour, commercial organisations will gain positive brand association that will result in higher patronage.

8.5 Validity and reliability of the research

To ensure the validity and reliability of this qualitative study, semi-structured face-to-face interviews lasting approximately fifty minutes were conducted. Before the commencement of each interview session, the researcher made full disclosure of the research purpose to the interviewees and asked for their consent to record their responses using a mobile phone (Gill et al., 2008; Wilson, 2010, pp. 138-141). Furthermore, to avoid ambiguity and minimise misunderstanding due to semantics, the meanings of social marketing, co-creation and brand equity were explained to the interviewees at the onset of the interview sessions. In line with the argument of Malhotra et al. (2012), to ensure confidentiality and eliminate bias, the names of the interviewees were kept anonymous in this study.

In addition to the above, to ensure that data collected reflect the essence and the workings of the case company, the two interviewees were selected from Brekete Family (parent company) and the other two interviewees selected from Brekete Family Sites and Services (housing initiative), and Brekete Family Pro Bono (legal awareness initiative), which are brand extensions of Brekete Family. This approach to data collection from the case company provided diverse views of how the case company is leveraging its social change initiatives co-creation to enhance its brand equity.

As this study is qualitative and qualitative researches are subjective in orientation and to a great extent, not generalisable (Wilson, 2010, pp. 9-11), more so are research such as this that study human social behaviour. Such studies, requiring the immersion of the researcher in the context in which the social behaviour under study is taking place in real-time, are in most cases, 'plagued' with the likelihood that the researchers' bias could influence the research outcome (Bajpai, 2011; research methodology.net, 2020). To ensure the validity of this study, the researcher adopted the interpretive philosophy, as interpretive philosophy shows consideration for ethics and cross-cultural differences in behavioural studies, data generated are associated with a high degree of validity and trustworthiness (Bajpai, 2011; Wilson, 2010, p. 11).

Because the goal of this research is to provide more insight and new knowledge (Wilson, 2010, p.7) in the discipline of social marketing, the outcome of this research may be used by researchers and scholars to modify or generate new theories and knowledge on how organisations could gain enhanced brand equity from their social behavioural change initiative undertakings. This study successfully shows how organisations could leverage their social behavioural change initiatives co-creation to enhance their brand equity and also provided in clear terms some of the major benefits that social change organisations could reap from social behavioural change involvements.

8.6 Limitations and suggestions for future study

The main limitation of this study is that it was conducted using face-to-face interview data gathering methods. As the outcome of the research is based on the views expressed by the respondents, the actual processes and contexts of social initiative co-creation were not observed in detail and taken into consideration to arrive at the conclusion of the study. As the research is about social, human and organisational interactions, the phenomenon would have been better studied using the observation method of data gathering. Furthermore, as qualitative research outcome is less generalisable, and the lack of multi-stakeholder data to this research, the findings of this study could not be generalised as representing how social initiative co-creation could be leveraged to enhance the brand equity of instigating organisations.

Further research into brand equity enhancement through social initiative co-creation required. To understand the processes and contexts of the phenomenon and arrive at more generalisable outcomes, future researchers may adopt the observation method of data gathering to research the phenomenon in detail. Also, to inspire commercial organisations to be more involved in social initiative co-creation and implementation, further research is needed to provide more insights into how commercial organisations' involvement could be translated to brand equity enhancement.

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APPENDIX I

Interview questions

Brekete Family overview:

1. Tell me about Brekete Family.
2. What is your position in and what do you do for Brekete Family?
3. In your view, what does doing well while doing social good mean for Brekete Family as an organisation?
4. In your view, what is social initiative co-creation?
5. What do you think of Brekete Family in the following areas:

A. brand strength B. Social initiative contents C. audience's loyalty D. difference viz-a-viz competition E. Brand resonance with audience F. Brand experience?
6. If Brekete Family were to improve on the above indices, what role would you think co-creation would play?

Doing Social good (behavioural change):

1. What social good does Brekete Family exist to do?
2. Does Brekete Family seek to influence social behaviours?
 - a. If yes, what nature of social behaviours?
 - b. Can you give some examples of social behaviours Brekete Family has been able to influence?

c. Can you explain the behavioural change process that Brekete Family adopted?

Brekete Family's target audiences (Downstream audience):

1. Who are the target audience of Brekete Family?

a. Besides the focus on a person with social challenge, does Brekete Family relate with the person's support circles such as family, friends and others?

b. What are the nature of the relationships with the support circle?

Upstream (government and other institutions) audience:

1. What are the various groups that constitute policymakers Brekete Family reaches out to support its change initiatives?

2. Who are the other key players that can support or hinder social change initiatives of Brekete Family?

3. What is Brekete Family's relationship with:

b. Schools?

c. Employers?

d. Media institutions?

e. Government agencies?

f. The society

g. Civil societies and Non-Government Organisations (NGOs)?

4. In your view, how does your brand benefit from the inclusion of the above stakeholders in your social change initiatives?

Partnership:

1. Does Brekete Family have support networks such as partners for its initiatives?

2. Can you give examples of the relationships between Brekete Family and some of its partners?
3. Why does Brekete Family need support networks (partners)?
4. Does the involvements of partners in your social initiatives and value to Brekete Family as a brand? How?

Stakeholders engagements.

1. In stakeholders' engagements, what platforms does Brekete Family use?
2. Does Brekete Family use social media to engage with stakeholders?
 - a. What social media platforms?
3. Is face-to-face meeting important for Brekete Family in audience and stakeholders' engagements?
4. Which is preferred, face-to-face, social media platforms or their combinations?
5. Which other ways does Brekete Family engage with stakeholders?

Co-creation of social programmes (initiatives):

1. Is co-creation (stakeholders' involvements) of importance to your organisation?

Does Brekete Family initiate, design, develop and implement social initiatives intended to support a target audience alone?

2. Does Brekete Family seek inputs into social initiatives development from target audience?
 - a. How?
 - b. What nature of inputs?

3. At what stage does Brekete Family seek stakeholders' inputs into social initiatives? Initiation? Design? Development? Implementation? Review? At every stage?

4. Does Brekete Family ask for the inputs of policy makers (government, education institutions, employers, communities) into such initiatives?

a. How?

6. What does Brekete Family do if stakeholders think that an initiative from Brekete Family should be modified?

7. If stakeholder(s) initiates a viable idea that will benefit a community or the society, what does Brekete Family do?

8. From your experience, how does working with audiences and stakeholders benefit the popularity of Brekete Family as a brand?

Brand equity enhancement through co-creation.

1. In Brekete Family's perspective, what does brand equity enhancement mean?
2. How does audience and stakeholders' involvement contribute to brand equity enhancement for Brekete Family?

3. Would you say stakeholders' inputs into Brekete Family core activities are very useful in achieving the overall objectives of Brekete Family? How?

4. If yes, how?

5. Do you think Brekete Family is a known brand? Why?

6. What are those things that you think contributed to the popularity of the brand?

7. if Brekete Family were to seek to enhance its brand equity through co-creation, what would you suggest?

8. Do you think that Brekete Family can improve on the following through co-creation? Content, brand strength, awareness, audience experience, brand differentiation, loyalty.