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23 Entrepreneurial Strategies Towards Responsible Brand Identity: A Comparative Study of Sneaker Companies

Abstract: This chapter illustrates the case of two French sneaker companies in Brazil, Veja and Twins for Peace. It shows that responsible and sustainable brands can help consumers increase their awareness and their perceived importance of sustainability and facilitate sustainable consumption behaviour. Considering this, our research asks the question: how can the identity of a responsible brand, through the development of trust, contribute to systemic change not only in production but also in consumption?

Keywords: entrepreneurial strategy, CSR, brand identity.

Introduction

In light of growing interest from stakeholders to societal aspects, companies are now obliged to preserve confidence in integrating the principles of sustainable development to conduct a responsive strategic management imbued with social and environmental responsibility. Nowadays, the green challenge has to be dealt with in order to take into account not only economic concepts such as markets but also the environment and eco-systems: “Sustainable development is a development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (United Nations, 1987, p. 37). Through corporate social responsibility practices, companies can contribute to the requirements of sustainable development. This supposes that companies integrate the economic, social and environmental impacts of their activities in their businesses and in their interaction with their stakeholders (Commission of the European Community, 2002). When the textile and clothing industries aim to promote sustainable development, drivers of change are often linked to eco-materials and ethical issues in production. At present, however, the business models are mainly associated with a large volume of sales and production.

This chapter examines the practices to integrate corporate responsibility in the brand identity of Brazilian companies in the fashion industry, with a particular focus on two brands of shoes founded by French entrepreneurs in Brazil, Veja and Twins

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for Peace. Both companies consider the contribution of responsible management in their productive and trade practices differently when reforming their development strategy. Our comparative studies are based on an analysis of secondary data, the study of cultural management practices in Brazil and transcribed interviews with these entrepreneurs, allowing us to study their strategy of responsible innovation. Firstly, on the one hand, we study the brand Veja (a French basketball sneaker business founded in 2004 by Sebastian Kopp and Ghislain Maurillon), for which the choice of basketball sneakers production represents “the symbol of the main North/ South inequality, made in [the] South and [with] scope in the North”. The responsible approach for Veja is to produce ecological and fair sneakers throughout the value chain from production to distribution. Secondly, we study the brand Twins for Peace (created and developed in 2009 by Louis-Felix de Fenoyl with Alexandre and Maxime Mussard). This approach of Twins for Peace is based on social marketing being turned to their relationship with the community, as evidenced by their partnership with the Jean-Félicien Gacha Foundation (with their trade policy illustrated by the “Buy One, Give One”).

This chapter is organised as follows. The next section discusses sustainable development in entrepreneurial corporate strategy. In the following, we consider the expression of stakeholders in the value creation process and trust towards a responsible brand identity. The subsequent section develops a comparative study of the cases of responsible strategy in the Brazilian fashion sneaker industry, seen with Veja and Twins for Peace.

Manifestations of Sustainable Development in Corporate Entrepreneurial Management

The concept of sustainable development is a normative interpretation from the 1987 Brundtland Report, focusing on economic development that meets the needs of the present without compromising the ability of future generations to meet theirs. Two concepts are inherent to this notion: the concept of “needs”, and in particular the essential needs of the poor who should be given the highest priority, and the idea of limitations imposed by the state of technology and our social organisation on the environment’s ability to meet our current and future needs.

Firms integrate the principles of sustainable development renewing the content of its social responsibility. Transposed at the managerial dimension, this notion is reflected in the responsibility of the company, developed by the work of Bowen (1953). The company must act as a law-abiding member of society, respecting two principles:

- a social contract (called the “macro” approach), by which the existence of the company is accepted by society and part of the company’s behaviour must respect the laws of society

- a moral agency (called the “micro” approach) whereby the company must adopt methods and exemplary behaviour consistent with the values of society

Adapted to the corporate world, sustainable development is reflected in the implementation of the triple bottom line (Elkington, 1999) in the form of three fundamental principles: economic, meaning expressing the search for prosperity and economic efficiency with respect for fair competition; social, meaning expressing the inclusion of a social equity and diversity objective; and environmental, meaning reflecting the environmental protection and the preservation of long-term resources. The exercise of an economic activity at the intersection of these three dimensions is a source of tension for the company, although in the end these tensions areas are places of growth opportunities and therefore risk. Operating a gradual implementation of sustainable development requires managers to integrate risk reduction to support the process of creating financial value for the shareholders and to lead to creation of sustainable value for all the various stakeholders (see Table 23.1).

Table 23.1: Sustainable development: transforming risks into opportunities.

Reduction of risks	Transforming risk into opportunity
<ul style="list-style-type: none"> – Cost of a brutal adaptation to regulation – Opinion movements – Legal proceedings – Ethical crises – Loss of its “licence to operate ” 	<ul style="list-style-type: none"> – Customer loyalty – Creating new markets – Strengthening the pride of employees – Increased confidence in the financial sector – Cost reduction (cutting waste, energy efficiency, biodiversity . . .)

Sustainable development is like a projection of corporate behaviour in the field of ethics, oscillating between a lack of response and a proactive strategy (Sharma and Vredenburg, 1998). According pressure criteria more or less markedly in sectors and depending on the attitude of perception opportunity/ constraint of sustainable development, the company is implementing responsive programs of action to change its practices and engaging itself in a collective voluntary approach.

A way of expressing sustainable development strategies within the company is seen in the Corporate Social Responsibility of Enterprise (CSR), which refers to different interpretations within the meaning of responsibility (Capron and Quairel-Lanoizelee, 2007): “accountability” and “responsibility”. On the one hand, accountability focuses on transparency of the business (without requiring exemplary behaviour or facing the consequences of its actions). On the other hand, responsibility requires the company to have confidence in voluntary responsive approaches. These different forms of a sustainable approach facilitate the expression of responsible strategies and brand identity.

The managerial extension of sustainable development is for the company to develop its corporate social and environmental responsibility by seeking to draw the outlines of a global responsibility, which greatly expands the concept of performance in space (by multiplying the dimensions managed simultaneously) and in time (by moving a time horizon to the long term). The integration of sustainable development in the company's management then favours the emergence of a socially responsible organisation, whose conditions are necessary for developing trust with stakeholders and value creation (Usinier and Roger, 2000). It is established through the partial or total remission of interests of the company. Sustainable development is thus akin to a distrust in confidence conversion mechanism. First, it is an institutional trust because the company's reputation is based on the respect for social commitments. Then, it promotes trust with all parties by the play of the recess. Finally, it is a relational trust gradually established by the anticipation of ethical behaviour of the company based on its experience and its interaction with all partners.

The Conceptual Formalisation of Trust Towards Social Responsibility Strategy

The normative integration of sustainable development in the brand identity gradually leads to the expression of constructivist approaches and action postures, which leads to a new framework of values and ethical beliefs. The conceptualisation of this notion of social responsibility leads to various formulations as it is regarded within the meaning of "Corporate Social Responsibility" (or CSR1) or "Corporate Social Responsiveness" (or CSR2). The CSR1 model questions the implicit ethical motivations of corporate responsibility (CED, 1971 Steiner, 1975). The responsibility of the company has expanded beyond the traditional economic responsibility (produce, use, etc.); at an intermediate level is social and ecological responsibility, considering laws and values that constrain the company's business. At the final level, responsibility and discretionary shares represent the philanthropic commitment from the company which is added to its brand identity. The CSR2 model strives to understand the capabilities of the company and its ways to respond to expectations and societal pressures (Frederick, 1978). This pragmatic view of responsibility assumes that the company uses the mechanisms, procedures and governance models to create a climate of confidence for its brand identity with stakeholders. This dimension is linked to the nature of organisational responsiveness, identified as the company's response processes meet the different social responsibilities and various social issues.

Carroll (1979) proposes a synthesis of the two models in order to define the concept of corporate social performance (CSP) of the company, an organisational configuration that corresponds "to economic, legal, ethical and discretionary expectations that society grants companies at a given time". Wood (1991) also considers that these

components are the result of policy commitments, codes of conduct, internal processes and consequences observable at the institutional level.

The liability of the company is based on a principle of legitimacy, by which society delegates to the company the license to operate its activity, which leads to the compliance with legal standards and stakeholder expectations. The company thus participates in an explicit or implicit return to morality or ethics. This reference to sustainable development identified a set of common values and shared appears that appear crucial to establish the necessary confidence in the image of the company. The corporate social responsibility is therefore the expression of a symbiotic relationship between sustainable development and brand identity seen in the sense of recognising a “faith in the moral integrity or benevolence of others” (Ring and Van de Ven, 1994). This co-dependent relationship between sustainable development and brand identity is based on reciprocity and mutual enrichment. Social and environmental corporate responsibility emanates from this deliberate effort made to preserve the quality of the relationship with its partners. Some questions appear regularly for the company on how to develop a sustainable image with our partners/ clients or simply how to create a climate of trust. This translates to the company by the recognition of a liability that is not solely limited to its financial profitability but also a focus on its identity.

Sustainable development is then an expression for trust, based on shared responsibility between contractors. It leads to the company’s empowerment strategy, a dynamic source of confidence in inter-professional relationships (as defined by Delarue and Berard, 2007). Different comparisons may then arise between sustainable development and brand identity:

- From uncertainty to the precautionary principle: sustainable development incorporates a preventive approach to reduce actual or hypothetical risks of any irreversible actions on the environment or society. It helps in that sense to assume a better reaction or corporate behaviour, with greater or lesser degree of uncertainty, according to acceptable rules (Bernoux and Servet, 1997).
- From ethics to the honesty principle: sustainable development is based on a just, equal and reasonable treatment of the different partners of the company, considering moral and optimistic representation. It participates to voluntarily recognise and protect the rights and interests of those engaged in a shared effort or an economic exchange with the company (Hosmer, 1995). The action is in line with a common interest despite the economic motivations that would lead to different behaviour (Granovetter, 2002).
- From connectivity to the prevention principle of opportunism: sustainable development integrates dimensions fundamentally linked and interdependent with economic, social and environmental areas. It reflects the proximity of the business to the identified challenges and the good opinion of partners, avoiding opportunistic behaviour in the context of short-term uncertainty and long-term dependence (Gulati, 1995).

Expanding a Company's Trust and Performance Towards a Sustainable Brand Identity

The Expression of the Expectations of Stakeholders

A socially responsible business has to face the most diverse expectations of economic social actors “whose collective behaviour can affect directly the future of the organisation but which is not under the control of the organization” (Freeman and Emshof, 1981). Theoretical conceptualisation of these stakeholders is necessary to “rethink our representation of the business” (Freeman, 1984). A distinction can be proposed between stakeholders who are, on one hand, contractual actors (involved in the economic process of value creation), or, on the other hand, implicit actors (located around the business). These groups express a constellation of cooperative or competitive interests to the company (Martinet and Reynaud, 2004).

The corporate responsibility requires reconciliation of divergent interests of stakeholders. The inclusion of these expectations depends on the weight of each vis-à-vis part with the company in terms of dynamic criteria (as set by Mitchell et al., 1997): the power refers to the ability (expressed or potential) of a player to influence corporate decisions; the legitimacy of a group corresponds to its recognition and social acceptance; the urgency is the feeling of the company itself for a specific request requiring an urgent attention. The perception by the manager of the attributes of each stakeholder then leads the company to position itself at the heart of a set of relationships with partners. Integrating these expectations then prompts the company to engage in a sustainable brand identity, based on a voluntary decision calling for an understanding of the roles and expectations of each party (Ring and Van DE Ven, 1994). Trust is essential in building strong relationships (Augustin and Jagdip, 2005). It can be viewed as leverage of brand credibility, which in return may reinforce the consumer's confident belief of trust towards the company. For instance, it encourages brand loyalty (preference, repeat purchase, service and store, commitment and allegiance). It also strengthens an ongoing emotional relationship and reliability through a responsible and engaging consistent strategy (Ashley and Leonard, 2009) and “between exchange partners (. . .) leads to a long-term relationship” (Houston and Gasenheimer, 1987, p. 10).

It follows two philosophies of action, clearly differentiated by their operating procedures and their designing objectives:

- a utilitarian vision (“business”), which considers CSR as a tool in the company's service. The inclusion of stakeholders is here a prerequisite for economic and financial performance of the company to let all interests converge.
- a normative vision (“ethics”), which fixes CSR as an ideal. The company is here subject to legal obligations regarding the stakeholders because it is accountable to the society in which it registered its development and growth.

Following this reconciliation of different interests, this sustainable brand identity helps the company to develop several forms of trust with stakeholders, within the meaning of expectations shared by the parties involved in relationship contributions-incentives (Zucker, 1986): the interpersonal trust (placed by individuals in the company); the organisational trust (developed during the business relationship with the expression of benevolence and respect for rules by the company); and the institutional or systemic trust (attributed to the collective sharing among stakeholders through a normative and social construct). The sustainable development helps to restrict opportunistic behaviour of partners and to prevent abuse and disappointment of partners.

Hence, the sustainable brand identity is comparable to a specific investment with respect to the company's responsibility. It introduces a trust scheme with stakeholders following the identification of their needs, the definition of commitments to them and the implementation of actions to address them. This leads to an altruistic dimension to assume reciprocal cooperation and loyalty between the company and its stakeholders' community. This trust takes the form of an "anticipation of the fact that the expectations of partners are not disappointed" (Nooteboom et al., 1997). The positive behaviour of the responsible company is then built into the learning and co-creation relationship, which is guaranteed given the stakeholders' skills (credibility and capacity) and morality (honesty and reputation). It is in this sense that sustainability is linked to brand identity, which expresses the firm belief (Dwyer et al., 1987; Guibert, 1999; Sako, 1992) here vis-à-vis its stakeholders. This sustainable brand identity leads to the emergence of a dyadic relationship between the company and its stakeholders. Trust between these two poles interacts, appearing not only as a state or feeling but more the result of a cognitive learning process.

This confidence of stakeholders in the business, conversely, is at the interface of the expression of reason and emotion. Along the line of McAllister (1995), the sustainable brand identity is positioned between emotional confidence attached to emotion-related intentions and cognitive confidence attached to reason based on skills. The expression of a responsible brand, which now incorporates the societal aspects to the business strategy, is established according to the rational confidence scheme (based on the assessment of risk to environmental and social transformations) but especially to the affective confidence (based on the inherent benevolence of principles to the improvement of welfare). This process prompts the gradual defining of the responsible brand identity of the company with respect to its stakeholders, built incrementally through the democratic participation and emergence of new modes of co-creation.

Looking for Stakeholder Value Creation and Responsible Brand Identity

The benefits of sustainable brand identity in the mechanisms of the company are identified with stakeholders in several ways: reducing transaction costs (Dyer, 1997) related to the establishment of relationship contributions-incentives; close relationships for better quality and quantity of exchanged information (North, 1990); or increasing the potential for value creation (Arino et al., 2001). The integration of stakeholders in the brand identity leads to the emergence of a sustainable framework, where the company is seen as a “community of practice”. The manager is then rooted and involved in the development of the company. The value creation is directed by partners of the company, moving the analysis of the sources of competitive advantage towards a greater emphasis on societal variables. It identifies the accountability and provides an integrating framework for each company to guide its decisions and actions towards sustainable development.

This search for stakeholder value is identified through a logical orientation of the actions of the company: redefinition of business strategies in order to include the triptych of sustainable development, economic, social and environmental, in all divisions (marketing, brand identity, purchasing, product design, advertising) and all operations worldwide; redesigning processes, products and services; active partnership in the development and implementation of international agreements and conventions; full recognition of the “right to know” and the precautionary principle; definition of indicators for sustainable development following consultation with stakeholders in order to compare performance (environmental, economic and social) within and between industrial sectors; implementation of sustainability reports including international standards; social audits and transparency, considering openness and active contribution, in order to promote dialogue with all stakeholders.

The integration of sustainable development requires broadening the consultation process and decisions by the company. This will expand a sustainable brand identity with stakeholders to implement practices and idiosyncratic procedures based on a multidimensional rationality. The company then acquires ethical codes, process standardisation and certification standards made by experts to strengthen the bond of its identity with stakeholders. The actual achievement of the stakeholder value depends on the investment relationship between the company and stakeholders. Its sustainable identity is then an idiosyncratic relational asset, a source of sustainable competitive advantage. The creation of common routines and sharing of societal interests enhance the brand identity value (Ivens, 2006) with: “solidarity” (anticipating the stability of cooperation over time); “flexibility” (by agreeing on a mutual adjustment principle to the circumstances); and “sharing” (formally or informally exchanging information). This concept of corporate responsibility needs to be questioned in the fashion industry,

which is characterised by a dynamic concept and interwoven culture where fashion products are more responsive to desires and the needs than responsibility.

The anatomy of fashion brands (Fionda and Moore, 2009) is based on critical conditions to define the brand products, “including product and design attributes of quality, craftsmanship and innovative, creative and unique products”. In addition, since the 80s, there has been a growing awareness for ethical fashion by both firms and consumers over “ethical sourcing and apparel production” (Shen et al., 2012). Today the social and environmental responsibility challenges the fashion brands, which are more oriented towards ethical fashion, defined as “fashionable clothes that incorporate fair trade principles with sweatshop-free labour conditions while not harming the environment or workers by using biodegradable and organic factors” (Joergens, 2006). Then, strategies of innovation appear based on the concept of “Design for Sustainability” (Spangenberg et al., 2010), which is a management method for fashion companies to improve their profit margins, the quality of their products, market opportunities to environmental performance and social benefits.

Two French Brands of Sneakers Located in Brazil

Gillham (2010) suggests different methods to collect evidence for case studies: documents, records, interviews and participant observations. In this research, to answer our research questions, interviews and documents appear to be the best method; observation is not a viable option because of safety and financial concerns. Green marketing assumes the evolving concern of society for the natural environment and a relationship between the economy, companies, competitors, society and the ecosystem. Green marketing is the extension of the traditional marketing concepts to the magic triangle.

Consider the Veja brand. The brand Veja in France and Vert in Brazil – with a different name because Veja is already used in Brazil for a newspaper – was created by the two co-founders Sebastien Kopp and Ghislain Maurillon in 2004, two young graduates from HEC business school and the university Paris-Dauphine. In 2002, they decided to visit large international firms (Carrefour, Pinault-Printemps-Redoute, EDF-GDF, General Electric, etc.) to study their vision of sustainable development to get some ideas for themselves. However, they found no valuable initiatives. They then decided to work for a fair-trade brand Alter Eco created by Tristan Lecomte and found a worthwhile idea, the relation between small producers of the south and consumers of the north. This was a relationship that was only economic and social, so they decided to create a project from the beginning with an environmental, social and economic responsibility: a brand of sneakers different from other sneaker brands on the market. The sneaker is “the symbol of inequality between the north and the south, made in the south and worn in the north”, according to Sébastien Kopp. The name Veja

means “look around you”. The main idea was to create a brand which respected principles of fair and ethical trade all along the value chain, from production of raw materials to distribution. Today, 28 people are employed by Veja in Paris, with eight in Brazil. Sneakers are sold in 25 countries. With its brand identity, Veja is associated with the protection of the environment and sustainable development, while reminding Brazilian people that it is a French brand of sneakers. The brand sells more than 120,000 pairs of sneakers per year, with a turnover of 7.5 million euro in 2015. The sneakers were sold for men, women and children. Models include Volley, Taua, Grama, Felicite and Memory. The brand has since decided to extend their product range to bags and accessories. It is sold in Europe, the United States and Brazil.

Observations of Veja:

- Raw material: the two co-founders began without a benchmark or marketing study because they did not want to waste money. They decided to go to Brazil because they found three main raw materials, cotton, natural rubber and ecological leather, to make sneakers.
- Agroecological cotton: sneakers are made with cotton provided by two cooperatives in the northeast region of Brazil, in Ceara, in the south of Brazil, and in Parana. In the cooperative of Ceara, 30 producers manage their natural resources with Esplar, a local NGO, such as cotton, through agroecological production and an adequate use of the land. In the south, Veja helps farmers to convert to organic agriculture. Exchanges with two cooperatives respect the rules of fair trade. Veja decides to set prices with producers which are sufficiently high and stable so that they can earn a living, invest and grow. This price corresponds to real costs of production and to the needs of the producers in terms of education and food while also helping them to expand (Dugast, 2006). The weaving of cotton to make canvas sneakers is also done in Brazil.
- Natural rubber: shoe soles are manufactured with rubber. The rubber comes from the state of Acre in the north of Brazil in the rainforest. Hevea trees are tapped to harvest latex in order to produce rubber. It is produced by *seringueiros* in the reserve of Chico Mendes, living in harmony with nature. Veja fixed the right price with them, 30 to 60% above market price, in order for them to also live decently and reinvest in their farms. These right prices encourage producers to protect the rainforest and not to give in to the temptation of deforestation, thus reducing the financial attractiveness of deforestation. Currently, Veja requires the expertise of agricultural engineers in order to increase yields and to transform rubber locally in the forest in order to preserve it. As opposed to synthetic rubber, natural rubber is a renewable as well as biodegradable resource.
- Ecological leather: leather is produced in Brazil. To offer sneakers with ecological leather requires an environmental approach for this purpose; Veja has moved

from chrome tanning which pollutes water and soils to vegetal tanning with acacia extracts.

– Manufacturing: sneakers are produced in the south of Brazil in the Porto Alegre area, where employees have decent living conditions and good working conditions that are comparable to Europe. Factories ensure global labour standards as laid out by the International Labour Organisation (ILO). Employees have a good salary above the average level of Brazilian salaries, and this is coupled with an annual share in profits (Dugast, 2006). To produce models for babies (up to 18 months old), Veja collaborates with a Brazilian NGO called Villaget. It integrates socially disadvantaged young people in Porto Alegre, teaching them how to design shoes. They combine a school course with work experience at school and in the association where they learn design, modelling and how to make shoes. These young people have drawn the baby sneakers and are now in charge of designing and making the entire collection.

– Transport, logistics and distribution: the sneakers are transported by ship in port containers to France because it is a less polluting means of transport than plane (Dugast, 2006). For storage and distribution the company collaborates with an association called *“ateliers sans frontières”*. This association helps people whose lives have been shattered. It participates in a collective effort that seeks to enable victims of social exclusion to have a way to reinsert themselves into society (such as victims of drug-abuse, those with alcohol problems and those who have served prison sentences). This involves a one-or two-year-contract. With social workers, they help people find a job, a home and to go back to a normal life. They manage all logistics (packaging, storage, until final distribution). Packaging is made from recycled paper. Sneakers are not distributed in specialised fair trade shops such as Magasins du Monde but in well-known fashion stores such as the Galleries Lafayette and Printemps. In order to spread the brand, they have signed partnerships with fashion brands like Agnes B and Comptoirs des Cotonniers. Their business model is centred on a real, sustainable, responsible and innovative approach from raw material to final distribution and they sell their sneakers at the same price as competitors, between 70 and 120 euro. They do not advertise but build their reputation on word of mouth. They continue to innovate by allowing an evolution in their business model. They have created a newspaper with no advertising in order to highlight a new ecological initiative focusing on aesthetic facets thanks to the best photographers and designers. Enercoop, a *coopérative d'intérêt collectif*, is a partner, bringing together producers and consumers of green electricity. They also have a collaboration with Greenpeace, Biocoop, Hespul, Lecler, les Amis de la Terre and La Nef to create a new kind of shopping centre, a place for slow shopping, where only sustainable brands are distributed. People can discover innovation without necessarily buying something, thumbing their nose at our consumer society. Their buildings in Paris are powered by 100% renewable electricity provided by Enercoop.

Veja's business model is based on the value chain of Porter and Kramer (2006) and has established a competitive advantage over its rivals by elimination of marketing expenditure and paying the right price for raw materials in order to support Brazilian producers: a real sustainable approach. The value chain of Veja is shown in Figure 23.1 and its organisation in Figure 23.2.



Figure 23.1: Social and responsible innovation; value chain; supporting activities.

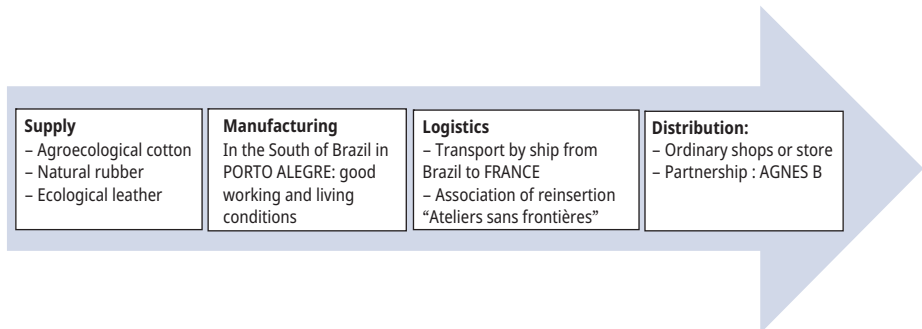


Figure 23.2: Social and responsible innovation: value chain: principal activities.

The media and consumers are highly sensitive to ethical issues in the fashion industry. Growing consumer consciousness and demand are making long-term profits from sustainable fashion brands. Tham (2010) suggests integrating respect for the planet and humans at cultural, product and organisational levels in the fashion industry. The aim is to have a positive customer and media perception, with fashion companies implementing sustainable strategies (Fan and Lo, 2012). The identity of the Veja brand revolves around responsible and sustainable innovation. In order to determine brand identity as it is conceived by firms and perceived by consumers we use the Kapferer tool (1992).

Secondly, let us consider the case study of the Twins for Peace brand. Twins for Peace is a luxury brand of sneakers for women, men and children, created by Maxime and Alexandre Mussard and Louis Felix de Feynol in 2009. Twins for Peace have continued their French lifestyle brand by promoting humanitarian values through their shoes and recently clothes and accessories. It is a brand that is sold on their internet website and only in one own shop in Paris in the Marais area. They have made a partnership with the Jean-Félicien Gacha Foundation in Cameroon, created in 2002 to help educate and provide occupational skills to local villagers. Thanks to women savoir-faire in beadwork, Twins for Peace created and produced an exclusive line of hand-made sneakers, with each pair representing 50 hours of work and sold for around 300 euros to help women be able to live from their income. Other models of sneakers were made in Portugal with basic raw materials coming from Italy. However, they decided in 2016 to take their raw material from Brazil and move their manufacturing there also. The brand of Twins for Peace is based on “Buy One, Give one”, which gives one pair of sneakers to poor children in Brazil and other under-developed countries for every pair of shoes sold. This is a for-profit business with a non-profit mission and philanthropic component, with the business model called a one-for-one movement (Sanchez-Hernandez, 2015). The company was started after Maxime Dusard witnessed the extreme poverty among villagers in Brazil, and saw that they could not even buy a pair of shoes for their children. He started to provide a pair of shoes for a child in need for every pair of shoes purchased, and the brand initiated the Shoe Project in partnership with humanitarian organisations, with the shoes produced locally and ethically by local producers. The firm donates the type of shoes needed in the community, which can range from sneakers to rain-boots. At this point five countries are involved: Brazil with *Gol de Letra* and *Projeto Alavanca* partnerships, Mozambique in partnership with *Cruzada por los Ninos* and *SOS enfants*, Colombia in partnership with the first lady of Colombia, India in partnership with Magic Bus and ambassador actress Freida Pinto, and Cameroon in partnership with the Jean-Félicien Gacha Foundation. The future aim is to donate shoes to children worldwide. The business model is innovative. The cost of providing the shoes to children in need is included in the shoe price, between 110 euro and 300 euro. The customer became the benefactor, enabling Twins for Peace to become a sustainable organisation. At the same time, consumers who purchase one-for-one have the chance to feel good, look good and do good, all at the same time. In this model the firm can turn profit and educate consumers to help children in need by providing them with a pair of shoes. This is very important because in impoverished countries people live in areas with unsafe terrains. A lack of paved roads can cause injury to children walking barefoot, who can contract a range of soil-transmitted diseases. Moreover, in many nations, shoes are required to attend school. Owning shoes provides a child with the opportunity to be educated, leading to higher school attendance. Solidarity and charity became a state of mind.

Twins for Peace makes a profit incorporating philanthropy into its business strategy. Maxime Dussard travels to the different impoverished countries to give the shoes himself to increase brand awareness all around the world. The company relies essentially on word-of-mouth, viral marketing and social networks for its marketing efforts. Twins for Peace develops a brand identity towards a sustainable ethical fashion strategy. Here, the business model of Twins for Peace is drawn on resource-based theory (Barney, 1991), emphasising the role of resources and capabilities in forming the basis of competitive advantage. The resource is the financial assets that the firm possesses that can help the firm to reinvest and share profits with children in developing countries. This model has been completed by the new and original one-for-one movement business model. Black Mycoskie is the Founder and Chief Shoe Giver of Toms, and the person behind the idea of One for One, a business model that helps a person in need with every product purchased. The model is that for every pair of shoes Toms sells it donates a pair of shoes to a child in need on behalf of the customer. The business can be qualified as practising philanthropic capitalism. The company makes a profit but incorporates philanthropy into its business strategy. The company's vision is to create a better tomorrow by taking compassionate action today.

The difficulty is in creating a for-profit business with a strong philanthropic component. Time will tell whether the brand will succeed. Probably the biggest criticism is that Shoes makes people in poor countries dependent upon the good will of others rather than creating opportunities for them to better themselves. Many social entrepreneurs and philanthropists of today believe that the best way to create sustainable change is through education and job creation. Twins for Peace take this into account in the Partnership with humanitarian organisations in the Shoes Project, for example with the Jean-Félicien Gacha Foundation in Cameroon. Microfinance can be another solution. It provides small loans to low-income individuals to start their own businesses and get people out of poverty.

A further criticism has been the fact that Twins for Peace has manufacturing locations in Portugal. However, to face that criticism, the brand planned to take raw materials from and produce their shoes in Brazil. The brand will constantly have to balance the financial aspects of its for-profit business with the humanitarian elements of its philanthropic organisation.

Since Twins for Peace is for-profit, the company faces the same risks as other for-profit companies, particularly as this relates to the supply chain. It is necessary for the brand to monitor business activities such as factory compliance, sustainability, finances and even its Shoe Drop operations to maintain appropriate business conduct. Shoes must never be complacent because it has built philanthropy into its business and thus must innovate constantly. Although consumers tend to like purchasing from a philanthropic organisation, they appear to be more financially supportive when they get something in return. In the case of Twins for Peace, it is a pair of unique shoes. However, with consumer tastes constantly changing, looking for new designs

and products, the brand must remain proactive in managing the risks of outdated styles and design plague in the fashion industry to maintain its current success rate.

Integrated Responsible Brand Identity

These French brands reflect two different visions of integration of responsible practices in the fashion industry. Veja has a sustainable responsible management by reforming productive, financial and commercial practices but also in the organisation of the firm. For example, their buildings in Paris are also provided by Enercoop with 100% renewable electricity. For Twins for Peace it is now social innovation and responsibility, planning to develop a more sustainable approach from the raw materials to manufacturing. From these two approaches of strategy, it can be evaluated how these brands' attitude to promoting a responsible brand influences their entrepreneurial responsible identity. As suggested by Louis and Lombart (2010), brand identity includes all the elements that form the existence of a brand, using Kapferer's brand identity prism (Kapferer 1992; 2008) as a framework. This concept consists of six external and internal characteristics of the brand. The external features include the physical facets of the brand, the brand/ consumer relationship and consumer reflections on the brand or product. The internal characteristics refer to cultural values, the image the brand projects (the brand's self-image), the consumer's mental representation of the brand and brand personality.

The brand's physique component, as defined by Kapferer (2008), refers to what the brand is and does. It is the most tangible component of brand identity. The personality component contributes to ascribing human characteristics to a brand, to project the most appropriate personality to consumers. These characteristics can be evoked by the brand's conditions of creation and production, as well as the logo, advertising and the retail shopping environment (ambient, design, social components, etc.).

The two different brands Veja/Vert and Twins for Peace have different brand entrepreneurial identities and two different visions of social responsibility. A brand can contribute to consumer loyalty and trust (Ross and Harradine, 2011). The relationship facet "defines the mode of conduct that most identifies the brand" (Kapferer 2008, p. 185). The reflection refers to the perceived client type and the buyer or user that the brand seems to be addressing. Culture involves the values that inspire the brand and reflect the corporate culture. This facet supposes an alignment between organisational culture and brand values. Self-image focuses on the fact that consumers partly evaluate brands in terms of how the product might enhance their self-image through brand consumption. Consumers demonstrate consistency between their values and the things they buy. All these facets are interrelated and brand identity results from consistency between these facets.

The six components of Kapferer's identity prism were developed using internal documents and publicly available secondary sources such as documents, records, interviews of co-founders and observed comments on social media (Facebook, Twitter, Instagram, etc.). Virtual contents contribute to the building of relationships and the sharing of content and interests in a brand for identification with a brand identity (Fournier and Avery, 2011). This is the reason why brands with a sustainable orientation must focus all their marketing strategy on these aspects. It can be a powerful tool used to convince consumers that the brand is sustainable but without wasting money on marketing. The products should be able to impress consumers, prompting them to spread the word to others without constant marketing from the company.

Conclusion

A strategic approach should support the brand to provide a responsible, sustainable and social brand identity that consumers can perceive through general communication and social media. This brand identity must be constructed through real facts in order to maintain and strengthen consumer trust in the brand. It is a condition of long-term performance of the brand. A focus on the Brazilian fashion market helps then to consider the responsible brand identity through the two polar cases: (i) Veja with a strategy of eco-sustainable fashion engaging in environment-related practices with the specific aim of reducing environmental damage during the production process; and (ii) Twins for Peace with a strategy of socially responsible fashion focusing on improving issues related to communities, including working conditions. The table below (Table 23.2) provides a synthesis.

Table 23.2: Synthesis of the two different strategies of Veja and Twins for Peace.

Veja	Twins for Peace
Native sustainable	Consumer culture
Value chain of PORTER	Resource-based View of BARNEY
	One for one movement
What for sustainability?	How for sustainability?
What business are we in?	What are we able to make with it?
Exploration strategy	Exploitation strategy
Corporate social responsibility	Corporate social responsiveness
Open innovation	Social innovation
Eco-sustainable fashion	Socially responsible fashion
Creativity	Innovation
Design-design = process	Concept = ideas

Through these two strategies, we find two innovations in responsible practices: on the one hand, the entrepreneurial brand Veja has implemented a Corporate Social Responsibility policy (where CSR is a legal obligation to stakeholders, their vision is ethics-oriented and responsibility is seen as an ideal); on the other hand, the entrepreneurial brand Twins for Peace is focused on Corporate Social Responsiveness (where CSR is a tool, their vision is utilitarian and business-oriented and responsibility includes stakeholders as a condition for the company's economic performance) with a philanthropic vision. This brand wants to help children for the long term, through the development of education programs and accessibility to healthcare.

Product differentiation should be of high quality to justify a high price. For this shoe market, we can add original Brazilian fabrics and a French touch for a fashion product. Firms can choose between the two different strategies. Entrepreneurial companies that decide to adopt a native-sustainable brand identity can follow Veja's process. However, the brand identity also has to be perceived and adopted by consumers concerned with sustainability and social responsibility.

The sustainable brand orientation serves here as a mediating factor between entrepreneurial development and business performance to exploit new market opportunities (Reijonen et al., 2014). Therefore, the responsible strategies towards brand identity in Veja and Twins for Peace provide examples of entrepreneurial activities sharpening their growing realisation of the importance of sustainability and ethics that enhance entrepreneurial brand value.

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