

The Creation Of Brand Identity For Social Enterprise To Strengthen Brand Value And Sustainability (Study Case: Satu Nursing Wear)

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Abstract. Like a commercial business, a social enterprise is currently facing challenges due to the COVID-19 pandemic. One of the biggest challenges it faces is financial, where the loss of sales is happening due to society's economic downturn. It needs to re-strategies to regain momentum in the market, and hence it could become sustainable by ensuring profitable business. One way for a business to receive profitability is by having a solid brand identity, and this can be achieved by applying a business tool in creating brand identity. Most of the available business tools can be applied both for social enterprise and commercial business. However, not all of them have the appropriate component that could showcase a social impact. Some of these tools needing a revision to incorporate the purpose within them, which is the case for Kapferer brand identity prism. There is a need to modify the framework to include the "purpose" facet, where this component could act as the "heart" of the brand identity. This research is trying to understand the applicability of the Kapferer brand identity prism for a social enterprise, and the analysis is performed by applying a benchmark analysis and a public acceptance survey. The result of this research confirmed that there is a need for the Kapferer brand identity prism to be slightly revised to incorporate the "purpose" component, which can highlight the value of a social enterprise.

Keywords: Brand identity, COVID 19, Kapferer brand identity prism, social enterprise, sustainability.

I. INTRODUCTION

COVID-19 pandemic has changed the world. It reached almost every country in the world, according to BBC News January 2021. The pandemic has cause economies and businesses at costs, World Bank report in June 2020 stated that Global GDP in 2020 would experience a contraction of about 5.2%, and it is expected that deep

recessions could happen due to the pandemic. World Bank report also stated that emerging market and developing economies would be most affected and knocked down by economic headwinds such as pressure on the weak health care system, loss in trade and tourism, decreasing remittances, and tight financial conditions increasing debt.

Weaver (2020) stated that the pandemic creates new societal challenges while at the same time exacerbates existing ones. Moreover, most businesses have never experienced such challenges on the scale that COVID-19 presented to the world. There is an urgent need to understand how organizations could survive during such extraordinary public health and economic crisis.

The impact of COVID-19 was felt to almost every business in every field, although some might suffer more than others. This is also the case with social enterprise. Although some argue this is the period where the social enterprise could play its role to help society bounce back from the crisis, the social enterprise would not be able to do that if it is unsustainable. The impact of COVID-19 on social enterprise ranges from financial challenges, managing their social and economic goals to the need for collaboration (Weaver, 2020). The financial challenges refer to getting investment funding (Battilana et al., 2012) and managing cash flow (Hynes, 2009).

The term of social entrepreneurship constructed two concepts of social development and entrepreneurship, where social development means improving the well-being of people in a community to reach their full potential. The French economist Richard Cantillon stated that entrepreneurs mean "people who were engaged in purchasing or procuring goods and machinery used for manufacturing to produce a marketable commodity." Hence, social entrepreneurs aim to contribute to

change within their community, identify social problems, and use their entrepreneurial skills to organize and manage to achieve social change (Baber et al., 2012).

However, social enterprises will not be able to conduct their role if they cannot become sustainable financially, and therefore, they must employ different strategies to work on social issues and have revenues and profits. Moreover, one of the strategies that could help social businesses reach out to their target market, build trust, and solve society's pain is by creating a solid brand identity trusted by the market.

As one of the local social enterprises, SATU nursing wear aspires to impact society and tackle issues the pandemic has created, which is loss of sales. Therefore it needs to have a strong brand identity. In order to do that, it first must assess itself to understand if it has all the characteristics needed, and one of the frameworks that can be used for this purpose is the Kapferer brand identity prism. Kapferer prism is trying to capture the concept of brand identity and how one could obtain it. It offers six facets of brand identity, and its application hence a product or service could have a strong brand identity (Kapferer, 2012). This prism has helped many companies develop their brands and researchers to assess the components of what makes a brand so strong. However, there is less information regarding how Kapferer can create a social enterprise brand identity.

It has been well-known that a brand is not the name of a product nor service. It is the vision that leads to establishing a product or service (Kapferer, 2012). A brand also carries meaning and associations of consumer's perceptions and feelings on a product/service and what it represents to the consumers (Keller (2003), while identity is the critical belief and core value of the brand (Kapferer, 2012).

Furthermore, Kapferer also argues that in the current modern competition, there are two core tools of brand management which are brand identity and brand positioning. For an existing brand, identity is the source for brand positioning in which it specifies the way or angle that a product uses to enter a market to grow its market share, or it can also be said that brand identity is "who we are" as a brand.

Kapferer offers a brand identity prism to help the company develop its brand identity, which is a six

aspects of brand identity that consists of physique, personality, culture, self-image, reflection, and relationship, as shown in figure 1 below.

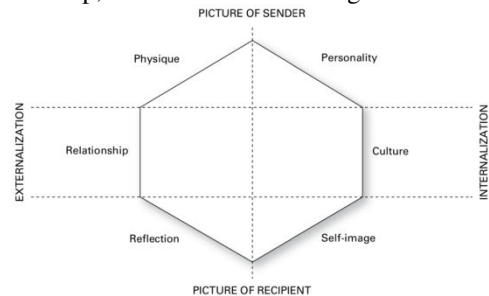


Figure 1 Kapferer brand identity prism (source: Kapferer, 2012)

This research was trying to assess how applicable the Kapferer prism is in a social enterprise setting, and it does show that although the prism has most of the components to help companies develop their brand identity, a "purpose" component was missing. Social enterprise needs to showcase their purpose throughout their brand as it is the core for their company and the reason of their existence and this facet will allow the social enterprise to ensure that all of their brand identity component comprises its purpose. It is clearly articulated to its targeted customers and the market, setting them apart from the remaining brand in the industry, leading to purchase and hence financial sustainability for the long run.

II. METHODOLOGY

A. Research method

This research is using a qualitative methodology which is according to Schonfeld and Dreyer (2008), is most appropriate when in the attempts to generate new theories or revise pre-existing ones. Usually, qualitative research is inductive and used to describes a phenomenon in detail without showing a clear relationship among variables. In addition, a benchmark analysis is also being used to compare brand identity and integrated marketing strategies amongst several established social enterprises with SATU Nursing Wear.

B. Research samples

According to Tashakkori and Teddlie (2008), qualitative research needed 5 to 30 samples, as this research for social enterprise is relatively new, especially related to its product and target market; hence five samples were selected to become a benchmark in this study.

These five social enterprises were selected due to their target market similarities with SATU Nursing Wear which is new and young moms are concerned about providing an optimum growth environment for their children. The details of these five social enterprises, including their purposes, are as follow:

- **Botanina:** is an Indonesian-based company that creates toxic-free home care products and only uses Indonesia-based natural resources. Their principles are:
 1. Safety first: where they customized each of their product to fit with different age group
 2. Open to their ingredients: they stated every ingredient they are using on their products.
 3. Organic and affordable: They are only using organic ingredients, yet they sell their product relatively affordable for most Indonesian customers.

Their products are ranging from essential oils, oils for immunity to soap and hand sanitizers. Their product is also ethically made and aims for mothers or individuals who prioritize their family and self-health and well-being.

- **Peek me natural:** is a natural home remedy aromatherapy made in Indonesia and established in 2016. Their purpose is to increase the awareness of Indonesian people to preventive and holistic health care that could lead to improving quality of life from generation to generation. Their values are:
 1. They strongly link their values to the SDG (Sustainable Development Goals), especially the one related to good health, well-being, and responsible consumption and production; hence their resources are coming from local farmers. They also believe that Indonesia could become the focal point of climate change; hence they are reducing their plastic usage and other non-renewable and non-recyclable resources.
 2. They believe that personal well-being is a foundation of family well-being that the younger generation could inherit.

- **Sunkrisps:** a food-manufacturing company of vegetable-based snacks in Indonesia that supports urban mothers providing healthy snacks and meals for their families with high nutrition products. Their dream and purpose are to nourish children to be the world's brightest generation by providing them with vegetable-based premium quality products. Their mission is to create

innovative products that are widely distributed and to educate parents and children. They are also concerned about women's empowerment as their operation consists of women-led teams and customers supporting Sunkrisps to grow until this day. They believe that Sunkrisps will have a more sustainable production chain that could lead to sustainable business in the future by supporting women.

- **Embrace innovation:** a social enterprise is working in creating well-designed baby products to give one million premature and underweight babies in developing countries a better chance at life. Established in 2008, the co-founders of Embrace created infant warmer and distributed this product around the world in the last eight years. Their product offers a warmer to ensure babies sleep at the perfect temperature to ensure their safety and opportunity to live. Currently, they can reach out to 300,000 babies in 22 countries.
- **From babies with love:** It is a social enterprise, a purpose-led brand from the UK selling baby and mothers goods such as clothing. Their vision is that every child grows up in a loving family, and since its establishment in 2012, they have been able to help 7,319 abandoned children worldwide. They aim to contribute to the SDGs, particularly Goal number 1 of no poverty, number 2 of zero hunger, number 3 good health and well-being, number 4 quality education, number 5 gender equality, number 10 reduced inequalities, and number 12 responsible consumption and production.

Survey respondents

The sample of this research is around 100 people derived from a population of 56,000 (serviceable obtainable market) of breastfeeding mothers. This number is calculated using the following Slovin's equation with a margin of error of 10%.

$$n = N / (1 + Ne^2)$$

n = number of samples

N = population size

e = margin of error

The questionnaire is then distributed using a simple random sampling method, a sampling technique that randomly takes the sample from the targeted population without paying attention to the existing strata (Sugiono, 2012).

C. Data analysis

This study uses descriptive analysis, a technique to describe the essential feature of a data set in research, which usually provides a simple summary of the sample and its measure. Usually, it is presented accompanied by simple graphic analysis (Trochim, 2021).

III. RESULTS

The benchmark analysis of the Kapferer model of brand identity is conducted by exercising desk research to analyse the brand identity of five social enterprises with a target market similar to SATU Nursing Wear; the analysis is as follow:

TABLE 1 BOTANINA BRAND IDENTITY

Brand identity facets	Descriptions
Physique	Simple and spill free design, clean and minimalist label clearly stating its benefit, ingredients, how to use, and a statement that its oil are all from organic essential oil with no added mineral oil, synthetic fragrance and paraben. Its label colours are dominant in white, sweet smelling oil
Personality	Calm, supporting healthy lifestyle, affectionate
Culture	Supportive, sharing, kind
Relationship	Collaborative, closeness, community of mothers
Reflection	Mothers that wanting to have a chemical free care for their family, care about the environment, and supportive of each other
Self-image	Conscious about chemical usage in daily products hence looking for chemical free products for their family to ensure their health

TABLE 2. PEEK ME NATURAL BRAND IDENTITY

Brand identity facets	Descriptions
Physique	Clean and simple design, clear label with information on function, benefit, ingredients, transparent bottle, natural smelling oil
Personality	Active, friendly, informative, care of their health, empathetic
Culture	Friendly, holistic, open
Relationship	Friendship, open, community based relationship, sharing

Reflection	Young mothers that wanting to give its baby and kids chemical free and anti-allergen products
Self-image	Health conscious mothers

TABLE 3. SUNKRISPS BRAND IDENTITY

Brand identity facets	Descriptions
Physique	Colourful packaging, natural based colourful food, organic vegetable based products
Personality	Happy, cheerful, friendly
Culture	Caring, sharing, happy
Relationship	Friendship, community of motherhood
Reflection	Active, happy, wanting to give healthy food for their children
Self-image	Cheerful, productive, health conscious young moms

A. Embrace innovation

Brand identity facets	Descriptions
Physique	Easy to use portable infant warmer with bright colours
Personality	Caring, serious, matter of fact, focus
Culture	Prompt, urgent, making sure health is prioritised, sharing
Relationship	Closeness, community
Reflection	A mother that tries hard to keep their children alive and healthy
Self-image	Hard working and prioritizing my kids health and well-being

TABLE 4. FROM BABIES WITH LOVE BRAND IDENTITY

Brand identity facets	Descriptions
Physique	Recyclable and reusable packaging, soft cotton, spread with love messages, Scandinavian minimalist design, neutral colours
Personality	Loving, caring, warm
Culture	Supportive, caring, friendly, feel good
Relationship	Community based, charity
Reflection	Loving, kind, warm women who loves children

Self-image	Young moms or moms that love good quality product but also care about other people's well-being
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Modified Kapferer brand identity prism

Based on the above assessment of how the Kapferer brand identity model is used in five different social enterprises, it can be seen that although it could show the components of each enterprise brand identities, it cannot explicitly show the purpose of the companies. The company's purposes should be applied within the organization's brand identity, including its production, operations, and customer relations, which could reflect the externalization of the brand, such as the product itself or how people perceived the brand, which could lead to interest even loyalty.

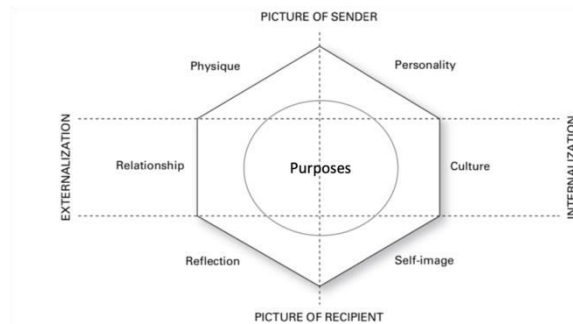


Figure 2 Modified Kapferer brand identity prism

For a brand to explicitly show its purposes within its brand identity, the purposes must fit into each of the brand identity components internally and externally; hence, there is cohesiveness between the brand's purposes and how it was perceived and accepted by the brand market. Therefore, it is recommended for the Kapferer brand identity framework to include purposes in the center of its framework that expanded to each of the other components, which means that the purposes component must be present and explicitly stated in each of the other brand's identities elements. The purposes themselves must be stated clearly and then showcased in six brand identity components: Physique, Personality, Culture, Relationship, Reflection, and Self-image. It must be clear that the purposes here show the value that drives the company.

SATU nursing wear brand identity model

In developing a brand identity model, a benchmark analysis is conducted to assess how social enterprises usually design their brand identity. In addition, an interview with SATU Nursing Wear's founder and owners is also being conducted to

understand the value, beliefs, and preferences of how they would like SATU to become. Hence based on the benchmark analysis, it is identified that SATU brand identity should have some quality similar to the brands above as most of these brands share similar values and purposes. However, including the purpose and value of SATU based on its founder and owners' preferences into the prism, which is then translated into embedded value in every brand identity component, SATU brand identity prism looks like as shown in Table 2 below.

TABLE 6 SATU NURSING WEAR BRAND IDENTITY MODEL

Brand identity facets	Descriptions
Purposes	To create happiness in every breastfeeding mothers, empowering them to be productive at home or on the go and creating positive and kind environment.
Physique	Neutral colour nursing-wear; staple wears such as basic t-shirt, office shirt, lounge wear and dress; light weight material; clean cut and simple design; big nursing opening; powerful message on the packaging; sweet, supportive, and friendly thank you card; reusable packaging
Personality	Kind, positive, dynamic, warm, and productive
Culture	Supportive, sharing kindness and positive impact to people in surrounding
Relationship	Friendship, closeness, comfort, warmth
Reflection	Young mothers that are highly productive and caring/gentle
Self-image	I am a kind, productive and caring/gentle young mothers that wanted to give the best for my children and family, that also wanted to make a change to my surrounding for being better.

Survey results on brand identity

A. Physique

Saya melihat bahwa baju SATU menggunakan material yang nyaman, menyerap keringat, dan tidak panas.

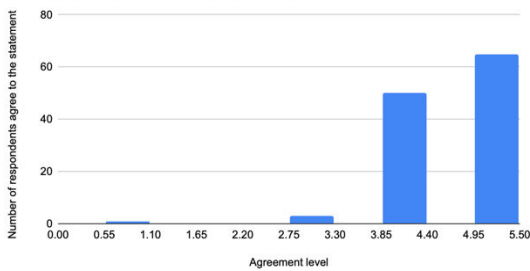


Figure 3 Results of "Absorptive comfortable materials"

Saya merasa baju SATU dapat digunakan dengan nyaman di rumah maupun untuk kegiatan formal (seperti bekerja)

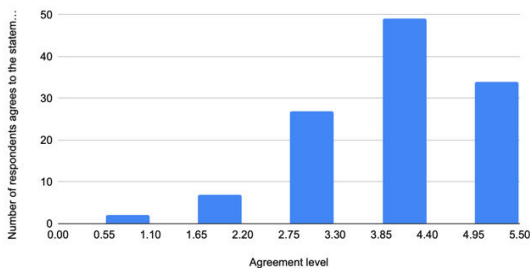


Figure 4 Results of "Use for home or work"

Saya merasa kemasan baju SATU yang menggunakan bahan reusable memberikan nilai tambah yang positif terhadap produk

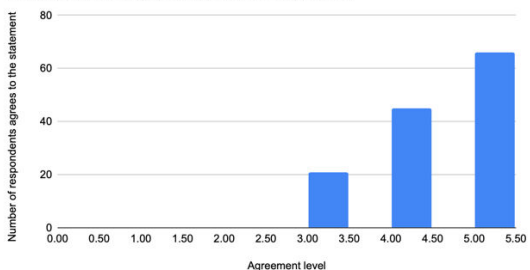


Figure 5 Results of "Reusable added value"

From the survey response, it can be said that 53% strongly agree (70 respondents) and 42.4% agree (56 people) that SATU Nursing wear products are using comfortable materials that are very absorptive and have a great feel as the clothes are using cotton and rayon cotton that are lightweight and airy, and most of the respondents agree to this statement. The survey respondents also feel that they can wear SATU nursing wear products both at home or for work which accounted for about 41.7% agrees (55 respondents), and 28% strongly agree (37 respondents). Based on the result, SATU product design fits with its aim to create a versatile product and can be used at home or for formal wear. However, a pretty significant portion of the respondents, about 22% (30 respondents), feels that the products are not that versatile, considering their answer is that they do not disagree but also do not

agree with this statement. Therefore there is still room for SATU to improve its product to fit with its purpose better.

Lastly, regarding the reusable packaging that SATU uses as part of its branding, 50% of the respondents strongly agree, and 34% agree to this statement, while only about 16% of the respondents do not feel this statement is entirely agreeable or not.

B. Personality

Warna dan model baju SATU memberi kesan menenangkan dan nyaman

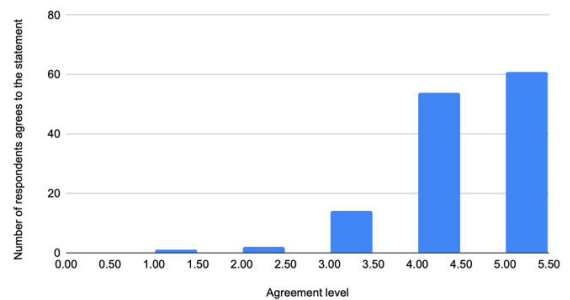


Figure 6 Results of "Calm & comfortable colors"

Brand SATU memberi kesan bahwa merek ini peduli dan mendukung para ibu agar menjadi produktif dan positif

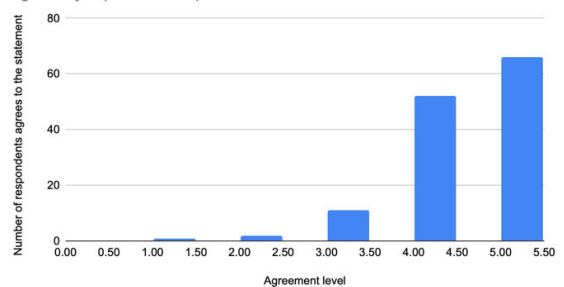


Figure 7 Results of "Productive and positive"

As it can be seen from the result that 46% (61 respondents) and 40% (54 respondents) of the respondents, respectively, strongly agree and agree with the statement that SATU product colors and design soothe calm and comfort to its wearers; hence it can be said that SATU product design fit with its aims for the wearer to feel calm and comforts when wearing the products.

Furthermore, 50% (66 respondents) and 39.4% (52 respondents), respectively, strongly agree and agree that the SATU brand shows concerns and supports mothers to become productive and positive in its mindset.

C. Culture



Figure 8 Results of “Gentle, productive & positive image”

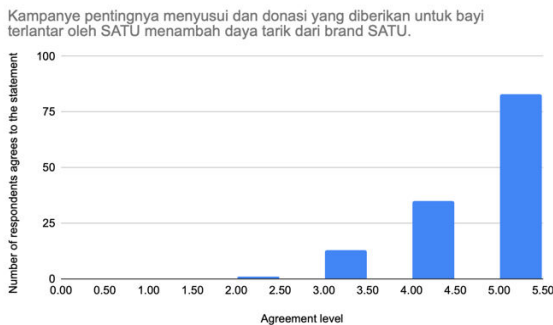


Figure 9 Results of “Breastfeeding campaign”

The results above it show that 40.6% (54 respondents) and 42.9% (57 respondents) strongly agree and agree with the statements that SATU's products show the value of being gentle, productive, and positive women while 13.5% (18 respondents) does not disagree nor agree to this statement, which means there is a room for improvement for SATU product to show this value more clearly. Furthermore, there are about 3% (4 respondents) that disagree with the statement.

As for the statement of whether or not the campaign of importance of breastfeeding and the donation given to neglected babies provides additional value to SATU brand, 63.2% (84 respondents) strongly agree to this statement, and 26.3% (35 respondents) agrees to this statement. Only 9.8% (13 respondents) and 0.8% (1 respondent) that neutral and disagree with this statement, which means that it could be beneficial for SATU to conduct this campaign to increase the value of SATU's products and its appeal.

D. Relationship

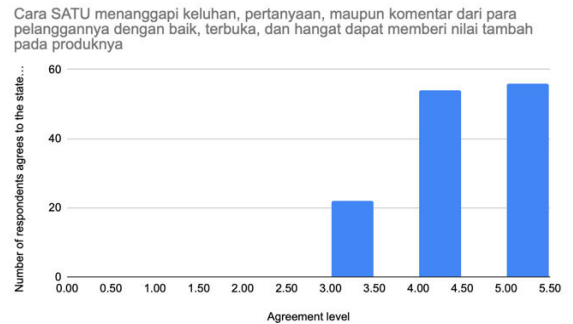


Figure 10 Results of “Warmth responses to comment”

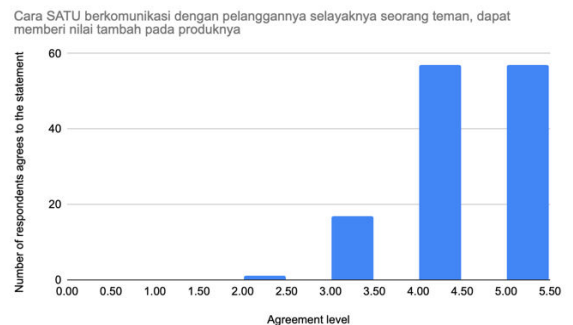


Figure 11 Results of “Friendly communication”

The result shows that 42.1% (56 respondents) and 41.4% (55 respondents) strongly agree and agree, respectively, with the statement that the way SATU deals with questions and comments in open arms, kindness, and warmth could give added value to its product and only 16.5% (22 respondents) does not agree nor disagree. As for the statement if SATU communicates with its customer as a friend would it give added value to its product there is 43.6% (58 respondents) that are strongly agree to this statement, 42.9% (57 respondents) agrees to this statement, 12.8% (17 respondents) neutral, and only 0.8% (1 respondent) that disagree with this statement.

E. Reflection

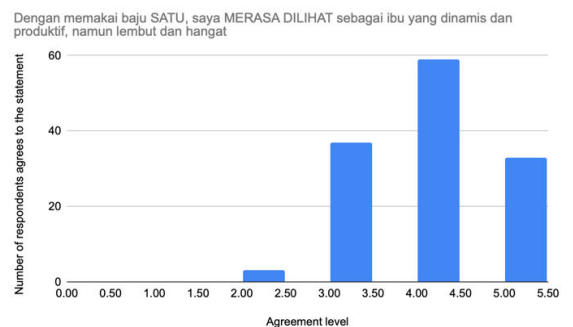


Figure 12 Results of “Dynamic and productive value reflection”

The result shows that 24.8% (33 respondents) strongly agree, 45.1% (60 respondents) agree, 27.8% (37 respondents) are neutral, and there are 2.3% (3 respondents) that disagree with this statement. Looking at the percentage where people who agree are higher than those who strongly agree, the high percentage that does not agree nor disagree seems that there is a need for SATU to improve its product design to reflect the value better.

F. Self-image

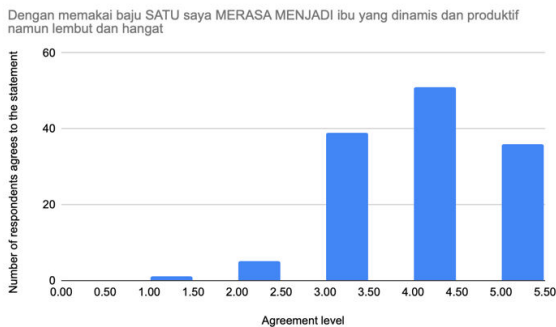


Figure 13 Results of “Dynamic and productive self-image”

The result shows that 27.1% (36 respondents) strongly agree, 39.1% (52 respondents) agree, 29.3% (39 respondents) neutral, 3.8% (2 respondents) disagree, and 0.8% (1 respondent) strongly disagree to this statement.

IV. DISCUSSIONS

After a benchmark analysis of how social enterprise develops its brand identity, a model for SATU Nursing wear brand identity is developed. It incorporates the purpose of SATU as a social enterprise and embeds them into each of the brand identity components. From the survey results, it can be seen that most of these components received goods acceptance from the respondents, especially some of their physical aspects, personality, and culture.

The results clearly show that the respondents appreciate that SATU uses light and absorptive materials that could increase comforts to its wearer. They also agree that using reusable material packaging could give an added value to its product. The survey also demonstrates that SATU's color in its product soothes calmness and comfort, which is one of the core values that SATU wanted to promote. Furthermore, both the product and social activities campaign that SATU is conducting creates a positive association for its brand and product with kindness, positivity, and productivity.

These positive values could help improve SATU's branding that could lead to customer interest in its products and eventually to a purchase. However, despite the positive feedback, there are several components of the brand identity that still needs to improve, such as the notion that SATU products can be used both at home or for office, does not receive the majority of good perception from the respondents as 23.7% (32 respondents) are neutral, 5.9% (8 respondents) disagree, and 1.5% (2 respondents strongly disagree) to this statement. It could mean that the product that SATU offered does not fit with some of the factors that could fit with the needs to be wear at home and office. Hence product redesign efforts must be made to fit with this purpose better. It is also recommended for SATU to hire a professional fashion designer to ensure that the nursing wear design is appealing, attractive, and versatile and could embed the value and purpose that this brand is trying to achieve into its product design.

The other facets of the brand identity that does not receive a positive response as the others are relationship, reflections, and self-image where there are some respondents (23 people) do not agree nor agree that SATU could increase its brand value by dealing with its customer with kindness, openness, and warmth. This does not mean that the respondents do not appreciate how SATU builds relationships with its customer but states that it may not be the main factor that increases its brand/product value in customers' minds.

Furthermore, in regards to reflections and self-image, 27.4% (37 respondents, on reflections) and 28.9% (39 respondents, on self-image) neither disagree nor agree with the statements that SATU's product could make them looks like and feel like a dynamic, productive. However, caring/gentle and warm mothers, and there are about 3% (4 respondents, on reflection) and 4% (6 respondents, on self-image) that disagree with this statement, hence based on this result, SATU must improve its messaging, campaign, and product design that could reflect these values better.

From this result, it can be said that the modified Kapferer brand identity prism could help social enterprises to develop their brand identity, which could strengthen their brand value and interests from the market to purchasing products/services. This could help to secure financial sustainability for the social enterprise post-pandemic COVID-19. Also, Aziz (2020) notes that the current market is now

much more interested in a brand that serves a good product or service and could have a social or environmental impact to which they can relate. Helping them "feel good" about their purchase allows them to feel that they contribute to creating a better society and environment.

V. CONCLUSION

Kapferer brand identity prism is a good tool for a business to develop its brand identity. It does provide the users with components that would allow them to assess the integration of each of the brand identity strategies internally and externally and how it could be perceived by the receivers ends. However, upon implementing this tool towards several social enterprises, one component seems to be missing, which is the purpose component that could enable social enterprises to showcase their social impact intention and values to be integrated with all other brand identity facets. The purpose component lies in the middle of the framework that intersects with the other six components.

As it intersects with the other six facets, the purpose components should become the key message that needs to be articulated into each of the other components leading to a comprehensive and align message throughout the company's brand, which showcases its social impact. This modified model of Kapferer brand identity prism can also be applied not only by a social enterprise but also any enterprises that want to have a social purpose in its value and identity.

It can also be concluded that a brand with a strong brand identity could help create brand value that could secure these companies with financial sustainability that is core to its operation, as shown in this research result.

Despite the result of this research, several limitations need to be noted, and firstly, this study only assesses five social enterprises in the babies and motherhood industry; therefore, a need to conduct a further assessment on how this modified model is applicable for more social enterprise globally with different target markets and social impact needs to be undertaken. Secondly, there is also a need to assess how applicable the new modified Kapferer brand identity prism is to commercial businesses, especially those interested in applying social purpose. Thirdly, a customer acceptance survey must also be conducted to understand how this brand identity model is being perceived by them, leading them to purchase its product/service.

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