

TRANSFORMING THE INFORMAL TO A FORMAL SECTOR
THROUGH BRANDING: A STUDY ON PROCESSED FOODS IN
DHAKACITY

By

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Author's Declaration for Submission of a thesis

I hereby declare that I behold the sole authority of producing this thesis paper. The findings in this thesis are genuine in nature, which includes final revisions as suggested by my supervisor and my examiners.

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Dedication

This PhD thesis that I have worked so hard on is dedicated to,

First and foremost, to my Amma, “Rowson Akhter Habiba”,

who has not only always loved me unconditionally

and without boundaries but also taught me

the true value of hard work.

Thank you so much “Amma” for everything.

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Someone who has always stood by me and

has always been a constant source of encouragement,

even when I've doubted my abilities.

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Both of you have been my

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Abstract

Informal food sector is a ubiquitous phenomenon for ages and exists on a firm foothold against many odds; indeed, offers two clear benefits. On one side, it creates jobs and on the other it provides significant food benefit for the city dwellers. Hence, the demand for its transformation into the formal sector is the call of the time. Experts are divided on their respective set of opinions and guidelines about transformation. This thesis introduces branding as a means of transformation of informal street food into formal sector.

In order to explore the correlation between branding and their transformation, in this thesis, interpretivist case study is applied and five cases are screened. These cases are from four different categories of food (Biriyani, Coffee and fast food, burger; and fast food and snacks) while they belong to two different entrepreneurial orientations; namely: survivalist and growth. All of these cases while had a debut in the informal sector; by now, they all have transformed into formal sector and still on the go with their success through branding. These five successful food brands are Fakruddin Biriyani, Nanna Biriyani, Apon Coffee, Mr. Burger and Mama Piaju. All these discussed brands have been in operation over a long period of time from 1966 to 2014 (Fakruddin since 1966, Haji Nanna since 1973, Apon Coffee since 2006 and Mr Burger since 2014, Mama Piaju since 1998). Though all these five presented brands are different with respect to time of introduction and product offerings but the research reveals that all share some commonness. All of these food entrepreneurs are focused to create value that satisfies their target customers; they have in-depth knowledge about product; they are sufficiently creative in designing their offerings and Word of Mouth is the main channel of communication to earn them market reputation.

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Chapter-1

Introduction

1.0 Background of the Research

This thesis primarily aims to study the role of branding in the process of transformation of business per se processed street food vending from the informal into the formal sector in Dhaka city. Official statistics are not representative of the real figure as far as street food vendors are concerned since these groups are not the entities that pay tax. As reported by Ahmed (2000), Dhaka city dwells as many as around 200,000 street food vendors that is constantly in rise owing to the rising demand of an ever-increasing urban population in Dhaka Metropolis which grows at 5 per cent per annum.

This research paper will confine its' limit within the informal processed street food arena. It will not include all types of foods sold in the streets; like fresh fruits, vegetables etc. By processed food this researcher refers to foods that are not in their natural state of condition, rather pass through a variety of value-addition processes, purposively applied before sales.

In my research I only studied those business enterprises that have inception in the informal food sector and through branding were able to establish themselves in the formal sector.

1.1 Informal Food Sector (IFS)

The informal food sector (IFS) is the one that encompasses small producers, manufacturing enterprises, traders and service providers, engaged in both the status of legal as well as unrecognized activities with respect to food. For instance, it is all-inclusive of different entities i.e.; food production, catering and transport as well as the retail sale of fresh or prepared foods on the streets per se IFS (Informal Food sector). The set of common features in IFS are: the lack of specialization; very low capital investment; a simultaneous, on the spot

combination of production and consumption, non-registration as a business and the non-payment of taxes either in full or in part; the possibility of linking with the formal food sector via satisfying a range of different demands from a varying customer bases; and innovations that are more rooted in society than in technicality (Argenti, O., Francois, S., & Mouawad, H., 2003).

Research also mentioned a list of challenges being faced by this sector. The list goes on with the lack of recognition by the state authorities as a legitimate right for land use, leading to territorial clashes with the natural consequence of the stability or extinction (De Soto, 1989). IFS actors are hence, deprived of access to state institutions or law enforcing bodies to resolve such conflicts in order to redeem their rights. Due to the lack of formal or legal status IFS also remains outside the boundary of hygiene and access to credit. In the end, while vendors suffer from traffic, noise, personal safety and hygiene risks, consumers fall victims of unsafe foods (Argenti, 2000).

The presence of street food vending is in the informal food sector (IFS). Being in the informal sector street food businesses does not get appreciation for their contribution to the country's economy. Valid official statistics are not available on the amount of trade, employment and generation of income of these enterprises. Street food businesses provide employment to a large volume of people and are sources of earning for the thousands. Thus, this is a multi-million-dollar business sector (Alimi & Workneh, 2015). Street food provides cheap ready-made meals and generates employment for the populace and thus solves vital social and economic problems (Alimi, 2016). The definition of street foods by The Food and Agriculture Organization (FAO) and the World Health Organization (WHO) is that they are foods and beverages which are ready to eat and vendors sell them in different streets and like places.

1.2 Informal Enterprises

The informal sector consists of all economic entities that reside outside the boundary of formally registered, taxed, licensed, statistically documented, and authentically zoned business enterprises (Thomas,1988). Informal business activities are indeed counted in national accounts, yet not counted by the auditing records (Morris, Pitt, & Berthon,1996).

This is a common fact with the developing countries that there remains a large fraction of the population, who gets economically active yet remains anonymous with the governmental and regulatory authorities and hence are considered as informal sector participants. Examples of such services are shoe repair, street vending and childcare (Richardson & Pisani,2012). They include professions from an array of diversified range; such as: music performers, tax preparers, construction, auto repair, palm readers, jewelers, bakers and photographers (Pisani,2013;Yang& Pisani,2018).

As far as the nature of informal sector is concerned it is indeed easy to understand the levels of difficulty to quantify output generated in this sector. Nonetheless, this sector exists substantially in both developed and underdeveloped sates. According to the ILO, the informal sector contributes from 16 to 75% of the actual gross domestic product in many third world countries (Abedian & Desmidt, 1990; ILO, 1992). Informal sector is like formal one and is directly related within the formal economy by conditions.

Williams & Kedir, 2016(Turkey); Williams & Kedir, 2016(India), reports a clear picture for a subset of formal firms in Turkey and India. They find that being a start-up in informal sector may reap above-average performance that would indeed pave the way for graduation into the formal status. Hence, it appears that informal sector grooming may implant seeds for some longer-term benefits in the developing nations. As far as the number game is concerned informal enterprises largely outnumber her formal counterparts. This fact makes it evident that this sector deserves special attention and worth researching. Informal firms enjoy a high

level of flexibility and freedom being outside the premise of control by the government and regulatory bodies, in responding to the fluctuating economic environments or shifting customers' wants and demands with the aid of customizing product and service which is a major secret sauce of these firms to not only survive, but also thrive (Yang & Pisani,2018).

1.3 The Need for Formalization

Formalization of informal businesses is indeed a call of time from policy makers' as well as governments' perspective. Money inflow done through firm registrations into the national accounts will lead to circular flow of income and finally contribute to GNP free from economic miscalculation (Gërxhani,2003 & Tassin,2014). Errors in GNP calculation is the natural outcome when informal businesses evade tax and hide their financial book records (Tassin, 2014).

While tax avoidance has remained one of the primary motives of informal businesses to maintain their status quo as informal, the push for growth, on the other hand, often boosts for the transformation from informal into formal. Formalization appears to be a pre-requisite for growth because financial institutions are eager to fund a formal business than the informal ones. The reasons behind are evident: structured bookkeeping, clarity in businesses operations, authenticity in contractual dealings and less risks of defaults on loans advanced (International Finance Corporation, 2013). Opportunities for growth into a feasible business are henceforth appeared to be directly linked with access to finance (Rolfe et al.,2010). When the factors like access to finance and legal recognition may make formalization appealing to informal businesses, one should not suffer from illusion that the transition would be as smooth as silk. Rather, the truth would reveal as just opposite; i.e. a whole range of challenges.

Williams (2014), offered four hypothetical policy choices with respect to tackling informal entrepreneurship: do nothing; de-regulate formal entrepreneurship; eradicate informal

entrepreneurship, or formalize informal entrepreneurship. Assessing the overall context, the first option would be excluded in the first go. The reason is it leaves every stakeholder intact; formal businesses will continue existing the existing negative impacts; such as: unfair competition, informal businesses would remain outside of credit finance, customers would remain victims of poor health and safety standards and in the end, governments would be deprived of taxes. Secondly, de-regulating formal entrepreneurship is unacceptable from the angle that it would rather worsen working conditions. Third, eliminating informal entrepreneurship is unacceptable because it would be governments' discouraging the enterprise culture that had the potentials to nurture. Therefore, stands only the fourth hypothesis as a viable option making it a win-win for all the stakeholders; i.e. formalizing informal entrepreneurship.

There are long standing debates around the issue of informal economy Miller,1987(As cited in Garoma,2012) argued on four competing policies when it comes to informal sector: drive-out, pay-up, improve or expand. The drive-out policy has already been proven wrong in many countries as evident from current data. The pay-up policy is not feasible, especially for the resource-dearth developing countries. The third policy improve primarily refers to poverty alleviation schemes which has offered so far marginal benefits to the informal sector. The fourth policy is expanding refers to government offering aid to informal sector to help them grow. This policy has already been adopted by many developing countries.

De Soto in his two-decade long work in 1980s and1990s, proposed a legalist school of thought which is based assumption that micro entrepreneurs prefer to remain informal in order to avoid the costs of operation in the formal economy. De Soto further stress on the fact that firms will remain informal if government procedures remain complex, bureaucratic and costly. These findings of these studies conclude that government rules and regulations are

rather responsible for boiling private enterprise development (Loayza,1999;Djankov et al., 2003).

In this research transformation is seen/linked with success. Scholars view success of informal sector from different lenses:

- a) The most used yardstick of success for small firms is employment generation (Mead & Liedholm, 1998; Bigsten & Gebreeyesus, 2007). Where panel data is absent, firms respond from retrospective about past and present size of employment in order to compute growth. As per these researchers' perception, a firm is said to be successful if it increases in size as measured by number of employees. The implicit logic is that growth in employment size is directly linked with greater profits (McPherson, 1996).
- b) Lumpkin & Dess (1996) would rather go for comprehensive measurement of success covering more than a single indicator. They opine that entrepreneurial activity or process may lead to a favorable outcome in one of the indicators and unfavorable in the other. For example, an R&D investment may cause a firm to engage in new methods of production which would reap revenue for future. However, such an investment would hurt current profit. Therefore, a mere use of profit indicator for success may appear misleading. The authors also reason that alternative indicators of firm performance may be interacting within them depending on the type, motive and size of these firms. For instance, privately owned small firms are often motivated by mere survival goals or at times with personal goals such as "being own boss"; while for larger firms it is commonly profit motives. Therefore, the appropriate performance measure would depend on the type and size of a firm. However, the authors recommend that the safest way, in this context, is to use indicators of success as comprehensive as possible.

- c) Other scholars correlate success with the timeframe of survival/duration in business (Van Praag, 2003; McPherson, 1995). The more the business runs, the more successful he or she appears. Survival analysis would demand information on closed businesses, which would pose a huge challenge to cross-sectional studies. To shed more light on the survival concept Van Praag (2003), makes distinction between voluntary exits and compulsory exits. It is only the compulsory exits to be labeled as failures because the voluntary exit ones may have exploited other businesses opportunities and therefore, they cannot be considered as failures.
- d) Robb & Fairlie, 2007 vote for profit to be used as an indicator of success. Profit, per se net income from business, indicates scenario of a given venture. It is the difference between revenue and cost figure.

The point of debate arises out of this context is whether informal economy should be abandoned as ‘marginalized’, ‘survival’ economy or be boosted as vibrant, entrepreneurial economy. Sparks & Barnett (2010), have strongly voted for the latter doctrine taking Sub Saharan Africa as appoint in case.

It is now four decades since the ILO launched the concept of the “informal sector” in the forum of development policy in 1972, in a strategy paper titled ILO: *Employment, incomes and equity: A strategy for increasing productive employment in Kenya* (Geneva, 1972). The very forum was called on with the mission of creating multidisciplinary jobs in Kenya.

The Director-General of the International Labor Conference (ILC) published another strategy paper titled ILO: *The dilemma of the informal sector* in 1991. In part I of that strategy paper ILC stressed that the paradox of the informal sector should be dealt with addressing the underlying causes and the symptoms and by crafting a comprehensive and all-around strategy. ILC held her 104 session in 2015 where ILC adopted the recommendation

concerning the transition from the informal to the formal economy in the clause no. 204. The recommendations came out of a strong tripartite consensus and near unanimous vote, following two-year-long consultations.

The very existence of informal sector in Bangladesh does not indeed operate in a vacuum like many other countries. The informal sector does have interlinks, exchange and continuity with the entity of formal sector – keeping a two-faceted flow of labor, goods, funds etc. in between them.

1.4 Branding in Small business

The sphere of brands, branding and brand management and their outcomes appear relatively limited in small businesses. Henceforth, academic research domain has not taken the arena of small business and branding much with concern (Khan & Ede 2009; Juntunen2014).

Even until a very recent time academic domain continues to lag branding research in the context of small business (Juntunen, 2014; Odoom, 2016). Thus, the state of research in the area appears scanty, even though it is well established in literature that branding benefits firm performance (Centeno et al., 2012; Asamoah, 2014).

It has been almost two decades that Abimbola(2001),had a debut call for studies to examine the relevance and consequences of branding for the SMEs. Prior to this, research on branding was primarily centered on larger firms, especially on MNCbrands.

Keeping in concern the definition of the retail brand by Ailawadi & Keller's, there still exists a dearth of empirical research on understanding and managing retail brand issues (Ailawadi & Keller, 2004; Burt & Davies, 2010). As indeed proven beyond doubt that brand management plays a central role in both large and small firms, the means to end used in each setting are distinct from each other (Wong & Merrilees,2005).

The brand has the influence to differentiate the product (and service) and take apart it from other competitor's offers, as well as to augment motivation of the consumers in the preference of the customers (Vranešević & Stančec, 2003).

Branding literature focusing on SMEs highlighted on the broad agenda of why and how brands should be managed in firms. A long list of studies reports that brands are a direct consequence of the strategy of market segmentation and product differentiation (Mitchell et al.'s, 2013; Horan et al., 2011; Spence, M., & Essoussi, L. H., 2010; Berthon et al., 2008, Lassen et al., 2008; Krake, 2005 and Odoom, et al., 2017). Therefore, branding should be well crafted, well knit, well-coordinated and well executed in such a synchronized fashion that sprouts out sustainable advantages for enterprises (Kapferer, 2012).

From an empirical view, brands appear to have two components: one is a functional/utilitarian in nature and the other one being symbolic/expressive in nature (Mittal et al., 1990, Chernatony & McWilliam, 1990, Spangenberg et al., 1997, Bhat and Reddy, 1998).

1.5 Purpose Statement

The purpose of this case study research is to explore the role of branding in connection to the entrepreneurial potentials of the informal processed/street food vendors in Dhaka Metropolis. In turn, contributing to the process of transformation or graduation from a status of informality to formality.

1.6 Research Questions

The researcher conducted a case study with multiple cases on the processed foods/street foods vendors across Dhaka Metropolis. The intent was to explore the patterns of business growth per se transformation from informal into formal business through the lens of branding. With this broad objective, the researcher moved forward with an inquisitive open mind that helped further zoom into other inter-related variables and developed two questions.

- a) How do the concepts of branding apply to the street processed- food vendors for a transformation into a formal business?
- b) How does branding create value for the street processed- food vendors for this transformation?

1.7 Theoretical Framework

Like Wickham, 2004 & Dzansi (2006), coincide on their standpoint that Small, Medium, and Micro Enterprise (SMMEs) namely SMME sector makes more vivid impact on society when they adopt strategic principles of marketing; such as: market development; increased market share; and market positioning. But the pre-requisite before adopting any of these strategic choices will require formalizing the business. Firm growth, for instance, will depend on formal status as no investor or lender could be willing to lend fund into an unregistered business entity because of lack of traceability. Thus, a strong ground exists from the perspective of strategic management or entrepreneurship that informal businesses rather be formalized.

Street food vendors are small business that operate in the informal sector. Berner et al.,(2012), made distinction of the informal sector qualitatively in to two: as ‘survivalist’ and ‘growth oriented’. The typology was based on several grounds such as degree of informality, type of activity, motivation behind start up, risk taking attitude, owner profile, markets, need of finance, etc.

Researchers of small business see success from various angles. A cohort of researchers vote for employment growth as major yardstick of success (Mead and Liedholm,1998; Bigsten & Gebreyesus, 2007).Another group prescribe for comprehensive measurement of success instead of a single indicator Lumpkin & Dess (1996), while a third cluster of researchers would consider duration of a business as the appropriate criterion of success(Van Praag,

2003; McPherson, 1995) and lastly, a group would stick with profit as the prime indicator of success (Robb & Fairlie, 2007).

Though informal micro enterprises differ in their respective categories as being survivalist or growth oriented, but researchers define success for both two orientations. As various indicators of success are available, here, in this thesis, I would advocate for correlating success with branding. It is simply evident that employment growth, stability in business, or profit whatever it be, is not practically achievable unless businesses offer any functional and or symbolic benefits. And, the functional or symbolic benefits are the ones that come within the package of branding.

The authors correlate the transformation issue with branding due to the fact that branding plays the central role in establishing differentiation in a particular market (Knox & Bickerton, 2003); It is branding that empowers a product to uplift from commodity status and shields it from price competition (Aaker & Joachimsthaler, 2000).

This research is aimed to look into the informal food sector through a new lens: the role of branding in the transformation of informal street food vendors into the formal status. When a transaction happens at the time of purchase of a brand, the consumer is forming his/her tie with the brand concurrently at two levels. On the one level, the intrinsic/functional attributes of a brand are being assessed against the consumer wants and demands in a practical/rational way which is conditional on the left-hand side brain activity. On the second or deeper level the consumer is interpreting the meanings and values hidden in a brand in an emotional/intuitive manner which is conditional on the right-hand side brain activity (Meenaghan, 1995).

Literature document sufficiently that enterprises in the informal economy do have significant degree of entrepreneurial potential that could thrive if some major obstacles to growth were to be eliminated. In addition, if only a minor fraction of informal enterprises would have

transformed into formal ones it would indeed translate into increased economic growth (Becker, 2004).

Djankov et al. (2003), proposed that certain important areas of reform should usually be focused on to assist in the transition from informality to formality. The policy reforms are viewed as “win-win” for both of the governments and businesses. The list of reforms includes the following points:

- a) Reduce the number of trades licenses, permits or approvals
- b) Rationalization of administrative procedures
- c) Implementing uniform taxes
- d) Stepping up exposure to finance

Neshamba (1997), reports in a study done on the successfully transformed firms from the status of informality into the status of formality that the ability and character of the owner/managers is crucial for the process of "graduation". The study finds out that the growth of enterprises from informal to formal seemed to depend on such qualities; like:

- a) ability to adopt innovative management strategies
- b) their ambition and vision to grow their businesses
- c) ability to build connections with larger firms
- d) ability to raise income internally
- e) their willpower to transform from informality
- f) ability to delegate

1.8 Limitations of the study no numbering /one paragraph

The study did not emphasize on the different locations and is limited by the scarcity of literature. But it also provides ample room for further studies through longitudinal research. Branding in connection with place or market has not been explored in this study. For instance, how branding strategies might have varied due to differences in location from Gulistan to Gulshan; was not addressed. Branding literature commonly goes with big businesses with some in the field of SME. Street market literature is scanty, yet scarcer is this arena of research i.e. branding and street market.

1.9 Overview of Thesis

The thesis has six chapters and this section provides a brief snapshot of the contents of each chapter. The first chapter provides discussion on informal food sector, Informal sector, why formalization is required, role of branding in case of transformation into formal sector, purpose statement, research questions and limitations. This chapter familiarizes the reader with the research issue to facilitate appropriate analysis of the findings.

The second chapter provides research gap, before the gap, literature review is portrayed. This chapter documented the literature review on , the characteristics of street food business , street food and urbanization, street food and street vending, informal sector and street food, research on street food at Dhaka, Street food Entrepreneurship, branding research for Small business.

The third chapter explains research philosophy and describes methodology providing philosophical stance. It includes an analysis on the epistemology of research and theoretical perspective. It provides research approach including justification for using case study methodology. It discusses sampling approach, data analysis, the chapter also addresses issues of reliability, validity and limitation of the research.

The fourth chapter presents the cases. In this research five cases are presented.

The fifth chapter presents findings from this research based on the five cases discussed in this research.

The thesis is concluded by the sixth chapter. This provides an overview of the research goals and addresses significant findings relevant to existing theory, practice and personal perspectives on the research process by the author.

Chapter-2

Literature Review

2.0 Introduction

This chapter attempts to define street food and find out its characteristics from studying different publications. Urbanization caused proliferation of this business. These enterprises are discussed from both sellers and buyers' perspectives. These enterprises were once ignored by ILO but made their existence apparent. Some statistics made this view clear. There are some researches on street food worldwide. These emphasize on mostly nutritional aspects of street food. The researches done in Bangladesh are not different. The driving forces behind street food entrepreneurship are analyzed. The opportunities for growth are mentioned in the discussion. Branding has some positive impact on growth. There are researches on branding and branding of small businesses. The benefits of transforming into formal sector and how branding can be a catalyst are also the points of discussion.

2.1 Urbanization and Street food

The ubiquitous street food phenomenon, particularly in the developing part of the world, is connected to cultural, defensive, and national consequence of the urbanization process (Goyal & Yadav, 2014). Urban population is in rise; specially in the LDCs and middle class economies; increased from as low as 24% in 1965 (von Braun, 1993) up to the level of as high as 40% in 1997 (World Bank, 1999) and is estimated to rise above 50% by the end of 2030 (Social Development. Population Division 2002, World urbanization prospects: The 2001 revision No. 216, United Nations Publications).

Urbanization results in substantial distance between residence and office, busy schedules, long work and a little house not permitting either place for cooking or lack of skill of cooking by young immigrants living without family (Arambulo et al., 1994). In the consequence, people are left with no choice but having to procure food from outside.

Urbanization leads to more food supply targeted to the urban market, in consequence yielding to a huge supply of diverse array of foods. If these foods are affordable then the pattern of food consumption can improve and maintain a balanced diet by urban dwellers. This is since the value of diet does not only depend on the hygienic condition of the urban life but also on the disposable income of the end-users (den Hartoget al., 1995).

It is the income level of the urban population that primarily determines the degree of right of entry to food and of the very type of their option (Gopalan, 1994). It is the meager income that compels consumers to buy food in little quantity, quite on a regular basis, which would otherwise be pricier when bought in larger quantities. Commonly, the lower income class can hardly manage to live in make-shift settlements or shantytowns, usually distanced away from city markets where economy foods and other merchandises can be accessed. Due to the distance and hence need of the public transport involved, these markets are hard to reach for them. The cost of fuel for food preparation is another burden for lower income class (Brouwer et al.,1996). Under this circumstances, readily available foods sold in formal restaurants are out of the wallet of the urban low-income class.

Rapid urbanization has come along with declining jobs. Due to rapid urbanization there is fresh and rising demands for food in the urban locations (Pearce,1991)and stances new challenge to food security for urban families, food and nutritional policies as well. With the growth of urban population there comes along challenges for food marketing facilities and supply channels (FAO, 1985). The urban poor come up with a variety of adaptive strategies to allow them to stay alive, progress their interests, and above all, to gather food. All roads converge into the category known as informal sector of the economy. The growth of informal economy has been in equivalent to the lack of expansion in formal economy (Pearce et al., 1988).

Street markets, the earliest form of commercialization, existent since the dawn till to-day (Edwards & Ogilvie, 2012). It is very much clear from this nature of market is the occurrence of one breed of entrepreneur who owns a micro firm, such as hawkers, street vendors, artisans etc. and merely chosen for this stature of ownership owing to the factors; such as: the lack of jobs, difficult insert in the labor market and indeed, the struggles of endurance (Godoy & Anjos, 2007b; Neves, 2007; Fontes & Pero, 2011 as cited in Souza et al., 2013)

The street markets are an outcome of socio-economic consolidation, localized in nature. It deserves systematic study both from the point of view of micro-entrepreneurs and from the local customers. This segment is categorized as a business heart that has benefits such as better chance of exchanges between the selling and customer, that can boost the probable sales, can serve as a simple means of offering a wide variety of products and services in a solo location. (Dana, 1999; Silva Filho, 2003; Sato, 2007; Mascarenhas & Dolzani, 2008 as cited in Souza et al., 2013).

Bromley (2000), report on the very persistent nature of street vending out of his 25-year long longitudinal research entailing over wide range of different countries and contexts. He reports further about the diverse and flexible nature of this sector. Though, at times many authoritarian regimes have tried to get rid of street hawkers, but in general, ended up in futile efforts. The number of street vendors show different patterns of rising and falling at different times of the year, month, week or even a day, in response to the different factors; such as: shifting pattern of demand and labor supply, the cycle and ups and downs of the economy, and levels of traffic overcrowding and formal control. Street vendors do form or join commercial clusters and thus directly influence or interfere with market demand, economic vibrancies and the contradictory pressures for oppression, regulation, forbearance and campaign.

Vendor groups, along with a wide array of special interests' groups and groups from all corners of the political band exert pressure on the authorities. On the contrary, their survival and success are severely guarded by the tangible and continuously changing type of the people involved, and by the working boundaries of a street-height government. Policy interferences frequently cause unanticipated outcomes and are rarely executed on a regular basis. Proper understanding of this sector would not be done by magnificent visions and linear connecting models. Rather it would require understanding based on interconnections, conflicts, intricacy theory and system belongings (Jervis,1998).

There goes a constant debate over “how much street vending is enough,” and over the regulation of “conflict-zones” regarded as agitated-collection and stern crowding. Various interest groups come-up with dissimilar say. Views diverge significantly on issues; such as: form of vending, vendor site, degree of allowable crowding, desirability, mitigation of traffic. The lack of consensus on these central questions, the highly irregular supply of street vendors across the metropolis, and the difficulty of proper estimation of street vendors in a big city area, make governments to combine apparently opposing policies. Thus, in the alike city, some places are found be heavily scrutinized by police department whereas other locations may be largely overlooked. Different government and non-governmental programs may be working in favor or against of vendors. The assortment of policies and their extent of implementation are regularly attuned, with broad variabilities in authorized understandings of whether street vendors stand for wellbeing, congestion, security and visual hindrance, or serve as potentials for job creation, commercial boosting (Bromley, 2000).

The street food vendors are at the prime role in city scenario in numerous developing nations from the angle of economics and in satisfying their food demands (Cress-Williams, 2001). Equity Policy Centre (EPOC,1985) defines street foods as that could be consumed at the origin of purchase. Tinker (1997), said street foods are the category with minimal processing,

sold on the street for instant eating. Artemis&Bhat (2000), defines street food as readily available food or drink sold on a street or other civic place, such as a market or fair by a hawker or vendor often from a transportable stand. It is very commonly pushcarts, kiosks and temporary stalls from where street foods are sold. It invariably offers comfort to the wallet of the urbanites way more than offered by a regular restaurant meal. Street foods offer double benefit; offering readily available, economical, dietary meals, simultaneously making a means of livelihood for the vendors (Bryan et al.,1988; Dawson & Canet,1991; Moy et al., 1997;Mosupye& Holy, 1999).

Commonly, street food businesses are possessed and regulated by one entity, be it, individuals or families. Size-wise, they come in small. Operating and managing these businesses require simple skills, basic infrastructure and low capital. They usually capitalize on word-of-mouth promotion and location advantage for their marketing success (Winarno&Allain, 1991). Often, street foods serve as last resort for many low-income people to obtain least expensive and nutritionally balanced meal, provided that the consumers remain aware and get to select the right combination of foods. Cirelli et al.,(as cited in Privitera, & Nesci,2015)call it vertical food as it is consumed while standing. They depict it as poor food yet stylish and customary at the same time. It is typically rooted in place, but in many cases, the assortment would lose basic cultural relation with the locality of origin, reflecting the wave of globalization by being multi-cultural (Steyn&Labadarios,2011).

2.2 Informal Sector and Street Food

Street food businesses are generally one-man-show or at best a family –run unit. A large majority of them operate without having a trade license, i.e. in the informal sector (Fellows & Hilmi,2011). Generally, the street vendors grow-up in size in a city is response to modernization of life since traditions of eating at home collapse in the face of urban extension, traffic congestion, and as the number of school-going children upsurges. Yet

earlier both governments and international agencies framed policies in order to eliminate the sector condemning it as unsanitary (Tinker, 2003).

In the 1970s, scholars, had a view that street vendors would disappear with the up-rise of capitalism/ globalization- led job growth. This view got momentum supported by the International Labor Organization (ILO) sponsored research who attempted to dismiss out the street vendors out of the street. In response, international development agencies commissioned reports that viewed small-scale ventures as incipient entrepreneurship. Both camps ignored micro and family enterprises, in which women often play a significant role. They even decried women sellers as "pre entrepreneurial" because they used their families instead of reinvesting their profits.

2.3 Street food around the world

In Latin America and the Caribbean, street food purchases account for 20-30% of urban household spending and provide a major source of jobs(Northoff, 2001).Studies in Latin America and the Caribbean have shown that average monthly sales per seller are between US\$ 150 and US\$ 500 ("Street Food", 1997).Street food sales are a vital part of the informal sector, recruiting an average of 37.8 percent of the population, and contributing about 38 percent to total GDP in Africa (Charmes, 1998).In Bangkok, Thailand, 20 000 street food vendors offer 40 percent of their total energy consumption to residents of the city (Northoff, 2001).It is estimated in Bangkok that 120 000 vendors each buy between US\$ 16 and US\$ 41 of raw material every day, stimulating the local economy ("Street Food", 1997).The 130,000 street food vendors in Calcutta make an annual profit of nearly US\$ 100 million per annum ("Street Food", 1997).

Consumers of Street food come from all levels of society. A recent survey in Kinshasa, Zaire showed that while 38 percent of buyers came from low-income communities, 62 percent lived in apartments and single homes. A recent survey of street food clients in Abidjan, Côte

d'Ivoire, showed that while 15 percent were unemployed, 51 percent had been trained and employed.

Even the children in school are dependent on street food. School canteens in Chonburi, Thailand, and Iloilo, Philippines, provide the regular light meal with nearby street food vendors. 96 per cent of elementary school kids usually buy their breakfast from street vendors in Ile-ife, Nigeria ("Street Food," 1997).

The World Food Summit, which drew members from 186 nations, including 82 Heads of State or Government, to Rome in November 1996, pointed out that the distribution of food in urban areas in many nations would have to be increased by at least three per cent on average per year for the next 10 to 20 years. Therefore, street foods will have the potential of rapid expansion ("Street Food," 1997).

2.4 Research on Street food on global and local perspectives

Abrahale et al.,(2018), conducted research on street food using three online databases (searched from the outset until 16 October 2017) hand-searching of applicable journals and backward citation monitoring, qualifying scientific papers were found with the main objective of investigating or documenting detailed findings on health-related or socio-economic aspects of street food. Written in French, English, Portuguese, Spanish or Italian, as well as English abstracts written in other languages were evaluated. Two independent researchers analyzed the selected articles and defined them according to year of publication, regional distribution, concept of street food, key themes discussed and target population.

In total, they picked 441 articles. In recent years, the number of publications has increased, with nearly half published after 2012. Nearly three-quarters of the publications had come from Africa or Asia. Most research addressed food safety (85.5 percent), while the accessibility and consumption of street foods is studied much less frequently (30.3 percent).

The studies usually focused on the food (mostly its microbiological contamination) and the vendors (mostly their food handling), while consumers and sales sites were rarely assessed. About half of the studies did not define a street food definition.

Khan, Islam, Chowdhury & Alim(2015), conducted a study to assess the microbiological load and the quality of the drinks that were available on the streets of Dhaka University campus in Bangladesh. They worked on possible risk factors and identifying juices and sherbets that are freshly squeezed. They also worked on the protection against pathogens. Nizame et al., (2019), conducted a study from a nationally (Bangladesh) representative sample of restaurants and street food vendors. Their work was on collecting hygiene indicators. Hossain et al. (2017), in their study they worked with 23 strains of these enteric bacteria, the Molecular Characterization of street foods was extracted from multiple food samples, around Dhaka city using traditional cultural technique. The purpose of a research carried out by Habib (2016), to find out the challenges in maintaining hygiene of the street food of Dhaka city by the vendors. Different ages of people of Bangladesh eat street foods and Noor R(2016), investigated the microbiological quality of those foods. Faruque, Haque, Shakhar & Begum (2010), attempted to devise a model of Institutionalize a network of street food sales in three wards of Dhaka City Corporation.

In the research carried out by Etzold, Hossain & Rahman, S(2013), searched for the role street food vendors play in the food system of Dhaka city. They discussed about the use of public space, need for urban governance and the lives of the vendors. The reasons behind eating the street foods by the people of Dhaka city were researched by Islam et al.,(2017). The factors with some positive effect on revenues of the street food vendors and their trouble areas were worked on in 2009, these insights were focused in the study done by Muzaffar, Huq & Mallik. Bohle & Zingelin (2006), attempted to investigate the functionality of the food system of Dhaka. They also worked on the challenges of their survival and the amount of food

available, accessible and affordable, the factors that ensure security. The focus of their study is on the organization of the urban society around food. Khatun & Sumiya (2012), in their study find out the pattern in which street food vending is distributed. The study was carried out in some selected public places. Described by the street food vendors, Dhaka city streets' real environmental situation was revealed by the study carried out by Akharuzzaman & Deguchi (2010). Hani's (2019), reflects views of tertiary students on street food. The socio-economic condition of the street vegetable vendors was the subject of the 2017 doctoral dissertation of Islam. This research tends to find out the reasons for which some women take up the job of vegetable vendors and the problems they encounter. How do the poor of a city cope with migration trajectories and how do they adapt to the and how do they adapt to the translocation structure? These are the two questions addressed in Etjold's (2014). The current issues as translocation, informal labor and subaltern urbanism were discussed in this research.

2.5 Driving forces of informal Enterprises and Growth

The researches done on street food do not focus on the potential of this informal business sector, neither do they focus on the transformation of this informal sector into formal sector. Street food vending is a necessity driven entrepreneurship. Literature based on entrepreneurship and in the Global Entrepreneurship Monitor (GEM) conceptual framework explained the reasons behind entrepreneurship. Two factors can drive a person into entrepreneurship. One is necessity driven and the other is opportunity driven. A necessity driven entrepreneur is a person who starts an enterprise because he wants to survive. His survival has become difficult because the alternative work opportunities were meager. An opportunity driven entrepreneur is the one who is attracted towards a new enterprise because of the opportunities which are better than his existing employment or other businesses (Cheung 2014; Langowity & Minnity, 2007; Rosa, Kodithuwakku, & Balunywa, 2008 & Williams, 2008).

When the circumstances force a person to start a business venture, it is called push motivation. These circumstances arise due to personal unemployment, job insecurity and other negative prospects of labor. Situations like these compel a person to start a business as his best choice

(Storey,1991;Marlow & Storey,992; Tervo & Nittykangas, 1994). When a person is attracted to the business because of its prospect, it is the pull motivation. Factors like high demand of the business, a person's credit worthiness and his personal savings are the pull motivating factors to start a new business (Hamilton, 1989; Evans & Leighton, 1990; Meager, 1992).

Push factors are the driving forces for necessity driven enterprises while Pull factors are the driving forces behind the opportunity driven enterprises (Bhola et al., 2006). The researchers make the distinction between survivalist (necessity-driven) and growth-oriented (opportunity-driven) logics of entrepreneurship (Knox, et al.,2019). Berner et al (2012); Gomez (2008), point out that entrepreneurship in the informal sector is mainly survival oriented. Some empirical studies point out that there are many entrepreneurs in the informal economy where the motivating force is not necessity but opportunity. According to Williams (2008), some empirical studies point out that there are many entrepreneurs in the informal economy where the motivating force is not necessity but opportunity. He mentions in his seminal study that both motivating factors are the driving forces behind many entrepreneurship. Dhaka's street food vending is both necessities driven (survivalist or Push) and opportunity driven (growth oriented or Pull).

Berner et al., (2012), emphasis that entrepreneurial logics are different for survivalist and growth-oriented enterprises. These two orientations measure success differently. Promotional and protective policies are beneficial for survivalist enterprises. These supporting policies is more beneficial for survivalist than growth enterprises. They say graduation from survival to growth or from informal to formal, should not be expected for survivalist enterprises.

The orientation towards growth is often linked to formality, which is what most governments and regulators want, and consequently to efforts to formalize informal businesses (Knox, et al.,2019).Choto et al., (2014), stated that from there study though the common perception that survival businessmen are mainly venturing into business to obtain self-employment and the provision of family needs; from their study they revealed that most of them (87 per cent) seek growth as their business ultimate target. Choto et al., (2014), worked on the perception of necessity driven entrepreneurs and found that the reason behind ninety percent survivalist entrepreneurs to enter the incubator programs is their desire to grow. Tengeh & Choto (2015), from their study revealed that 55.1% of those survivalist entrepreneurs who enrolled in incubation programs indicated that they benefited from attending the incubation program, whilst 44.9% indicated that they did not benefit from. But it is not found anywhere that survivalists do not want to be growth oriented. If they get the opportunity some self-employed persons will choose better wage employment. But other micro-enterprises want to graduate into growth-oriented enterprises (Knox, et al., 2019).

2.6 The Innate Connection between Small Business and Micro Business

Street business are microenterprises. Micro-businesses are owner cum manager enterprises (OME), where growth merely depends on OME's solo efforts, ambition, human capital, and skills. The literature review documents that OMEs' are growth-averse, prioritizing on non-economic agenda. They are also limited by insufficient capabilities in key business areas such as networking, marketing, business planning, and HR, which further hinders their aptitude to build advanced capabilities which could translate into growth (Gherhes et al., 2016).OME normally belongs to survival category of entrepreneurship, but from the researchers agree that this types enterprise have potential to grow.

Though from the study of Lussier & Sonfield (2015), on family business based on eight nations; namely: Argentina, USA, Egypt, Serbia, Kosovo, France, Croatia and Kuwait with varying demographics, economics and cultures revealed some similarities between micro and small family business. They probed and shed light on small and micro business units there and concluded the following.

- a) Very commonly, both "micro" and "small" enterprises are seen in the top management team as having female family members.
- b) In both categories the top works like a team.
- c) The pattern of conflict among the team members of the top is pretty much similar in both categories.
- d) The extent of time engagement in strategic decision making is also found to be the very similar.

Micro-business OMEs (owner-manager entrepreneurs) do not generally follow formal marketing practices (Greenbank,2000). Until recently, marketing theories and concepts have been reported to deal with large organizations merely. Therefore, it is understandable that these conventional marketing theories and models, suited to large organizations may not be relevant to the context of small firms (Stokes & Wilson, 2010;Moriarty et al., 2008). Entrepreneurial marketing is rather befitting to small firms. (Beverland & Lockshin, 2004; Franco et al., 2014)

This is true that OMEs lack resources necessary for formal marketing practices in today's fast-paced context of managing a firm (Hogarth-Scott et al.,1996). Though the importance of marketing for the OMEs is well established they are reported to lack another crucial managerial function; i.e. planning (Greenbank,2000). Whether, planning is essential or not is debatable in the quarter of experts. While some see planning as essential for setting

objectives and formulating direction, others view it as merely a “cosmetic document used to obtain finance” (O’Dwyer & Ryan, 2000).

OMEs rather trust word-of-mouth means of communications instead of formal types of advertising. Academic researchers reported that word-of-mouth communication, is better suited to the limited resources of these small firms (Hogarth-Scott et al., 1996). Other reported since the marketing function is carried out by the entrepreneur’s, they use network marketing through the networking with the customers, and other commercial entities (Gilmore et al., 2001).

Research has documented that it is the successful entrepreneurs who can create a very unique product and service, are equipped with the know-how about how to deliver the same in small market segment owing to an unmatched depth of knowledge and understanding that finally can result in attracting and retaining customers within that market segment (Gilmore et al., 1999; Carson & Gilmore, 2000).

Resnick et al. (2016), conducted their research on twenty owner managers of SMEs in the UK titled “*Marketing in SMEs: a 4Ps self-branding model.*” Out of the analyses, there emerge four patterns:

- a) Personal branding: The owner cum manager personifies the company through his / her personality, special abilities and networks of customers;
- b) Firmness: long-term customer relationships, often sustaining for many years;
- c) Practice: emphasis more on the execution of marketing campaigns rather than planning; and
- d) (Co)production: services and goods are produced in response to customer demands

2.7 Benefits of Branding

Aaker et al., (2001), have depicted brand as symbols of consumption or culture. By this they imply that brands have significance beyond the physical and utilitarian/ commercial features of the products. Aaker et al., (2001), mention that brands offer two dimensions: functional and symbolic benefits.

Branding is one of the key marketing strategies emphasizing the company's consistency and interaction with its external environment in which consumers are significant constituents. By branding, companies of different sizes can develop, cultivate and evolve their assets depending on the market. Through developing market-based assets that can be viewed by the customer, companies can cultivate perceived brand value and consumer brand equity, which in turn increases profitability for the company. Brand is therefore a significant determinant both company's effectiveness and of its ability to effectively connect its internal and external environment (Abimbola, 2001).

The greatest challenge when delimiting brand functions lies in the limited number and the divergent existence of studies exploring their dimensionality. Moreover, most works make no clear distinction between product and brand functions. Product functions are associations linked to the physical or measurable characteristics and are thus present in all goods even in those sold without a brand or with an unknown brand. On the other hand, brand functions are associations associated with intangible qualities or symbols attached to the product thanks to its brand name, that is, they represent advantages that can only be gained from products with a brand. (Río, Vázquez, & Iglesias, 2001).

Dölarslan2012, as cited in Durmaz, Cavusoglu, & Ozer, 2018, stated that brand benefit as the personal standards that consumers extract out of product characteristics. Brand benefits derive from the functional and symbolic components that craft a positive attitude towards the product and consequently for the brand associated. Functional benefit refers to the brand-

centric functional qualities, while symbolic refers to the brand-related emotions, (Deniz 2012, as cited in Durmaz, Cavusoglu, & Ozer, 2018).

Whenever a purchase of a brand takes place, the consumer at that very time is forming his/her connection with the brand simultaneously at two levels. While it is the left-hand side of the brain that assesses the intrinsic/functional features of a brand for consumer requirements in a practical/rational template; the right-hand side brain evaluates the implicit meanings and values in a brand via an emotional/intuitive way (Meenaghan,1995).

2.8 Branding Research for Small Business

Evidence shows that branding in the literature on small business management continues to receive relatively little publicity. Literature points out that branding in large corporations has beneficial effects such as increased sales and income, expansion of customer reach, improvement of brand identity and business growth for product line extensions (Odoom, Narteh & Boateng, 2017).

Branding of small businesses reflects that small business and branding contradict. Population acknowledges big businesses as brands. People know Ford as a car maker. Big banks and fashion houses are household names as brands. People have the concept that brands involve a large amount of money, so small businesses cannot be brands. Like small businesses, entrepreneurial branding is a paradox. From previous researches this thinking pattern becomes apparent. Tea, coffee and many other consumer products which are sold in the supermarkets and are produced by large firms like Coca Cola or Nike are subjects of branding research. Research is done on small business brand management of existing ventures. Academic research is rare on branding of new small enterprises (Merrilees,2007).

While attention has been paid in recent times by scholars and practitioners, evidence indicates that studies of branding in the sense of small businesses are still lagging in marketing

literature (Juntunen, 2014; Odoom, 2016). Thus, the overall work in the field seems inadequate, although several benefits of branding on firm results have been found in literature (Centeno et al., 2012; Asamoah, 2014).

As in minimal research on branding for small businesses; however, it is also very recent. Therefore, the time needed to trigger adequate impact on the marketing discipline is lacking.

There is a large volume of marketing literature on small to medium-sized companies (SMEs) (Gilmore et al., 1999), yet reflection on branding is minimal. Explicit research on this arena is remarkably little. Some general entrepreneurial work has been performed mainly, but with little emphasis on branding and far less emphasis on direct (branding) anecdotal work. There was talk of the few researches above. The few researches above have been mentioned. Furthermore, a brief reference to branding is made in entrepreneurial books (Allen, 1999; Lodish et al., 2001; Scarborough and Zimmerer, 2006; Barringer and Ireland, 2006; Katz and Green, 2007 as cited in Merrilees, 2007).

Branding is reported as a focusing tool. A brand focuses on a few core values targeted at the key customers. Innovation and creativity are seen to be uncontrolled phenomenon. Therefore, a well-crafted way of bringing discipline to innovation is expected to benefit the new venture. Naming the business is an important part of the creative process leading to corporate branding (Merrilees, 2007).

Wood (2000), views brand with relation to its owner which is achieved by the means of customer benefits. Broyles et al., (2011) align with Wood (2000) by viewing that a brand is a tool which renders competitive advantage to a firm through differentiation, and that is to provide customers' satisfaction and benefits which commands them to pay. Broyles et al.,

(2011) in their research measured comparative loyalty to retail and manufacturer brands where they found out impact of manufacturers' and retail brands on firms. According to them

- a) Brands are beneficial due to their influence on customers' purchase behavior, at the same time they generate cash for business.
- b) While brands have been highlighted by marketers for few decades, they continue to represent multiple viewpoints and concepts
- c) Retail brands are becoming more important due to their influence on manufacturer s' brands and on customers' purchase decisions
- d) Loyalty of the customers toward retail and manufacturer brands is indeed central due to its influence on individuals' inclination for the retail brands.

Hu and Chuang (2009), further note that firms are interested to invest in branding because of the following reasons:

- a) Brands do the primary job of attracting customers;
- b) Brands do help simplify customers' decision making thus reducing complexity in their busy schedule
- c) Brands do lower risk as they stand for trust

Furthermore, a brand implies signaling quality of the branded product, and eases customers to choose which product or service will best satisfy their needs. The stronger the brand becomes can lead to several marketing advantages and increase companies' overall competitive package (Hoeffler & Keller, 2003; Keller, 2001). A strong brand creates positive equity where consumers respond more in favor of marketing initiatives when the brand is recognized, versus when it is not. The lack of agreement on a definition of branding might have results in this research gap although it is argued that a key objective of branding is to be unique from its' competitors (Mitchell, et al., 2012). Research on SME branding talks in

favor of branding that if a small firm invests in brand development, customer acquisition costs may go down while profits would go up (Calabro, 2005).

Furthermore, a set of another research reveals that the owner cum manager have direct influences on branding the firm through their knowledge, style and personal networks (Mitchell et al., 2012), that a brand for a small firm reflects the owner's beliefs and assumptions (Ojasalo et al., 2008) and that the owner often personifies the brand (Horan et al., 2011).

SME brands are also set up in a very different way, as SMEs are characterized by flat and informal organizational frameworks, innovation, creativity, extemporaneous preparation and a lack of financial capital and experience (Carson,1990; McGaughey,1998; Gilmore *et al* ,2001).

2.9 Research Gap

Informal business activities occupy a significant portion of the economy of a country. According to Schneider et al, (2010) it is 30% on average and extends up to 70% in many countries. ILO's 2012 statistics inform that one sixth of the world's non-agricultural workforce is involved with informal commercial activities. So, this is not an insignificant phenomenon. In different countries the percentage of non-agricultural labor force working in the informal commercial sector varies. In sub-Saharan Africa it is 26%, in Latin America and the Caribbean 23%, East Asia and the Pacific have 19%, Middle East and North Africa has 11%, South Asia has 10% and 8.5% in Europe and Central Asia. Informal sector develops out of necessity.

It is assumed that if these informal businesses can be transformed to formal ones, the economic condition of the entrepreneurs will be better off. Many schools of thought support this idea. ILO's International Labor Conference 2014 and 2015 advise formalization of the

informal sector. It resulted in Recommendation 204. Sustained bookkeeping, lower risk of default on loans and some other factors make a formal business suitable for financial assistance from a bank. With that logic the International Finance Corporation in 2013 argued that formalization is essential for the growth of an enterprise. Otherwise growth would be limited. Organization for Economic Co-operation and Development (OECD) published *Promoting pro-poor growth: policy guidance for donors* in 2007. In that publication they favored formalization, identified the barriers and suggested ways of overcoming the barriers. Krstic & Schneider in their 2015 report emphasized the formalization process. The report suggested the multiple methods needed to integrate the informal with the formal channels.

The reports mentioned above and emphasized that when a shadow economy is transformed into formal economy, they present a favorable environment for doing business, help get direct incentives and get bank loans. But if formalization only means regulating and taxing then it will play a destructive role (FCvN, 2018).

Krake's (2005), idea is that SME entrepreneurs have the right vision to build a brand and create identity. He thinks that a person's character and the brand he personifies should be on the line. The study of Spence & Essoussi (2010), reveals that for SME's brand plays a positive role. Public perception of the entrepreneur influences the perception of the firm. The firms those are more oriented to brands see significant growth according to Reijonen et al., (2012). Growth is directly associated with brand orientation, customer orientation and inter-functional cooperation. When the loyalty towards brand is high the performance of the SME is also high, says Asamoah (2014). He advocates that SME owners and managers can play the active role to create passion for brand equity of a firm. The marketing practice through branding does work for SMEs (Abimbola, 2001).

Some work is done on SMEs. But Street food vending is lower in position to SMEs and it is like microbusinesses. Literature review reveals that if these informal enterprises can be formalized then it will be easier for them to grow. So far, the strategies made, and the policies suggested are on regulatory issues.

From the literature review it became apparent that branding as a marketing practice is the prerequisite for growth. But it is found that not enough work is done on this subject. My research attempts to fill up this gap. It is on improving the economic condition of the street food vendors by transforming their business into formal sector to marketing using brand as a tool for differentiation.

Chapter-3

Research Methodology

3.0 Research Philosophy

Research philosophy is at the core of conducting a research, which may be understood in terms of the research strategy installed and the research tools used in the quest of an outcome the research aims and for the solving of a problem or the research agenda(Davison,1998). All research is presumed to stand on some principal philosophical traditions about,what makes a genuine research and which research method(s) is/are fitting for the building of knowledge in a certain field. Hence, these assumptions are to be made dear prior to conducting and evaluating any research (Thomas, 2010).

The philosophy behind a research would refer to three basic assumptions: epistemological, ontological and axiological, the very purpose of which is to guide an inquisition into a research process, directly or indirectly. Epistemology is concerned about ‘how’; how the researcher gains knowledge about the reality. The ontology deals with ‘what’ question of knowledge. Axiology deals with the assumptions underlying the value system. Together epistemology, ontology and axiology attempt to balance the synthesis of research philosophy about the very nature of reality. Consequently, they influence the choosing of the right research approach and methods (Pathirage, Amaratunga & Haigh, 2008).

Philosophy is like a roadmap without which a research would lose direction. About the importance of philosophy in research literatures document that philosophy makes connection between or among trans-disciplinary research and eases out the integration of knowledge(Evely,et al.,2008).The lack to see through philosophical perspectives may not necessarily be serious yet can significantly affect the quality of a research (Easterby-Smith et al.,2002&Pathirage, Amaratunga & Haigh, 2008).

3.1 Research Paradigm

In the field of social sciences, paradigms are usually viewed and understood through their fundamental ontological and epistemological assumptions originating from unique world views (Tang,2010). In general, paradigm indicates scientific originality, irrespective of philosophical or research. The term paradigm has been established as a metaphor for the central essence of research (Sefotho,2015). According to Terre Blanche &Durrheim (1999), the research consists of three major dimensions: ontology, epistemology and methodology. They reinforce that a research paradigm is an integration of interrelated practice and concepts that regulate and shape up the nature of enquiry along the axes of these three dimensions.

3.1.1Ontology: The term ontology consists of ' onto' from Greek which translates as being' and logia also from Greek which indicates science study or theory. Ontology denotes to the study of reality or things that comprise reality. Ontological studies elaborate on existentialentities and the correlation between or among the main types of entities (Guba & Lincoln 1994,&Slevitch, L., 2011).Accordingto Crotty (1998),ontologyisthestudy of entityandisconcernedwith 'what is', i.e.thenatureofway of lifeandstructureofrealismas such. SlevitchL., (2011), states that ontology (onto in Greek 'being' and logia 'science, study, theory') can be defined as the study of reality or things that comprise reality. The view of Guba & Lincoln (1994),is that the ontological consideration is what is the form and nature of reality and therefore, what can be known about it is "how things really are" and "how things really work".

3.1.2Epistemology: Epistemology is from Greek which means knowledge. Epistemology refers to the theory and scope of knowledge concerned with the nature. According to, Guba& Lincoln (1994), epistemology addresses such basic questions as:What is the process through which we know what the reality is?What is the truth?What is valid or genuine

knowledge? What is the type of the correlation between the investigator and what knowledge can be acquired?

3.2 Types of Ontology and Epistemology

3.2.1 Positivism and objectivism

Positivism, with its very epistemological standpoint, highlights on the objectivity and proof in search of unbiased truth where the world is separated and unaffected by the researcher. Positivism allows objective and value-free inquiry as it uses facts and values that are very distinct, Snape & Spencer (as cited in Al-Saadi, 2014).

Positivists believe in the notion that reality is hard-core and independent of the researcher's existence and viewpoint. Positivism is assessable and can be sliced into variables. Post-positivists coincide that reality does happen but at the same time maintain that it is not concrete owing to the very nature of human limitation for which they use the term critical realism. Here, the researcher can only explore reality within a definite territory of probability (Mertens, 2009; Ponterotto, 2005).

Positivism or more clearly logical positivism believes that the only scientific method can establish truth and result in objective reality. How do you conduct scientific research on witches? The positivists would go on concluding that since the scientific methods do not exhibit any tangible results on the existence of witches and hence witches do not exist. Positivism is convicted upon the belief that science is the only foundation for true knowledge. It argues that the tools, means and process used in the natural sciences provide the best framework for search of knowledge in the social context of reality (Chilisa & Kawulich, 2012).

Positivism traditionally implements scientific technique to the study of human behavior, and attitude. Positivism in today's context is considered as the same as the objectivist - that is, 'entities around us have existence and sense independent of our perception of them' (Crotty, 1998). The shift from positivism to post-positivism took place in the middle part of the 20th century (Chilisa & Kawulich, 2012). Positivist researchers are supported to use a highly structured methodology in order to help repetition (Gill and Johnson, 2002). Furthermore, quantitative observations are preferred in order to yield statistical analysis. Positivism takes the idea that the social world is exterior in nature and its characters should be assessed through objective means, where observer must remain free from bias, Comte, 1853 (cited in Pathirage, et al., 2008).

Gill and Johnson (2002), opine that the deductive methods of research have, somewhat become equivalent with positivism, whereas inductive method with social constructionism, Positivist knowledge is objective bias-free generalizable and repeatable.

3.2.2 Post-positivism

Crotty (1998), & Trochim (2006), mentioned that in, Physicists Werner Heisenberg and Niels Bohr consider positivism as dogmatic. They rather shift away one from absolutism to chances. They depicted the role of a scientist who finds and develops knowledge rather just passively observing the laws of nature. Their argument is that "no matter how faithfully the scientist adheres to scientific method research outcomes are neither totally objective, nor unquestionably certain. This view-point is regarded as post-positivism or logical empiricism; it refers to a less strict form of positivism. Logical empiricists or post-positivists take the side that social scientists and natural scientists do not differ in their goal of research; rather share the same and employ similar methods of investigation. The philosophy by which post-positivism is influenced is known as critical realism. It can be differentiated from positivism as

of whether to focus on theory validation (positivism) or theory falsification (post-positivism) (Ponterotto, 2005).

3.3 Interpretivism and Constructionism

Opposition to the positivist and objectivist views, the sphere of knowledge then became known as interpretivism and constructionism (Bryman & Bell, 2011; Crotty, 1998). These views say there are other lenses to see through the world than merely direct observation; namely our insights and explanations of the world around us. People apply their insights to analyze the way their senses dictate them. As such, knowledge of the reality is derived from our thoughtful investigation which further generates from our consideration on events rather than merely on real time experiences (Ormston et al., 2014). Many scholars claim that interpretive paradigm permits researchers to see the reality through the insights and involvements of the participants. In obtaining the answers for research the followers of interpretive paradigm apply those experiences to build and analyze his or her understanding from data mine. Thanh & Thanh (2015); Willis (2007), argues that interpretivism usually intends to understand a specific case in point, and the central essence of the interpretive model is that reality is nothing but socially built. Interpretive research is other way subjective in nature. Willis (2007) argues that the end point of interpretivism is to count on subjectivity and interpretivists ignore the idea of objective research on human behavior.

Followers of interpretivism do not admit the presence of universal standards for research, instead they counter that the standards of research are derivatives of a specific group or culture', (Smith, 1983). Interpretive researchers do not approach the answers for their queries in concrete ways. Instead their approach towards is through the subjects typically from the ones who are active participants while they belong to a specific group or culture (Thanh & Thanh, 2015).

3.4 Research Approach

A review of the literature would indicate there is no clear agreement as to what is meant by research approaches. The term may be used to indicate how a researcher undertakes the research activity, such as the methods the researcher intends to use; equally it may be used to explain why they are undertaking the research in a particular way (Johnston, 2014). One's stand-point of reality (ontology) naturally deserves obligation of what is counted as permissible knowledge (epistemology) which will further facilitate to spot out basis for their approach to the research (Bryman & Bell, 2011).

Several scholars have attempted to characterize the role and significance of ontology and epistemology with the help of diagrams. Easterby-Smith et al., (2002) uses a tree trunk representing ontology and epistemology via denoting that they are at the center, while Saunders et al., (2009), use the metaphor onion via suggesting that ontology and epistemology are the exterior coverings and shawl over methodologies and methods. Both view-points are contrasting in nature; however both stress on the significance of ontology and epistemology vividly as the early phase of any research process, whether to begin from the inner side and work outward or from the outer side and then inward sequentially, the importance of both models reflect the findings of Easterby-Smith et al., (2002), and Saunders et al., (2009), and many other scholars Ghauri and Gronhaug (2010), Lee & Lings (2008), Stokes (2011), Wilson (2010).

Crotty's (1998), model, consists of a procedure where epistemology roots at the theoretical foundation, which then rises to methodology. This further builds the connectivity between epistemology and theory as critical as reinforced by Quinlan (2011), who design a methodological pyramid which seats basic philosophies at its base stressing on the perception of the reality which is at the lead of research approaches.

Stokes (2011), opines that individual theories come up along with their respective ontological and epistemological background, whereas Farquhar (2012), argues that the fidelity of the research relies on the philosophical hypotheses that address the research. It is the position of escalating our beliefs and others' beliefs that offers integrity to the principles of the research which serve as the pre-requisite for the research. Critically Grix (2002), adds further that conceptualizing the research itself and the very basics of ontology and epistemology are the rules of the game. How the researcher approaches the research and consider the factors behind it ultimately give shape to the theory.

In the views of Edmondson & McManus (2007) the debate of choosing between quantitative or qualitative rests on a number of factors; such as: the type of the research questions which determine the study, relevant earlier research, the construction of the research design and the final objectives and offerings that the researchers are aiming for. In other words, the advancement of the research question is influenced by the researcher's ontological and epistemological view at the very onset of a research.

According to Walshaw (2012), the amalgamation of ontology and epistemology together dictates the methodology by interfering, with the philosophy and methods used. To put it in a simple form, this perhaps from a standpoint of positivism or interpretivism. However, it remains equally critical to notify other factors that may matter the person. The other factors will comprise power chemistry, social chemistry, practices, psycho-analytic, socio-cultural dynamics and hermeneutics (Walshaw,2012). Experts argue that these factors may influence at the beginning and as the process moves further this influence takes advance as well. It may be paraphrased like the actors will be stimulus in one's ontological and epistemological standpoint.

Researchers hold that the interpretivist/constructivist model depend primarily on qualitative techniques (Glesne&Peshkin,1992; Silverman,2000;McQueen,2002;Thomas,2003;Willis 2007;Nind&Todd, 2011). They further admit that interpretivists have a tendency to align with qualitative techniques such as case studies and/or ethnography.

In pace with Willis's ideologies Thomas (2003), echo that qualitative techniques are commonly voted by interpretivists, due to the fact that interpretive paradigm model depicts a reality in which it is socially made, complex, and ever dynamic .Therefore, interpretivists do not go for the techniques that give objective or strict information. Rather, according to McQueen (2002), interpretivists see the reality through a 'series of individual lenses' and select actors who "have their own respective understanding of reality to encircle the worldview and quantitative techniques are not the chosen mode for interpretivism. Rather, according to defenders of interpretivism, qualitative techniques are amenable means for investigating the real world.

Different approaches in qualitative research have become more active in the time span of 1990s and 21st century. The origin for qualitative research comes from the discipline of anthropology sociology, the humanities and evolution. The classification of qualitative research along with complete procedures is now available on books. For example, Clandinin & Connelly (2000), offered a complete representation of narrative research. Moustakas (1994), analyzed the philosophical doctrines and the procedures of the phenomenon. Charmaz (2006), Corbin and Strauss(2007), and Strauss and Corbin (1990), chalked out the techniques of grounded theory. Fetterman (2010), and Wolcott (2008), gave a summary of ethnographic procedures and research approaches of ethnography and Stake (1995), and Yin (2009,2012) recommended procedures involved in case study (Creswell, 2014).

3.5 Qualitative research

3.5.1 Qualitative Paradigm

Studying difficult, power relationships and co-construction of meaning in a holistic or essential context involves a special, more versatile form of study in which the process of discovery is combined with intuition (although this is not without rigor and order too). It is maybe in this kind of study that qualitative methods will better achieve their potential. This is because there is a more natural match between qualitative analysis, with its capacity to dig into meaning, and the critical or interpretive ways of thinking that concern the social construction of truth (Daymon & Holloway, 2011).

Qualitative practice is based on interpretivism and constructivism, both of which stem from an idealistic viewpoint. Idealism is an ontological view that claims that reality is contingent upon the individual's mental structure and activity. The idealism point of view stresses that there is no single reality but multiple realities that are based on the construction or interpretation of reality. The main epistemological principle is rooted in ontology of idealism, maintaining that outside of our minds, there is no contact to reality. The investigator and the subject or matter under investigation are interdependent or interactively linked. Consequently, results are produced collectively within the context of the situation in question (Deshpande, 1983; Guba & Lincoln, 1994, Smith, 1983).

3.5.2 Generalizability

Qualitative researches would accept that the primary objective of this kind of study is to find the meaning, not to forecast or generalize (Denzin & Lincoln 2000; Hultgren F.H, 1989, as cited in Hodges 2011). The researcher in a qualitative research aims to extend and generalize,

not to assess the frequency with which a phenomenon in a population is likely to occur(Hyde ,2000).

The basis for generalization in quantitative analysis is statistical generalization: a sample of elements is taken using a probability selection process. A sample that allows estimation with a known degree of accuracy of the properties of the population of interest, (Kinnear and Taylor,1996 as cited in Hyde, 2000).

Studies employed within the framework of interpretive perspective emphasize on meaning, not on calculation and so typically prefer to use qualitative methods. Acquiring knowledge about a phenomenon is a never-ending process. Provisional outcome appears from time to time. With further research the outcome may differ. Researchers usually start with a thinking which is inductive and from specific instances approach to the general. There is no hypothesis at the beginning of the study, they develop with the progress of the study. Interpretivist researchers believe that they cannot be impartial or entirely objective when finding meaning and therefore should use their experience as a tool. Because before research begins, there is no preconceived framework, the research is processual, with interviewers using a flexible interview guide rather than a pre-formed questionnaire. Non-standardized in-depth interviews are conducted, and the interviewees have some degree of control on the interview. Typically, from a small sample size important information is generated. The researcher and the participant maintain a cordial relationship because they are in equal position. Interpretive researchers rely on principles of authenticity and trustworthiness when assessing the quality of their work(Daymon& Holloway 2011).

Kidder,1981. Patton,1987as cited in Nevid& Maria, 1999, mentioned that qualitative research utilizes analytic inductive processes rather than hypotheticdeductive processes. The process of analytic induction proceeds in the opposite direction from the hypothetico-deductive

model. Researchers begin with theoretical premises in the hypothetico-deductive model, predict outcome patterns and examine their data to test their theory-driven hypotheses. Conversely, inductive research does not start with hypotheses. Instead, inductive analytics researchers start by analyzing their data. Only after analyzing the data will they develop theoretical concepts and propositions deriving from the analysis.

3.6 Types of Qualitative Research methods

“Narrative research,” is a form of research design from the humanities field in which the researcher aims to study the individual entities and examines one or more entities to present stories about their real-life experiences (Riessman, 2008). The narrative usually adds the viewpoint of the individual to the viewpoint of the researcher in a collaborative manner (Clandinin & Connelly 2000).

“Phenomenological research,” is a strategy of research derived from the discipline of philosophy and psychology where the researcher pronounces the real-life involvements of individuals about an occurrence as labeled by the participants. This account would then attempt to draw a meaning in the essence of all the experiences who have had undergone through the identical phenomenon. Philosophically, this strategy has robust ground. and classically applies interview as a means of data collection (Giorgi, 2009; Moustakas, 1994).

“Grounded theory,” is a way of investigation derived out of the discipline of sociology where the investigator generates a common nonfigurative theory of a course, deed, or interface based in the perspective of participants. This process entails multiple phases of data collection, followed by the fine-tuning and finding out the connecting dots between and among different sort of information (Charmaz, 2006; Corbin & Strauss 2007). Grounded theory applies inductive methods that has long been rooted to the discipline of social sciences. Glaser, known as one of the inventors of grounded theory, stated ‘G’T is merely the unearthing of evolving patterns in data’ (Walsh et al., 2015).

“Ethnography,” is a craft of inquiry, which is a product of anthropology and sociology in which the investigator has the objective to investigate the common arrangements of behaviors language, and actions of a whole cultural cluster in a natural scenery over an extended period. Data gathering typically comprises observations and interviews. *“The case study”* is used in many contexts as a research tool to add to our knowledge of person, community, organizational, social, political and related phenomena. The case study was not surprisingly a traditional method of research in psychology, sociology, political science, anthropology, social work, industry, education, nursing and community planning (Yin, 2014). According to Yin, 2014, scope of a case study is *“A case study is an empirical inquiry that investigates a contemporary phenomenon (the “case”,) in depth and within its real-world context, especially when the boundaries between phenomenon and context may not be clearly evident.”* Merriam & Tisdell, 2015 defined, *“A case study is an in-depth description and analysis of a bounded system. Part of the confusion surrounding case studies is that the process of conducting a case study is conflated with both the unit of study (the case) and the product of this type of investigation.”*

Case study as a methodology has long been a controversial field of social science research characterized by varying, sometimes opposing, approaches that are supported by many research methodologists. Although one of the most widely used qualitative study methodologies in educational research, the methodologists do not have a full consensus on the design and implementation of case studies that impede its full evolution (Yazan .2015).

3.7 Why Case Study

This research chooses to use case study as methodology. Yin (2014), emphasizes on case study research as preferred to the others, in the following situations when

- a) We are studying ‘how’ or ‘why’ questions;
- b) If the events are beyond the control of the researcher: and

- c) The subject of study is a contemporary issue.

According to Benbasat, Goldstein, & Mead (1987), following are four litmus questions that can help to decide whether case method is right choice or not

- a) Can the matter of the research be studied outside its natural setting?
- b) How much the events are contemporary?
- c) Is it plausible to control or manipulate the subjects or events?
- d) Does the subject matter of research stand on an established theory?

This research must address “how” and “why” type of questions. Therefore, case study would be a good fit here. Study on street food vendors cannot be done outside of its natural setting. The transformation of street food through branding is recent phenomenon. The control factor does not work as far as owner/managers/micro-entrepreneurs or events of street food are concerned. The theoretical underpinning on the phenomenon under investigation is indeed scanty. The case study method was thus a suitable method for my study.

3.8 Theoretical foundations of Case study research

Case studies as a research methodology have conventionally been considered as lacking strength and objectivity in comparison with other social research methodologies. This leads me as a researcher to be extra careful to craft a research design. On the contrary, despite this criticism about case studies, they are broadly in use because of their superiority of offering insights that might not be obtained with other approaches. Case studies have commonly been used for the preliminary, exploratory phase of a research, as a foundation for the development of the ‘more structured’ tools, such as; surveys and experiments (Rowley, 2002).

Eisenhardt (1989), says that case studies are: *“Particularly well suited to new research areas or research areas for which existing theory seems inadequate. This type of work is highly complementary to incremental theory building from normal science research.”* The former is

useful in early stages of research on a topic or when a fresh perspective is needed, whilst the latter is useful in later stages of knowledge (pp.548-549)”.

The case could be either an individual or an event or a family, or an organization, or even a place. The distinctiveness of case method lies in the very focus of the study itself. A research can be designed to study one single case, or multiple ones. A single case may be just a typical one or something very special. Multiple cases are chosen when the researcher is interested to explore similar issues in different contexts, or to comprehend a situation from different angles (Jacelon & O'Dell, 2005).

For three reasons case study is good for management research. First: in its natural environment management can be researched, the art of management can be studied, and theories can be developed from the practices observed. Second: the complexities of the management process can be studied by 'how' and 'why' questions. Third: areas that were not explored adequately can be studied well by case studies (Cepeda & Martin, 2005). Case studies are appropriate for both positivist and interpretivist perspective (Cavaye, 1996).

Fitzgerald & Howcroft, 1998; Klein et al., 1999; Lacity et al., 1994; Orlikowski & Baroudi 1991; Walsham, 1995 as cited in Cavaye, 1996, classifies the characteristics of positivist principle and that of interpretivist based on a cadre of research work by . Positivist belief holds that the world obeys the laws of causation, which is possible to be tested objectively. This approach is hypothetico-deductive and confirmatory in nature. Interpretivist belief holds that realities do exist as multiple and are constructed through subjectivity of mind. They view the world as sum of social construction. They attempt to realize phenomena through analyzing meanings as assigned by people.

As both positivist and interpretivist researchers apply cases study, its philosophical position is not clear (Bhatta ,2018). According to various theories case study is related to both quantitative and qualitative study (Chadderton & Torrance, 2012). As it is used by positivists

as well as interpretivists, the philosophical position of case study research is challenged. Although case study is popular, because of the duality in the philosophical position different people understand it in different ways (Bhatta, 2018).

3.9 Interpretivist Case Studies

Yazan (2015), in his work documented that Merriam's epistemological positioning, appears to be closer to Stake's standpoint than that of Yin's. From her angle, the epistemology that should regulate qualitative case study is constructivism since she believes in the notion that "the key philosophical assumption upon which all types of qualitative research are based is the view that reality is constructed by individuals interacting with their social worlds" (Merriam, 1998). In the same seam, she remarks "*that reality is not an objective entity; rather, there are multiple interpretations of reality*", (Merriam, 1998). Therefore, in line with this philosophical orientation, the basic interest of qualitative researchers is to realize the meaning or knowledge framed by people. In other words, what really stimulates qualitative researchers is the way humans' sense or experience their world.

3.10 Sampling in Qualitative research

As a general practice, samples for qualitative studies remain much smaller than those for quantitative studies (Mason M, 2010). Hodges N (2011), explained the reason arguing that small sample size in qualitative research is justified because the goal is not to predict or to generalize. Therefore, sample size is justified to be limited up to the point of "saturation" at which the phenomenon will tend to repeat. According to Guest et al., (2006), data saturation happens when "no new information or themes are observed in the data from the completion of additional interviews or cases". The idea behind data saturation as a check to sample size is that once saturation is obtained, the outcome or findings are in a state of generalization. Generalization has traditionally been as a focal aim of science, being a process of theory development for further implementation (Mayring, 2007). When saturation dictates the size

of sample in most qualitative studies, there are other factors that can influence how quickly or slowly this is achieved in a qualitative study (Mason M 2010).

Qualitative research often prioritizes a depth of understanding over a breadth, particularly when performed under a non-positivist paradigm, for instance in case of depth psychology or a constructivist way to research. As such, it is evitable to conclude in this connection that a single case study involving a single research entity or actor can be significant and can yield great insight. This logically concludes for such qualitative research that the smallest acceptable sample size can be as small as just one. But for such cases where qualitative research is being performed under a positivist dogma with an aim to developing a quantitative measurement tool like questionnaire, would fit as exception; i.e. single case would not definitely suffice. For such research purpose, it would be required to have a more representative sample of population that support understanding of likelihood of a phenomenon in order that questions can be classified for proper justification (Boddy, 2016).

Guest et al., (2006), comment that the idea of saturation is helpful conceptually, but it lacks practical guideline for estimating sample size, a pre-requisite for robust research. A thorough literature search by Guest et al., (2006), found only seven sources that provided guidelines for estimation of sample size for qualitative research. Field-oriented research which is not concerned with statistical generalization very commonly uses non-probabilistic sampling. Most articles and books advocate that the size of purposive samples be established inductively, and sampling keeps continuing until reaches “theoretical saturation”, yet with a hazy definition (Guest et al., (2006)). Miles and Huberman, 1994 as cited in Guest et al., 2006, report that in applied research the most used samples are purposive.

3.11 Sample size in this case study research

In this research the sample size is five enterprises in the street food business. The criteria for choosing a sample for this case study research are two. First, the business set out in the informal economy and second, the business got transformed into a formal economy through

means of branding. At the initial ground of my research, I planned to select between five to ten sample enterprises at different locations of Dhaka city. These enterprises are from both survivalist and growth-oriented types.

3.12 Dimensions of Case Studies

There are few key strategies to be decided about case study framework before hitting data collection. The extent to deem are “the unit of analysis, the selection of cases, the scope of the study, the time period, sources of information, and data collection methods” (Marrelli,2007).

3.13 Unit of analysis

The unit of analysis is nothing but the source of information for the case study itself. In case study research, the case itself represents the key element of analysis, which can possibly be an “individual, an entity, an event, organizational change, implementation processes, etc.” (Singh, 2014). The unit of study is the foundation for the case. It may include a wide range of variety : from an individual entity such as a business owner, or someone who is experienced in the intended area of interest, to an event, (such as a decision, a program, a process or change process), or to an organization or even to a team or department. It is however difficult to set the limits of the unit of analysis. A central concern is that the case study should limit asking questions on few issues; for instance, the unit of analysis, it’s sub-units; and the sources of evidence where the evidence collected are shaped by the defining limits or boundaries. (Rowley, 2002).

My research is focused on process i.e. how the process of transformation is achieved from informal into formal status. In this process the owner cum manager (entrepreneur or entrepreneurs) plays the key role. So, in my case, the unit of analysis appears to be a combination of enterprise (as a brand) and entrepreneur (as the making of process). Through

in-depth interviewing I attempted to unearth the process of making their business into a brand.

3.14 Selecting the Cases

Based on Eisenhardt, 1989&Yin, 2003 as cited in Singh 2014, noted, in favor of multiple cases that multiple cases can enhance external validity and protect against observer biases. Moreover, multiple cases add robustness to findings and further improvise the excellence and consistency of case study research.

Selection of a case must be done through a multi-faceted parameter; for example: by the research purpose, questions, propositions and theoretical context. Not but the least, there will also be other restrains on case selection. The constraints are: data accessibility meaning to if the required data is collected from the case individual or organization, resources required to support data collection costs, and time availability to fit with the breadth and depth of the case involved (Rowley, 2002).

A biography will suit to the category of a single case study since it deals with one person. While studying the new employees experience in an organization would fall into the category of multiple cases. Here, each new employee would make a separate case (Marrelli,2007).

The accessibility to data is indeed important that the persons to be interviewed in-depth are willing sufficiently to give time to the researcher, and thus obtaining data would be at ease. The learning potential of the case is significant for getting approval as a final case. Representativeness of the case with respect to the very purpose of the research is another important point of consideration. It may be more insightful to learn from an unusual case than a little from a typical case (Stake 2005 as cited in Marrelli,2007).

In this study, I collect information from twenty different successful and unsuccessful cases those who started their business in the informal sector and then transformed themselves into formal sector through following regulatory guidelines and branding. I chose potential cases

through a snowball sampling technique. I explored personal networks and used word-of-mouth referrals in order to reach the successfully transformed brand with variety of business at different locations. At the initial stage, I covered different areas of Dhaka city and collected the names of different types of food business. Then, I classify these food entrepreneurs into different categories; like fast food, drinks, snakes, rice meal; etc.

In the second phase, I did screen in order to identify the actual list of successful transformation cases from informal to formal sector with branding concept. In my next level of screening I focused on the length of the business considering it as a measure of success or growth. It is assumed that at least two years of operation in the same location is a sign of growth. Having branches is considered as a sign of expansion. While searching on the two dimensions of grow or success I spotted two clusters of business.

1. Businesses still in the informal sector but using branding concept per se name, signage in order to differentiate from the competitors and identity with the target customer group
2. Businesses those started from the informal sector, then transformed into formal business though branding.

After reviewing, I selected five cases for this study. While selecting the cases, I focused on collecting information from both necessity-driven (survivalist, or push) and opportunity-driven (growth-oriented or Pull) perspectives. I chose wide variety of food brands as varying with rice meal brands and fast food. The selected cases are shown in table I

Table: 1 Summery of selected cases

	Entrepreneur types	Types of food	Location	Branch
Case A	Survivalist, or push	Biryani	Dhaka	Yes
Case B	Survivalist, or push	Biryani	Dhaka	Yes
Case C	Survivalist, or push	Coffee and fast food	Dhaka	Yes
Case D	Growth-oriented or Pull	Fast Food	Dhaka	Yes
Case E	Survivalist, or push	Snakes	Dhaka	No

Source: Author Construct

3.15 Data Collection

Based on literature review of Easterby-Smith, Thorpe, & Lowe 1991; Myers & Newman, 2007, and Yin, 2009, Ponelis,2015 mentioned that interview is the instrument which provides primary source of data in both qualitative researches and in case studies. According to (Fontana &Frey 2005, as cited in Williamson 2018) interviews have such a ubiquitous phenomenon in the developed world that the United States society is referred to as “the interview society” by several scholars. Irrespective of purpose, both the quarters qualitative and quantitative researchers have demonstrated reliance on the interview as the basic instrument of data collection.

Post-positivists apply interviews in order to discover the elusive ‘truth’ which they perceive to exists, yet which is hard to identify. Their interviews are usually cautiously structured and different from those applied by the ethnographers or researchers involving case studies. Ethnographers usually interview in an interpretivist or naturalistic context, with the purpose of deriving the meanings of participants or to conceptualize them from their own perspectives. To explain the uniqueness in ethnographic case study (Fidel, 1993,as cited in

Williamson, 2018) used terms such as ‘non-controlling’ and ‘open’ and ‘flexible’. An unstructured way of interviewing would suit to a phenomenological study to explore one person’s experience of a phenomenon. Same is true in a case study when researcher must collect extensive data from key informants (Williamson, 2018).

Here, in this research I have used phenomenological interviewing in order to collect data. While conducting the interviews, I followed the description of phenomenological interviewing as proposed by Thompson et al., (1989). Ethical concerns arise here due to the in-depth nature of the phenomenological interview. I addressed the issue of ethics by getting consent of the interviewee before beginning an interview. Respondents were foretold about of the study's purposes and that the interview will be audio taped. During all stages of the study, a concerted wholehearted effort is put into to make sure respondent confidentiality.

The aim of a phenomenological interview is to achieve a first-person account of some specified field of experience. The progress of the dialogue is substantially set by the respondent. The researcher would begin with a starting question, then, the interviewer has no a priori questions about the topic. The dialogue proceeds circular instead of linear. The eloquent questions employed by the interviewer stream from the course of the dialogue instead of stemming from a pre-conceived path. The interview is designed to result in a conversation, rather a typical question and answer session.

Following the framework of a phenomenological interview, the five interviews (one with each of the five participants) in this research, were not pre-structured and maintained a high degree of flexibility. Each interview lasted approximately one and a half hour and focused on how the participant came to enter this business ownership and what motivated them to transform into formal sector and how this business used concept of branding. First, I tried to communicate with the owner to be interviewed and time and date were taken from him. The conversations then followed a loose chronological pattern, as the discussion naturally flowed

onto what it felt like to commence and run on with one's own business. Each interview was conducted at the participant's restaurant, in their natural settings and they could do anything they liked while being interviewed (like answered the telephone on several occasions, provide instruction to the employees etc.).

All the participants were extremely cooperative and shared a great deal of highly personal experiences, insights and reflections during the interview. The level of openness, honesty and emotion displayed was both surprising and stimulating. At the end of the interview, all the participants were informed that the final case would be sent to them for reviewing and if they gave permission only then, it will be included in the research paper.

3.16 Data Analysis

One of the most appropriate ways to analyze data in a qualitative study is to do it side by side while collecting data. At the beginning of a qualitative study, the researcher is aware of what the problem is and has selected a purposive sample to collect data in order to address the research problem. But the researcher does not have any prior knowledge about what might be revealed, what or whom to concentrate on, or what the outcome will likely be. The final output is shaped by the data collected and the analysis that follows the entire process. Without continuing analysis, the data can be unfocused, repetitive, and over-voluminous in to be processed. Data analyzed while being collected, are both economical and enlightening (Merriam & Tisdell, 2016).

3.17 Data Analysis in Case study research theoretical foundation

Rowley (2002), stated, in general, that there is no easy recipe where experts have agreed upon, for the analysis of case study results. But Rowley has mentioned about the following principles a good case study should adhere to.

1. The analysis must include all the relevant evidences

2. The analysis considers all the major opposing interpretations, and explores each of them one by one
3. The analysis should not miss out the most significant facet of the case study
4. The analysis should capitalize on the researcher's prior expertise in the area of the case study, yet not to compromise with objectivity while strictly being unbiased.

Merriam, 1998 in her book titled *Qualitative Research and Case Study Applications in Education*, mentioned that the epistemological orientation for case study is constructivism. Generally, as far as the origins and intellectual development is concerned interpretivism and constructivism, or constructionism, or the term presented as interpretivism/constructivism, go back to some common history (Chen, Shek,& Bu, 2011). The ultimate end point of constructivism/interpretivism is to understand the “lived experience” (Erlebnis) from the lens of the research participant (Berger PL, Luckmann, 1966 as cited in Chen, Shek,& Bu, 2011). Interpretive research involves multi-method, involving a naturalistic approach to its entity. This means interpretive researchers observe and study things in their natural settings, leading to making sense of these things in terms of the meanings people confer to them. Qualitative research involves collection of case study using personal experience, introspection, life story, interview, observational, historical, interactional, and visual texts which describe regular and climactic moments and meanings in individual's lives (Denzin, 2001).

According to Merriam, 1998, data analysis is “the process of making sense out of the data...[which] requires consolidating or reducing and interpreting the responses along with what researcher has seen, heard and read— it is how the process runs of making meaning through simultaneous data collection and analysis. There are six analytic strategies: ethnographic analysis, narrative analysis, phenomenological analysis, constant comparative method, content analysis, and analytic induction.

Yin (2014), reported case study epistemological orientation is Positivist. Data analysis “consists of examining, categorizing, tabulating, testing, or otherwise recombining both quantitative and qualitative evidence to address the initial propositions of a study”. Yin advocates for five dominant techniques for data analysis: pattern matching, explanation building, time-series analysis, program logic models, and cross-case synthesis

According to Stake, 1995 the epistemological orientation of case study is constructivism and existentialism in nature (nondeterminism). Stake says that data analysis is “a matter of giving meaning to first impressions as well as to final compilations”. There are two strategic ways to analyze data: Categorical Aggregation and Direct Interpretation.

According to Lacity and Janson’s (1994) data analysis consists of four-step ‘intentional analysis’

1. At the first phase, the researcher describes the “facts” of the phenomenon. “Facts” are the socially shared realities where all participants have expressed consent.
2. In phase two, the researcher determines the way participants attach meaning to their separate realities by how they connect cause with effect
3. In phase three, the researcher recognizes themes - or invariants - that derive from the text
4. In phase four, the researcher extracts the "essences" from the text. Essences are wholly subjective gist of learning from studying the phenomenon.

Cope (2005), in his research applied case study approach as being the primary research ‘strategy’. The primary aim of his research was to discover the nature of entrepreneurship from a phenomenological viewpoint, or from a real-life experience. In conducting a phenomenological examination of the interview data, analysis was undertaken at four separate levels.

At level 1- analysis involved recording of full transcript of the interview and initial analysis of the same.

At level 2- a narrative was compiled for each participant

At level 3-analysis covered cross-case comparison or 'detective work' with the purpose of sorting out the commonalities from what is distinct about the case in hand.

At level 4- analysis involved 'clustering' together proofs that established evolving relationships to sustain an inductive approach to lead to theory development and to make sure substantial phenomenological depth, growing theoretical propositions were written up from the data, without the use of any relevant theoretical literature.

3.18 Reliability for Case Study Research

A common criticism faced by case study research is it provides little support for scientific generalization which might disturb the external validity, Burns, 2000 as cited in Ekanayake, 2011. Validity deals with the question of whether the researcher is studying the right phenomenon as intended by the objective while reliability is concerned with the question of data quality on which the researcher can rely (McKinnon, 1988). Generalization, Validity and Reliability: these three concepts prepare the ground on which other researchers should consider a particular research as knowledge if that could be added into the knowledge base of a field of study (Rowley, 2002).

Rowley (2002), mentioned that reliability is referred to as the data produced through collection can be repeated with the repetitive pattern of results. This can only be attained through appropriate recording keeping and documentation. Based on Eisenhardt, 1989; Yin, 2003, Singh, 2014 reported that the term reliability refers to the likelihood that any other independent researcher may duplicate the study and produce the similar findings. Reliability focuses on the consistency of the research investigates the issue if the study is reasonably

stable over time, across the researchers and methods (Miles and Huberman, 1994). Thus, reliability ensures about reducing errors and biases in the study (Singh, 2014).

According to Hallerstedte (2013), reliability is dealt with the application and communication of a standard research approach that includes all relevant information (e.g. transcripts, documents), documentation (e.g. the case study protocol, an overview of the interviews, timelines) and codebooks. The process would further include observer triangulation in order to reduce a researcher's bias. I followed the following steps to ensure reliability of my research

Since my research is Interpretivist case studies, so reliability is measured as per Merriam, (1998),

1. Before interviewing the owner of the street food vendors, it is to be made clear why this study is done, what is the purpose. It is also to make clear that interview is recorded and after writing up the report is ready; the written documents are submitted to them for their clearance. The all case studies are the story of the successful owners in their own verses and all these are verified by them. In this research, the steps that are followed to collect the data have been described in detail so that other researchers can apply the case study process and achieve similar results.
2. Other sources are used to validate what is told is consistent with the owner's story. Observations or several visits were made to the site to ensure the consistency. This is done through observation, ghost customer visits to the place with other groups to conduct survey.

3.19 Validity for Case Study Research

Yin (2003) suggests using theory in the early phase of research design to improve the external validity of the study. Moreover, multiple cases can facilitate the repetition of results, thereby construct validity. Finally, Yin (2003) argues that case studies as it is like

experiments can be generalized to the degree of theoretical propositions (i.e., analytic generalization) rather than population or universe (i.e., statistical generalization). The aim of the case study research is, therefore, to expansion of the theory instead of statistical generalization, Burns,2000 as cited in Ekanayake, 2011.

3.19.1 Epistemological Commitments

Yin,2002, Merraim,1998, and Stake ,1995 as cited in Yazan 2015, reported about the three methodologists who have different opinions on data validation associated with the notions of validity and reliability in research. Yin demonstrates positivistic inclination towards his perspective on case study. Stakian viewpoint is that constructivism and existentialism (non-determinism) should be the epistemologies that familiarize and notify the qualitative case study research since “most contemporary qualitative researchers hold that knowledge is constructed rather than discovered” (Stake, 1995). With respect to epistemology, Merriam supports the viewpoint of Stake’s more than that of Yin’s. She holds that the epistemology that should orient qualitative case study is constructivism since she believes that “the key philosophical assumption upon which all types of qualitative research are based is the view that reality is constructed by individuals interacting with their social worlds” (Merriam, 1998). In the same note, she remarks “that reality is not an objective entity; rather, there are multiple interpretations of reality” (Merriam, 1998).

Cepeda & Martin(2005), in their paper titled “A review of case studies publishing in Management Decision 2003-2004 Guides and criteria for achieving quality in qualitative research” published analysis of nine case studies. As per epistemological classification and the authors’ interpretation, six cases can be labelled as positivist, while only three can be labelled as interpretivist. Authors’ observed on validity that either internal, construct, or external; whatever it is does not seem to be an issue for most of the cases. Reliability is only properly

addressed by two cases out of nine. This fact demonstrates a major limitation, and an area for future improvement, for interpretivist case studies and their conclusions.

Rowley (2002), mentioned that internal validity is required when case studies are explanatory or causal in nature. But internal validity is not required when case studies are descriptive or exploratory in nature. Construct validity has the purpose of establishing correct operational means for the concepts being studied. This is concerned with minimizing subjectivity, by aligning data collection questions to the measures to research questions and propositions. External validity has the objective to establishing the field to which a study's findings can be generalized. Generalization is based on duplication logic as discussed earlier.

Chapter-4

Presentation of five Cases

4.0 Introduction

This chapter consists of a total number of five cases. These cases are selected within the premises of Dhaka Metropolitan city. These are inclusive of a wide variety of food businesses; both business-to-business and business-to-consumer type; and; survivalist and growth-oriented type. The very aim of choosing the cases of diversified origin is to develop a more generalizable typology.

All the discussed cases are interpretivist in nature. Packard (2017) mentioned that interpretivism is appropriate meta-theoretical foundation for the study of entrepreneurship, indicating their conformation with the individualist ones. As far as entrepreneurship is concerned it is indeed practice-based where the knowledge is embedded or created within the very natural context (Leitch, Hill, & Harrison, 2009). Indeed, Gartner and Birley (2002) contend that interpretivist methodologies can be used to answer many important questions in the field of entrepreneurship. In recent years, the study of entrepreneurship and small business has gained momentum that operates within an interpretive archetype (Cope, 2005). Grant and Perrin (2002) mentioned that the arena of small business and entrepreneurship research remained dominated by objectivist, functionalist approaches earlier.

All the discussed cases in my research are in small business category and success stories of transformation from informal to formal sector through the means of branding. Small business owner cum managers do face a lot many challenges. Of all the set of challenges, marketing is the key to survival, renewal and growth (Jones & Rowley, 2011). Only those have a better

chance of survival and growth who continuously strive for new market development, new market opportunities and new consumer base (Baker & Sinkula, 2009).

The concept of brand orientation denotes the degree to which the marketing strategy and activities are brandcentric in the attempt to create distinctiveness (Wong and Merrilees 2005).

The brand-oriented firms are the ones where a brand is created and managed as an integral part of the organizational process, being in constant interaction with the customers (Urde 1999). Where the aim is to achieve sustainable competitive advantage, brand orientation serves as a strategic choice paving the way to growth and profitability (Urde 1994; Wong and Merrilees 2005).

Recently, there have been developed three distinct trends within industry and commerce making brand orientation a strategic choice. They are decrease in product divergence, increase in media costs and integration of markets. These trends imply 2-dimensional meaning. Companies may perceive brands either as a threat or as an opportunity. In order to optimize the opportunity while combating the threatening face that brand might pose a company may choose brand orientation. With time, more companies face the market reality and are beginning to realize that their products no longer stand apart. If the consumers are not convinced about the added value and price of the product concerned that would undoubtedly influence their choice. This frequently leads to a higher level of competition hard to control by a company. In this context, brand orientation is a means of survival for companies suffering from the three recent trends in the industry (Urde 1994).

The five cases presented here will show how they added value to their market offerings and developed value proposition for their target customers.

4.1 Case-A: Fakruddin Biriyani: A Brand of Three Generations

4.1.1 Fakruddin Biriyani: Debut in 1966

Fakruddin Biriyani- a brand that is endorsed by many a luminaries like the Royal family of Jordan or Rahul Gandhi is a brand, indeed. She celebrates 50 plus year-mark in home and abroad. *Fakruddin Biriyani*- is a household name in the hearts and minds among the middle and upper middle class in Dhaka Metropolis. The business was named after the founder Haji Muhammad *Fakruddin* in 1966 after he had migrated from India to then East Pakistan or yet-to-born independent Bangladesh. The founder got to learn the magical recipe of *kacchi biriyan*, known as *dumm biriyan* from his guru Muslim Miah who was a descendent of chef family used to cook for the Nawabs of Murshidabad. The brand now runs in the hand of the third generation, the very own blood of the late founder.

4.1.2. Fakruddin Biriyani: Two decade-long Struggle for Formalization

In 1966, Mr *Fakruddin*, a migrant in Dhaka had literally no foothold. In response to the dire hardship of the reality he picked up an offer of night guard in a renowned school located at the heart of New Dhaka; i.e. Viqarunnesa Noon School. Yet, there remained sealed within the heart of a night guard the dream of a future chef. On one occasion he got the opportunity to offer his magical recipe of *kacchi (dumm) biriyan* to the Principal and her associates. The recipe of this Mughal cuisine dates back to the 16th century as it is documented in Ain-i-Akbar. The process requires slow cooking with minimum water, being inside a sealed cookware which remains surrounded by hot charcoal. Mr.*Fakruddin* was one of the pioneers to introduce this Mughal dish to Dhaka. The Mughal dish this time conquered over the hearts of the school principal and her friends. The taste of *kacchi (dumm) biriyan* caught everyone spellbound. Henceforth, *kacchi* became the signature product of Mr *Fakruddin*. It is not only biriyan but also snacks item where *Fakruddin* had his cooking skill.

Since then there was no further looking back. The success of *Fakruddin* continued to build up in a snowball pattern. The school principal granted *Fakruddin* 200 square feet space for free in the school campus to run a canteen where he would prepare snacks for the students and teachers as well. His reputation kept gaining momentum with time through the words of mouth of the students, parents and teachers.

In the mid-1970s Dhaka city, there were two of the most renowned community centers; namely Officer's Club and Ladies Club, nearby that school. By this time, *Fakruddin* earned good deal of reputation for his signature dish within his close network. He started getting calls from these community centers as the master chef. As his reputation caught on bonfire he got calls from even faraway community centers all around the city.

As with time his reputation matured, he sensed that time has come to lunch a venture in his own name. In 1985, *Fakruddin Biryani* got registered i.e. transformed into a formal business from informal one.



Photo I: Late Haji MD. Fakruddin
Founder of the legendary Brand
“*Fakruddin Biryani*”
The brand is functional since 1966
Photo credit <https://fakruddin.com/our-gallery/>



Photo II: Haji Mohammed Rafique
son of Mr. Fakruddin and now the leader of the
brand *Fakruddin Biryani*
Photo Credit <https://fakruddin.com/our-gallery/>

4.1.3. Fakruddin Biriyani: Growth Swells Over

Fakruddin continued to open up new branches one after another at the prime locations of Dhaka city. She capitalized on her brand reputation by extending in depth; i.e. by introducing other Mughal dishes; namely: chicken biriyani, tehari. A varieties of add-ons also got introduced enriching the brand; for example: *Fakruddin* pickles, *Fakruddin* borhani etc.

Fakruddin offers catering service which enjoys high demand among the elite clients in Dhaka city. *Fakruddin* chose to diversify into bakery and sweets business.

4.1.4. Fakruddin Biriyani: Crosses National Boundary

The presence of *Fakruddin* went beyond the horizon of Bangladesh since late 1990s.

On 7th May,1997 the son of *Fakruddin* Mr Rafique, Chairman of the business along with his team of chefs was called on by the Royal Prince of Jordan to cook on his daughter's marriage ceremony.

On the 13th of March,1999 *Fakruddin* embarked on the soil of London, UK with her first restaurant.

On the 18th October,2009 the team of chefs at *Fakruddin* got invitation from an NRB in Sydney to grace the marriage occasion.

4.1.5. Fakruddin Biriyani: Hallmark of Fame

Fakruddin is very strategic in crafting a composite portfolio of branding efforts. She maintained an edge of rapport and network with key community centers in the city with her capacity as caterer. *Fakruddin* could keep her pace up with the demand of Information Age customers. She ran on website in order to promote, communicate and collect feedback from customers.

Fakruddin attempted publicity through attending trade shows and foreign food festivals in Delhi, London, Kualalumpur and Jordan.

On the 4th of August, 2008 *Fakruddin* biriyani felt rewarded when Honorable Rahul Gandhi appeared at Gulshan branch to have the taste of her signature product. The 12th of February, 2009 was a day of landmark victory when BBC celebrity chef Rick Stein aired a feature on *Fakruddin*. The founder Mr. *Fakruddin* was awarded Lifetime Achievement Award posthumously by *Nattoshova*, a renowned national drama organization on 15th September, 2014. On 26th March, 2015 Bangladesh High Commission in Delhi celebrated Independence Day. For the elite guests on that occasion the team of chef from *Fakruddin* was called on. The business was honored by the High Commission with a certificate of Appreciation for the excellence in Mughal delicacy.



Photo III: From archive Haji MD. Fakruddin in kitchen

Photo Credit: <https://www.dhakatribune.com/uncategorized/2013/12/27/the-biriyani-ambassador>

4.1.6. Fakruddin Biriyanis: Brand Building Gets Going

On the 17th of September, 2003 Mr Rafique, the son of *Fakruddin*, visited Kuala Lumpur, Malaysia, along with his team in order to attend a food festival at Nikko Hotel. The team represented Bangladesh at that festival with the campaign “Flavor of Dhaka.”

4.1.7. Conclusion

Mr. Late Fakruddin’s business, (when started) according to literature, belongs to the category of micro business, which in other way, is called necessity form of entrepreneurship or survivalist type of micro-enterprise. There exists a debate in the quarters of the academicians and researchers whether this form of entrepreneurship is growth oriented or not. *Fakruddin* as a brand is one of the primogeniture brands in this country in the category of biriyani. The question arises if this growth is an exceptional or analogous to all other micro enterprises. Conventional wisdom in Marketing says that success of a firm depends on her market position with respect to her products and target customers. Though Mr Fakruddin’s business initially remained in the survivalist category but his customers were not from the same type of survivalist segment. Then school teachers, students and their relatives composed the first round of customers. If this middle and or upper middle class chose Mr. Fakruddin’s products with an intention to contribute to his earnings from philanthropic angle then chances for growth would be limited and sustain for a brief period of time. The extended period of survival as a brand is a clear evidence that this brand positioned herself to satisfy the target customers through delivering value rather than doing business for a short period of time. Mr. Fakruddin though operated as the survivalist micro-enterprise but from the very beginning he focused to provide quality products to satisfy customer needs in the best possible way. This decision is very much in line with the basics of Branding.

The key success factor for Fakruddin reveals to be the “identity” created through the effective Point of Difference (POD) which is authenticity of taste. The authenticity is further verified

through responses recorded longitudinally over the generations. It is very common phenomenon in Dhaka city that admirers of Fakruddinrun through the family hierarchy.

The founder Late Mr Fakruddin was deeply attached at the very core of his business; starting from executing the secret *Mughal* recipe, to building rapport through positive WOM, to forming networks, to meticulously imparting training first of all to his own son, then through him to the other trainee chefs. Since 1966 the brand still upholds her “heritage” which is testified over the time by the name and fame recognition of the brand by elite quarters home and abroad as reported by the media and press.

According to Keller, Parameswaran, & Jacob, (2015), there are three criteria for an effective POD in the minds of the customers. Customers should see the benefit as highly important, should have the confidence that organization has the capability to deliver that benefit and have further confidence in the organization that no other organization can match that in performance. As far as the signature product is concerned the authentic taste over a long period of time at every single point of purchase irrespective of the locality being upper class or middle class dominated satisfy the first two criteria reasonably and sufficiently. The third criterion is well satisfied by the name recognition as reflected through press and media.

Fakruddin has reflected on “brand vision” where the descendent of the late owner could perceive “latent brand equity” and could go for its optimum “brand actualization”. Over the time the business went for brand extension and at the next level for diversification. The owner effectively capitalized on the “cognitive consistency” phenomenon that holds “*what is true for the entity, must be true for the brand*” (Keller, Parameswaran, & Jacob, (2015). Therefore, the visionary owner could effectively adapt to the brand architecture strategy. *Fakruddin* could also strategically conceive and execute brand amplifiers. Publicity in press and media coupled with special events worked as “brand amplifiers.”

It is learned from the interview that Late Fakruddin remained honestly involved with this brand till last breadth of his life. During his old age he visited his kitchen every day. This was an indication of his love for his brain child. He always remained keen to learn about his food quality from the customers, if customers were not happy, he used to get seriously upset and tried to find out causes. These incidents proved his dedication for the brand. He was motivated to create value for his target customers and through this creation he wanted to maintain profitable relationship with the target market. That *Fakruddin* still exists in the market as brand not due to the fact that it enjoyed first mover advantage. It is learned from the in-depth interview that in the 80's there were merely three or four famous cooks (names kept anonymous purposively). Though they were famous names in the category of biriyani in those days of 80s, by now, they all turned insignificant. Another finding from my study is that Mr. Fakruddin started his journey from no-where, a mere security guards at a school, to a famous brand of the capital city. This brand reputation earned him name and fame but not pride. Yet, Mr Fakruddin remained a down to earth personality. He avoided luxury even when he had enough money in his hands. Fakruddin has done brand extension, diversification and opened up new branches within national boundary and outside mainly capitalizing on the market potential of biriyani. Fakruddin is a brand that won over time because of being very focused towards creating value for the customers and always wanted to be a brand to ensure value maximization for his customers.

When there is debate if survivalist micro-enterprises are eligible for graduation, in this case, Fakruddin is an evidence that a once survivalist micro-enterprise not only transformed or graduated into formal sector but also established itself as a strong and long-sustaining brand.

Table II-: Catering menu of Fakruddin Brand

Weeding menu (10 set menus)	Bride and Bride Groom (5 Set menus)	Gaye Holud special (5 Set menus)	Corporate menu (10 Set menus)
Desert (7 Set menus)	Kabab (6 set menus)	Milad/ Snakes Box (5 set menus)	Dag/Patil (6 set menus)
Driver menu Packet (5 Set menus)	Sweets 13 different types		
Source: Catering. (n.d.). Retrieved August 08, 2020, from https://fakruddin.com/product-category/catering/ .			

Table III-: Restaurant of Fakruddin Brand

Local Menu	Local Branches	Franchise
a) Kattchi Biryani b) Kattchi Biryani c) Chicken Biryani d) Beef Tehari e) Chicken Roast f) Shahi Borhani (500ml) g) Shahi Firni h) Jali Kabab i) Chatni Note: Only kitchen produced item name mentioned Measurement are not included. Soft drinks and Mineral water are not mentioned Source: Restaurant Menu. (n.d.). Retrieved August 08, 2020, from https://fakruddin.com/restaurant-menu/	A. Gulshan Branch B. Dhanmondi Branch C. Motijheel Branch D. Baily Road Branch E. Fakruddin Convention center Source Local Branches. (n.d.). Retrieved August 08, 2020, from https://fakruddin.com/local-branches/	A. Singapore Branch Source Franchise. (n.d.). Retrieved August 08, 2020, from https://fakruddin.com/franchise/ Only operational Franchise name is mentioned in table -II, coming soon is not included

4.2 Case B: ‘Haji Nanna Biryani’: A Success Story from a Necessity Entrepreneur

4.2.1 ‘Haji Nanna Biryani’ an old tradition in Biryani

‘*Haji Nanna Biryani*’ is a 44-year-old brand, a household name among the city dwellers of Dhaka Metropolis. The business was named after the founder Mr Haji Nanna Mia. But no more the informal status runs. ‘*Haji Nanna Biryani*’ has successfully transformed into the status of a formal business with her growth ascending from one into seven shops around the city. ‘*Haji Nanna Biryani*’ is a brand, sustaining for more than 40 year in Dhaka, Bangladesh that transformed from informal into formal business. This single case study would attempt to explore how marketing per se branding played role in this process of transformation of ‘*Haji Nanna Biryani*’.

4.2.2 Background: The legacy of chef continues

The debut product from Haji Nanna Mia was Murag Polau that he sold at Mawlavibazar, Old Dhaka, back in the year 1952-53. The starting was very humble, a small shop where the sitting arrangement was merely a floor mat. Mr Nanna would bring the cooked stuff from home, a large bowl of Polau with chicken gravy. Back then, price per plate consisting of polau and chicken roast served with tasty gravy was Tk 2. Yet, with this modest beginning, Mr Nanna could attract elite customers of the Old Dhaka owing to her unique delicacy (<http://hajinannabiryani.com/>)

Haji Nanna Mia, being a son of chef family from last two generations, naturally possessed the “instinct” and “intuitiveness” for food business that compensated for his deficiency in formal education (Bosire & Gamba, 2003).

His debut shop was established in Old Dhaka. Old Dhaka has a distinct culture for *Mughlai* dishes like *biryani* or more specifically Old Dhaka has a branding association for *biryani*. Haji Nanna Mia is a son of soil from Old Dhaka that adds further to the onset of his journey.

Since 1973, down the line in 47 years, now the business is in the hand of the second generation namely Haji Babul Mia, a beloved nephew of the founder.

Haji Md. Babul Mia, his nephew, is the son of Jumman Mia. Md. Ebrahim and Md. Settar, two brothers of Haji Md. Babul Mia help to control all the branches of Haji Nanna Mia Biriya. The family tree of Haji Nanna is given below. Haji Nanna Mia is the son of Md. Iqbal Khan and Ms. Monowara Begum. He has three brothers-Jummon Mia, Chan Mia and another one is unknown. Chan Mia is unmarried and Jummon Mia has four sons and five daughters. Haji Nanna Mia has two sons and one daughter. His sons are not interested in their father's business. They run their own export-import business where they are also successful on their own merits. Now, the business is in the safe hands of two brothers Haji Babu Mia and Mr. Setter.

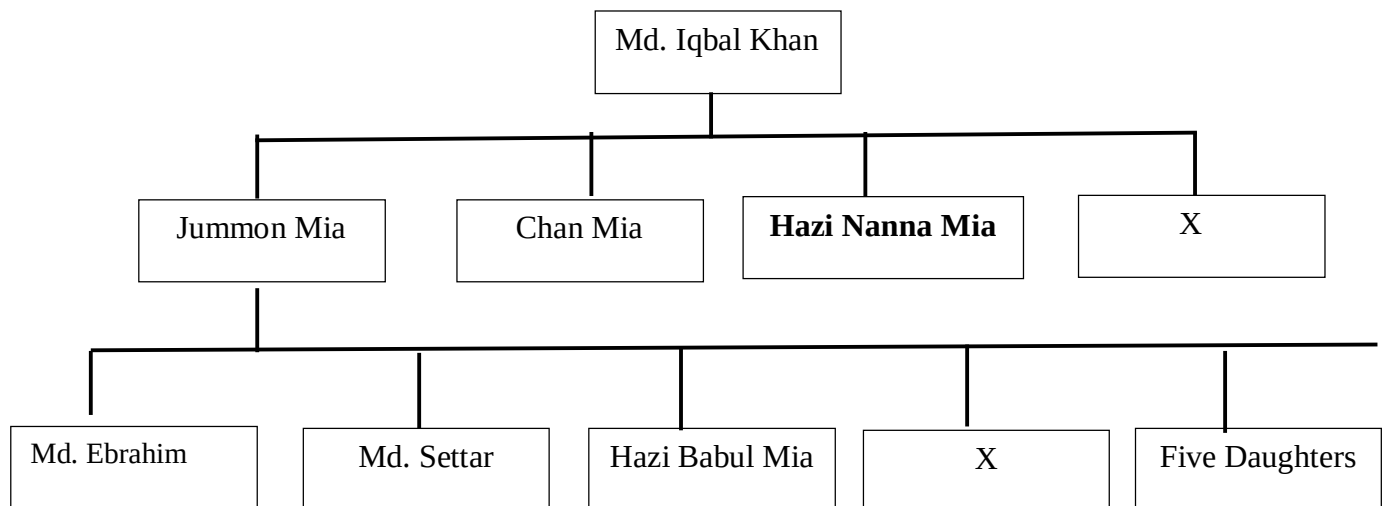


Figure 1: Family Tree haji nanna Mia, Source: Author Construct



Photo: IV

Haji Nanna Mia. The author of the brand Nanna Biriyani. One of the longest surviving brands in biriyani category in Dhaka

Photo credit :Author



Photo: V

Haji Babul Mia: proud Nephew of haji Nanna Mia. Haji Babul Mia now grip this brand to continue mission to customer satisfaction.

Photo credit: Author

4.2.3 Choosing a strategic location: captured the target market

Grandfather of Haji Nanna Mia owned a restaurant in Ali Hosen Khan Road named Ansar Restaurant. Mr Iqbal Khan, father of Nanna Mia also continued it till his death. It was a regular hotel, not specialized in biriyani. After his death no one continued with this hotel business. In 1973-74 Mr. Nanna relocated his shop to Becharam Deuri. Nanna's Murag Polau started selling from this small shop at 42, Becharam Deuri. The place was near the landmark Tara Masjid. Regular business hour started from 7 in the morning and lasted till 11 in the night.(<http://hajinannabiriyani.com/>).

He selected this location because he was born and brought up in Old Dhaka. He had very clear idea about this locality. Not only because of known place Mr. Nanna had a foresight that demand for Biriyanis would increase among the young population and the place, near Tara

mosque, he chose had easy access for his target customers those are students from different academic institutions around this place. Therefore, his business “insight” was in shape to take advantage of placing decision.

4.2.4 Comparative Advantage: An unmatched combo offer of ‘price-quantity-quality’

Haji Nanna Biriyani maintains a low price differential with her competitors. The entrepreneur attempts to increase price of *biriyani* only by taka 10 or so in every 2 to 3 years keeping in mind the purchasing power of the target market. Another factor behind is amount of *biriyani* served per plate. To ensure this consistency *Haji Nanna* would always engage himself in purchasing which is still carried out by his nephew, *Haji Babul Mia*.

Two factors clearly validate the power of this brand. Firstly, the business grew from one to seven, each running in its fullest capacity in the prime locations of Dhaka. The entrepreneur keeps close eyes to the wants and demands of the customers and do respond quickly. He decided to change the main ingredient in *biriyani* from *polao* rice to *basmati* rice in response to customer needs. His management is well trained to serve every customer as per there demand. In the verses of *Mr Babul Mia*- *“We take care if the customer prefers leg piece or breast piece of a chicken.”*

4.2.5 Human Resources of Haji Nanna Biriyani: Takes care of internal customers

The master chef *Mr Nanna* has brought in his nephew *Mr Babul Mia* in to his business. One by one, joined him, his other relatives. They all were not only trained by the founder but also share the same passion and commitment as their mentor.

Haji Nanna Mia offers higher pay package to his staff compared to his competitors. He is very particular about payment on time. He believes in the philosophy that once his staffs are happy that will transmit while they serve to the customers, leading to customer satisfaction.

This philosophy is very much in line with the Druckerian philosophy that emphasizes making internal customers happy in order to make the external customers happy.

4.2.6. Relationship management with supplier

Haji Nanna Mia is very particular in paying his suppliers on time as well. His long standing bond of trust with his suppliers shields him from crisis in the days of supply shortage as he is the preferred choice to his supplier. That relational bond also gives testimony to the quality of ingredients for his biriyani. *Haji Nanna Biriyani* satisfies the central criteria of a brand; i.e. differentiation from the competitors. This case reveals that success achieved through the “insight” of Marketing and Branding can be attributed to transformation from informal into the formal sector.

4.2.7 Conclusion:

Life of *Haji Nanna Biriyani* as a brand extends well over 40 years. This is remarkable achievement indeed. What’s the secret behind this? The onset of Mr. Nanna’s business fell in the category of informal sector as necessity entrepreneur. Literature states that lack of talent and skills is a common hindrance towards growth for the necessity entrepreneurs. But, in my study, ‘Haji Nanna Biriyani’ stands apart. Mr Nanna set out on his mission primarily on his talent of cooking that he acquired from the then famous chef Mr. Peyara.

Literature also reveals that necessity entrepreneurs are not growth oriented as they are not risk taker. I found this to be untrue for Mr Nanna. While Mr. Nanna had a safe choice to join a hotel business from his father and grandfather, he rather started his own business independently capitalizing on his culinary potentials. This particular finding goes in favor of Mr Nanna as an entrepreneur.

At Old Dhaka, the food culture somehow revolves around Biryani, which indicates huge market potentials. From very early on, Mr Nanna, though set as a necessity entrepreneur, in informal sector, he was armored with a blend of culinary skills, confidence and risk taking attitude.

Haji Nanna brand was created through a series of initiatives those fall in the category of entrepreneur marketing; commonly found to be practiced by small firms. Since the very beginning of his entrepreneurial journey Mr. Nanna was found to be committed to create and nurture profitable relationship with target customers and to deliver up to the level of commitment without fail. His chicken biryani still remains a market hit that was created in 1973. He used to engage himself in purchasing the ingredients. He always remained extra cautious regarding size of chicken as he observed customers were sensitive about demanding relatively larger chicken piece. Still, in the second generation of the business, Haji Babul Mia, the nephew of Mr Nanna, is continuing with the same practice is indeed an evidence of commitment.

Mr Nanna always maintained good rapport with key stakeholders; i.e.: with customers, with suppliers and employees. Thus, it proves the entrepreneurial mindset of Mr Nanna which contributed to this brand turn stronger and helped to capture the mind share as well as market share for the brand. *Haji Nanna Biryani*', as a brand creates value for the customers as well as for the enterprise. This value making ensured customers association with the brand that eventually leads to form Nanna's brand equity. *Haji Nanna Biryani*'—a once necessity-driven entrepreneur from informal sector transformed and became a brand stands today as a subject matter of study to the academicians.

Table IV: Branches Haji Nanna Biryani

Haji Nanna Biryani 42 No. Becharam Dewri (Sordar Bhabon)	Haji Nanna Biryani Nazim Uddin Road (Chankharpur Moar)	Haji Nanna Biryani Lalbag (Shahi Masjit Songlogno)	Haji Nanna Biryani Nobabgonj
Haji Nanna Biryani Ma-Vila: (Benaroshi Polli) Mirpur 10	Haji Nanna Biryani Elephant Road	Haji Nanna Biryani Nurunnecha Vila, Section-6, Block- KH, Baundari Road, Mirpur	Haji Nanna Biryani Saver Bus Stand

Source: Haji Nanna Biryani - The Best Biryani in Bangladesh since 1950. (n.d.).
Hajinannabiriyani.com. Retrieved August 13, 2020, from <https://nannabiriyani.com/>

Food Menu

1. Chicken Biryani
2. Kacchi Biryani
3. Chicken Roast
4. Beef Tehari
5. Shahi Morog Polao
6. Beef Biryani
7. Mutton Biryani
8. Tikka Kabab
9. Set menu (three different types)

Note: Only item name mentioned, amount and price are not mentioned. Beverages and add on items are not included

Source: Haji Nanna Biryani - The Best Biryani in Bangladesh since 1950. (n.d.). Haji Nanna Biryani::The Best of Bengal since 1950. Retrieved August 13, 2020, from <https://nannabiriyani.com/place-order.php>

4.3 Case C: Apon Coffee House: A Pioneer in Cold Coffee Category for Middle Class

4.3.1 Apon Coffee House: A Glimpse in Retrospect

The journey of “Apon confectionary” started at 2006 by the owner cum manger Mr.Zia Talukdar at age of 21 years of age with a very little space in a busy corner of cosmopolitan Dhaka at Shahid Baki Road, Khilgaon, Dhaka. There was hardly enough place to work for even two people at that time. Now “Apon Coffee House” has outgrown in size employing 12 employees and 2 shops side by side at Khilgaon, Chowdhury Para, Dhaka. This coffee shop offers now a wide range of product basket comprising more than 40 varieties of coffee drinks and several numbers of snacks at the same time. Starting from scratch now she stands as generic for cold coffee in Dhaka in low price segment.

4.3.2. Apon Coffee House and its root with the founder

Mr. Zia Talukdar, the founder owner of “Apon Coffee House” a man from the very root of hard-core poverty, was born in the district of Barisal. He is the 4th child of his parents among the seven siblings consisting of three brothers and four daughters. Mr. Zia Talukdar had grown up in poverty, set out for Dhaka from his village after completing SSC in 1997. In search of a meagre earning he joined at his cousin’s confectionary shop at a place named Sayedabad where he stayed for 7-8 years. As he gained some experience from there, he moved to *Palki*, a renowned confectionary of Dhaka. He was hungry for learning. Zia learned relentlessly at *Palki* confectionary for 2 years at a stretch from titbits up to baking. 10 years passed by in this learning process. Now, a seed of dream to become an entrepreneur was matured enough to grow further.



Photo VI: Mr Zia the founder of Brand Apon. The most successful cold coffee brand in Dhaka

Photo credit : Author



Photo VII: Mr Zia the founder of Brand Apon. With his brother Mr. Mahtab. This team guide the brand

Photo credit : Author

4.3.3.Apon Coffee House: Capital, Branding and Positioning in a Blend

In the year 2006, the day came when Zia Talukdar set out with his own business with initial menu of burger, sandwich and hot coffee. Cold coffee was introduced in 2010. Interestingly, that was magical yet accidental discovery. One fine morning Zia saw that pasteurized milk got froze. Mr. Zia then crushed the icy milk in a blender and mixed with coffee and sugar. As soon as the chilly cold coffee was prepared by his own secret/ accidental recipe and Mr. Zia served his innovation to the test market *per se* his close friends the product got approval with full heart. It was first sold in a glass mug at a price of taka 25 per mug.

They cold coffee buzz got spread quickly among the young crowd. Rushes were going to increase day by day. He was planning to expand where lack of capital was a serious issue for him. He didn't have enough money to get started with his idea though he was confident of his business skill and customer understanding. All he could manage but only 65 thousand of taka as initial capital. Within this time, he also gathered logistical support and furnished his idea more accurately. Just a week later of this approach, one of his cousins came out to offer loan

to Zia Talukdar. He opened a shop “Apon Coffee House” at the lower floor of his cousin’s house and he rented it for a certain amount of monthly fees.

The name of *Apon Coffee House* stands on this philosophy that coffee will make close people closer and create strong bonding between and among them. This philosophy of the founder did take shape. *Apon Coffee House* enjoyed the advantage of a first mover as back then the local market of Khilgaon did not taste coffee in the neighborhood. It was the time when coffee was more of a sort of up-market product whereas the characteristic of Khilgaon demographics was chiefly dominated by middle income crowd. The positioning strategy for *Apon Coffee House* is “Low priced coffee with great taste”. The combo offers of elegant taste plus affordability that perfectly matched with the wallet share of the middle class was simply unparalleled in Khilgaon locality. That translated into quick cash and Mr. Zia got himself free from loans within just a year.

4.3.4.Apon Coffee House: The Ongoing Journey

Fortune smiled at Mr. Zia. The magical taste of cold coffee along with his blend of honesty and dedication pushed the growth curve further. *Apon Coffee House* got name recognition in the locality. The neighborhood of *Apon Coffee House* consisted of school, college and university. The product offerings were tailored to the target market with varying demographics. A special cold coffee was formulated keeping in mind the taste bud of young kids. While on their way back to home young kids along with their parent would stop by *Apon Coffee House* quite frequently. Every time Mr. Zia would welcome his customers in order to uphold the basic philosophy of this venture. Now the shop would arrange for up to forty seats for the customers in comfortable air-conditioned atmosphere. It was not long after when there were more customers in the shop floor than the number of seats; specially, at the peak hours of business. *Apon Coffee House* stood for a place that customers would perceive

as cozy, buzzing, welcoming for family and friends. While establishing the coffee culture as a pioneer Mr. Zia did never lose his focus from the strategy of cost leadership. The journey of growth was like the 2nd shop was opened in the 6th year of operation, reflecting a quantum leap. By now, *Apon Coffee House* has grown double owning two shops in the close vicinity in Khilgaon capitalizing her brand strength in the locality.

Throughout these days Zia Talukdar operated his business by his own hands and his younger brother cum compatriot, Mahtab Talukdar used to help him since 2009. At the time of establishing the 2nd shop of “Apon Coffee House” in 2012, they started to get objections from neighborhood. The Talukdar brothers responded to the urgency. They decided to transform in to formal or legal status; alongside they shifted to a better location yet within the same locality of Khilgaon so not to lose sight of their loyal customers. As the crowd of customers were growing once again objection arose from the neighborhood. The owners again played with a positive mind set which caused them to shift the shop site altogether four times. Till 2012 Mr. Zia continued his business with confectionary items and cold coffee but gradually cold coffee attracted more customers than his confectionary items. In 2013, he shifted his shop to new location at 394/B Khilgaon and dropped confectionary items from his business and started business only with cold coffee. And thereby they changed the shop name from Apon Confectionary to *Apon Coffee House*.

In 2013, Apon Coffee shop remained closed for 15 days because the local people were disturbed by the gathering of customers for coffee. They believed it was a residential area and gathering of strangers from outside the locality for coffee and staying there for long time would be harmful for residential harmony and might create nuisance. In 2013, Khilgaon area could house as many as five restaurants; by now, this area is home for more than 100 different types of restaurants. After a bi-week closure, Apon shifted location at 381/B. In 2017, Apon launched another branch in the same locality at 382/B Khilgaon.

These ups and downs are a testimony of their market responsiveness with an unbending attitude.

Apon Coffee House: Optimizing Location Advantage

Address	Status
392/B, Khilgaon	First location in 2006
394/B, Khilgaon	Second location, shifted from first location in 2013
381/B	shifted to third location in 2013
382/B Shahid Baki Road, Khilgaon	since 2017 active

4.3.5.Apon Coffee House: Product Portfolio

Table V: Product variation in Coffee and Juice category

Cold starters	Hot starters	Milk shake and lacchi
9 different types	11 different types	12 different items

Source: Author Construct

Table VI: Product list in Coffee/beverages category

Cold starters	Hot starters	Milk shakes and Lacchi
1.Regular Cold coffee 2.Chocolate cold coffee 3.Caramel Chocolate cold coffee 4.Dark chocolate coffee 5.Milk chocolate cold coffee 6. 7.Cappuccino cold coffee 8.Vanilla cold coffee 9.Peanut chocolate coffee 10. Butter scotch coffee	1.Regular hot coffee 2.Chocolate hot coffee 3.Hot Chocolate milk shake 4.Caramel hot chocolate coffee 5.Dark chocolate hot coffee 6.Black coffee 7.Milk chocolate hot coffee Cappuccino hot coffee Cappuccino chocolate hot coffee 8.Latte hot coffee Latte hot chocolate coffee	1.Strawberry Milk shake 2.Oreo milk shake 3.Kaju milk shake 4.Vanilla milk shake 5.Chocolate milk shake 6.Mango milk shake 7.Strawberry Chocolate combo milk shake 8.Shahi lacchi 9.Labang 10. Mango juice 11. Orange juice 12. Papaya juice

Source: Author Construct

Snacks items(Launched in 2019)

Reason for introducing these items is that sometimes customers prefer to consume some light food before drinking coffee. When these snacks were not being available at Apon customers would leave and not show up again for coffee. For this reason, in 2019, Apon introduced the following light snacks items so that they can attract more young customers as well as family customers.

Table VII: Product variation in snacks category

Dosa	Chola batora	Alu parata	Doi Fuska	Raj kachuri	Papri chat
Veelpuri	Jhalfuska	Chotpati	Chicken burger	Chicken sandwich	Chicken package
Chicken fry	French fry				

Source: Author Construct

4.3.6.Apon Coffee House: Operation Management

The point of differentiation is central control of the business by Talukdar family which gives comparative advantage of keeping secrecy. The duo brothers, Mr. Zia and Mr. Mahtab either jointly or single- handedly, operate the business directly. This duo is also in charge of supply chain management. They collect all its coffee beans and other raw materials directly from their specific suppliers. No intermediaries are there to interfere which ensures efficiency in cost and speed. Their personal engagement at every small detail of operation; from procurement till the end i.e. serving to the customers, ensure quality and satisfaction.

The unshaken trust among the brothers along the long way of running Apon Coffee House is a vital capital as believed by the owners.

4.3.7. Apon Coffee House: Vision with Commitment

It is quite surprising that Apon does not use any form of promotion mix. They do not provide any type of discount, buy one get one free, or any type of sales promotion or sponsorship. Mr. Mahtab said that word of mouth communication is the only way to boost up their business.

Because of their strong reputation they have received offers worth of as high as Tk. 50 lac for franchise. Apon Coffee House declined multiple offers by now which proves her commitment towards customers. Not only that, they are rather reluctant to open up any branch yet. They owners are conservative in their way of thinking and planning as it might risk diluting brand image or reputation. To them, maintaining consistency in quality is the central concern. They would expand with no compromise with customer satisfaction. The name Apon Coffee House has become a landmark in the locality. Yet, they plan to expand at two locations in the city; one at Dhanmondi and other one at Uttara area.

4.3.8. Conclusion

Mr. Zia, the founder of the brand Apon, whether he falls in the category of necessity driven or opportunity entrepreneur- is the question in concern. Mr. Zia set out as an entrepreneur in 2006 in his early twenties. Indeed, it was an early start as an entrepreneur. His story of life is the testimony of his hardworking nature, who, migrated from his home district Barisal to Dhaka for a better future and started with a humble beginning with a meager amount of remuneration. Up to this chapter of his life story, it reasonably seems like he falls in the category of necessity entrepreneur. Changing the lens of perspective, it is seen that when he started his brand *Apon*, by that time, he already had a base with 10 years of working and baking experience. Capitalizing on that decade long experience and skills he intended and attempted to explore and expand further as an entrepreneur. There, he fits to be called an opportunity entrepreneur.

No matter what the orientation of Mr. Zia's on entrepreneurship legacy, it is evident that as an entrepreneur he was fortified with the required skill base. It is learned from his story that cold coffee was introduced in 2010 in response to pursuing an immediate opportunity. Not only that Mr Zia did market testing with a small sample of his close network of people in order to

create and ensure value through customer relationship. These two particular incidents; i.e. opportunity utilization and customer involvement in value creation do match with entrepreneurial marketing orientation.

Apon Cold coffee provides two types of benefit to customers: one is quality of the brand that is like functional advantage (related to product, its ingredient, making of the product, serves option, price etc.) and the other one is emblematic advantages (Apon coffee provides expressive attachment to the customer). Academic literatures document that these two benefits sum up to constitute the brand benefit.

For small business entities, reputation is heavily dependent on supply chain. In this case Apon has been able to successfully enhance its reputation through distribution effectiveness. The business supply chain (collecting the ingredients and others materials) is monitored by the entrepreneur himself, Mr Zia and his trustworthy confederate Mr Mahtab (younger brother of Mr Zia) to ensure delivery of the 'promise' to the customers.

Mr Zia, stands as an opportunity entrepreneur, who utilized entrepreneur marketing orientation, achieved growth for this enterprise through creating a successful brand. Through brand, Apon successfully differentiates her positioning from competitors and achieved competitive advantages through customer satisfaction which ultimately gets reflected in the book of growth per se profitability.

4.4 Case-D: A Friendship Venture Got Transformed: A Success Story of Mr. Burger

4.4.1 Family Background of the Core Founder

Md. Safat Saniat, the core founder of *Mr. Burger* was born in Chittagong, a south eastern district of Bangladesh. His father is Mr. S.M. Parvez and mother is Mrs. Rehana Akther. They have two other sons other than him. Mr. Safat grew up in a household with an elder brother named Sifat-Uz-Zaman Morshed and a younger brother named Nafiz Imtiaz Morshed.

Safat's father, Mr. S.M. Parvez had a travel agency and has always been involved in the stock market. He shut down his travel agency due to some issues and currently he earns his livelihood by receiving rent from tenants who live in his six storied building. He also has his own businesses at Taltola, Khilgaon in Dhaka. Mr. Shahjahan is a well-respected figure of Khilgaon and is known by many in that area. Mrs. Rehana Akther is a home maker. She takes good care of her children and spends her day enjoying television and cooking for her beloved family.

Mr Safat's elder brother, Mr. Sifat Uz Zaman Morshed was always a bright student from his early childhood. He completed his O levels and A Levels from the Oxford International School which is situated in Dhaka. After completing his A levels, he left for UK to study in the field of Aeronautical Engineering. For the past few months, he has been living in Bangladesh. But as there are very few job opportunities for Aeronautical engineers in Bangladesh, he plans to apply for work at Dubai and other countries. He completed double masters while studying at UK. Currently, he is a faculty member of Scholastica school, Mirpur. Nafiz Imtiaz Morshed, the younger brother of Mr. Safat, is now studying Bio Technology at North South University, Dhaka.

Mr. Safat started his schooling in English medium at Oxford International School, Dhaka, till class five. His academic performance was weak in that he used to fail in the subjects quite frequently. So, he was switched to Bangla medium due to the hardships he faced when studying in English medium. He repeated class five at Faizur Rahman Ideal Institute, Dhaka after a year gap in studies. Mr. Safat did not do well in Bangla medium as well. Horribly enough, he failed in nine subjects out of a total number of twelve subjects while he was in class nine and obviously, not got promotion to class ten.

From his childhood Mr. Safat used to nurture a different mindset. He was a creative thinker from early on of his academic life. This part was always appreciated by his parents though they were worried about his studies.

Mr. Safat was very good at different sports in school. His networking with senior and junior was very good. He is still connected with his school friends through social networks.

Mr. Safat went to a renowned college, named BAF Shaheen College after SSC. He performed well in sports like his school life. He found two friends from his college life name Mr. Iffat Hossain Onik and Mr. Monir Shimul. However, the initial round of struggles in academics was pretty much over. He could satisfactorily complete his school and high school.

After college Mr. Safat completed his graduation from North South University in Business administration with major in Human Resources Management. Like past academic performance he faced difficulties in his academic life specially computer skills but as a well-connected people he had many friends. He has a plan for further post-graduation from his alma mater.

4.4.2 Mr. Burger: the brain child of 5 ‘stars’

On a Friday of 2014, Mr. Safat, along with four others; namely: Mr. Mashrur Ahmed, Mr. Iffat Hossain Onik, Mr. Saykat Bishashand Mr. Monir Shimul planned to visit the then Riffles Square, now known as Shimanto Square, a top shopping malls in Dhaka. These long standing friends went there to hang out. It was not a regular day-out. The free reigning minds were rather hunting for opportunities to make their livelihood, at the closing of their education from university. The five friends by now have proven themselves through the brand Mr Burger as 5 ‘stars’.

At the beginning, the hidden 5 stars were brewing an ambition, to create an identity with a difference. It was Mr. Mashrur who proposed to all five friends to open up a business in a cart in Khilgaon area. During that time (2014) there was only one food cart in this area. After their initial plan they moved on to arrange for initial capital. Initial investment was Tk. 1, 50,000 (Tk. 1.5 lac) and per head contribution from each friend was taka 30,000. At the very beginning of their entrepreneurship mission, Mr. Safat got endorsement from the local seniors, as he was the ‘son of the soil’ and he had always maintained a very close tie with different people of different age groups. Beside these as he used to go to billiard zones as his favorite pass time, that also favored him connecting with a ready-made customer base. Mr Onik, another partner through his networks looked after the matter to manage law enforcing agencies.

Photo: VIII: The 5 stars behind Mr. Burger



Mr. Safat Saniat



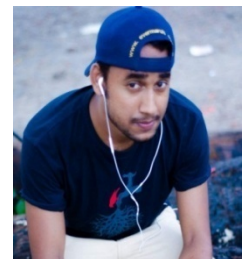
Mr. Iffat Hossain Onik



Mr. Mashrur Ahmed



Mr. Saykat Bishash



Mr. Monir Shimul

Source: Author

The young entrepreneurs were scientific in their approach. After collecting their capital, they wanted to do a market analysis of different food shops. They took out a slice of their budget for this purpose. They explored different food clusters dispersed at various locations that are popular for food. Dhanmondi, Mohammadpur, Uttara and Banani were the places where they tasted food to get an idea about the market. They spent many days just to observe and understand what needed to be done to attract and please customers. This is how they were developing market insights and a bit by bit crafting their dream project. They would go out in the morning, wonder around various food stalls in the city and return home at night. They made their food cart from Farmgate area of Dhaka. It took 15 days to get the cart. Simultaneously, they kept searching for a good chef. They screened their first chef from a range of the chefs at the Rifles Square food court, an established food hub in the city. After the initial round of massive screening through tasting they picked one. Then, they tested the candidate at Onik's residence. Though they were not much convinced yet they thought to give him a try. With 1 day trial, the chef was discontinued. Again their search mission was on for a better chef. They had scheduled a meeting with the second candidate chef in front of a restaurant named Cherry Drops at Khilgaon. He was ecstatic to start the job as he was anonymously selected.

Finally, the day came, on December 1, 2014 when the 5 'hidden stars' launched their business, named *Mr Burger* on a cart at Khilgaon. It was in front of another renowned restaurant named *Bhooter Adda*. This was the first restaurant of this locality. There was already a food cart stationed there. On the very first day, sales hit at 30 burgers by 10 in the night. Joy outpoured as it exceeded their level of expectation. At the initial stage of their business they used burger bun from *Coopers*, a renowned brand of bakery of the city.

4.4.3 Mr. Burger: Product Portfolio

Table-VIII: Product variation in Burger and Sandwich and chicken category

Burger	Sandwich	Chicken items	Platters	Pasta and Chow Mein
10 variations in two segments	3 variations	5 items in two segments	5 variations	4 variations in pasta 2 variations in Chowmein

Note: add ones, drinks and other items are not included

Source: Author Construct

Table IX: Mr. Burger: Detailed Burger menu

Crafted Burgers (3 variations)	Signature Burgers (7 Variations)
Mr Moderate	Mr. Naga
Mr. Regular	Mr. Cheeserom
Mr. Perfect	Mr. Handy Man
	Mr. Meatox
	Mr. Heartbreaker
	Mr. Cowboy
	Mr. Whopper

Note: The unique branding style of burgers is each burger name starts with Mr. This is one of the very creative ways to differentiation.

Source: Author Construct

Table X: Chicken, Sandwich, Chow Mein and Pasta menu

Sandwich	Chicken item	Chow Mein	Pasta
Chicken Sub sandwich	Chicken lollipop	Chicken Chow Mein	Pasta classy chicken Arabiata (Normal/ Oven Baked)
Smoked sub sandwich	Chicken wings	Chef Special Chow Mein	Pasta creamy chicken Mushroom Normal/ Oven Baked)
Smoked chicken sandwich	Chicken fry (2 Pcs)		
	Chicken fry (4 Pcs)		
	Crispy wings		

Source: Author Construct

4.5.4 :Mr. Burger: Location

Table –XI: Mr. Burger: Location of three branches

Branch -I	Branch-II	Branch-III
384/B Khilagaon , Shahid Baki Road ,Taltola, Dhaka	586/c, Shahid Baki road, Malibagchowdhury Para, Khilgaon, Dhaka	House-39/1, Road-2, LilyRin Tower (3rd floor), next to Simanto Square, Dhanmondi

Source: Author Construct



Photo IX: Mr. Burger in Food Cart

Photo credit: Mr. Burger Facebook Page



Photo X: Opening Ceremony Mr. Burger Branch

Photo credit: Mr. Burger Facebook Page



Photo XI: Mr. Burger in Dhanmondi
Photo credit: Mr. Burger Facebook Page

4.4.5 Mr Burger: Facing over Hurdles

A few months later, competition was visibly increasing from a number of other food carts. As the business was gaining momentum, crowds were gathering circling around the food cart, the policemen objected as the business entity was informal. Days were passing amid all these daily obstacles.

The 5 stars were committed unitedly to quality. They also did not lose focus from hygiene and price for their burgers. The well-crafted strategy along with action did pay off. The second branch of Mr Burger was launched shortly.



Photo: XII: First product list of Mr. Burger [when was in food cart]

Source: Mr. Burger Facebook Page

4.4.6 Conclusion

This is indeed one of the best entrepreneurial success stories in small business segment. There are many reasons that made me think in this way. This is a success story of a team of five creative young individuals that I would love to name them as '5 stars'. When partnership is rare to continue this team of five has been continuing with success since 2014. Six years may not be very long duration but expansion of business from cart to three branches in a niche category (Burger) is indeed remarkable and indeed claims the label of success.

Mr. Burger is a motivating success story to demonstrate the power of a brand. The '5 stars' when thought to start a business, there thought was not a new one; but their choice of place and menu were innovative, indeed. Innovative in a sense they chose this place strategically where there was no food cart and only a few restaurants; i.e. at Khilgaon area. The only positive side of this place is that this place is known to them. They were 'son of the soil' as

far as *Khilgaon* was concerned that ensured a detailed knowledge on market. Place is one of the important elements in Marketing mix.

In 2014, with initial hit of only 30 burgers sale on day one, they considered it as a success. In 6 years, down the line, now *Mr. Burger* own three branches in two food hubs of the city. This is a testimony of passion, indeed.

From this case, it is learned that their way to approach business was strategic and scientific as well. They roamed around the food shops across the city, tasted food, experienced and experimented. Not only that, they tasted food first of all with their chef at home proving their focus. These activities are very similar to the steps taken in the new product development; like: idea screening, concept development and product development.

The success formula can be cracked down into four factors; these are quality, service, hygiene and price. Still they hold firmly with these four point mantra of success. Now *Khilgaon* is a place of more than 100 food shops and one of the most known hangout places for food lovers. *Mr. Burger* is still continuing with her strong presence despite the rising pressure of competition. When journey started no one was there but they attracted customers; now when there are many competitors, still they can go on with appropriate market segment and targeting.

They started their journey in the informal sector. They faced problems, but they never gave up or withdrew. The unity of '5 stars' never came to a halt. They continue this journey through transition from informal in to formal sector which is indeed powered by customer driven marketing strategy.

Mr. Burger creates perceived differences in the mind of the target customers through unique way of branding. For example: each burger menu starts with the prefix *Mr.* That led to a base

of loyal customers. Customers per se the cash flow, in return, contributed to boost up the confidence of the '5 stars' to transform. The power of brand of Mr. Burger led to the expansion and made it less vulnerable to competition.

Mr. Burger is well connected with her target customers through social media. This connectivity boosts further customers' confidence to make them believe that they own the brand. The '5 stars' namely: Mr. Safat, Mr. Mashrur Ahmed, Mr. Iffat Hossain Onik, Mr. Saykat Bishash and Mr. Monir Shimul, never resorted to any shortcuts to build this brand *Mr. Burger*.

4.5 Case-E Mama Piaju: A Pioneer in Piaju Category Got Transformed

4.5.1 Mama Piaju: First Round of Hardship

Since 1998 *Mama Piaju* exists as a formal business with her bold presence at the city hub, Baily Road. That once existed on a mobile cart roaming freely without identity and amidst a lot of struggles dreaming for an identity.

Mr Md. Abdul Latif, the founder, now at 74 with a decent peaceful life, living in a comforting apartment house at Baily Road, had had a very difficulty start. He is the second son of his parents out of a total of nine; consisting of five daughters and four sons. His father had to struggle to meet both ends owing to his small earning from a small business in the village.

Before the Liberation War of 1971 Abdul Latif came to Shahbaag, Dhaka, holding the caring hands of his elder brother in search of fortune. His earliest job was as a helper in a hotel named *Sokal Sondha*. That place offered him a fertile ground for learning. There from he learned the tit-bits of cooking which would prepare him for his future venture; *Mama Piaju*.

However, the journey was not smooth; rather there were upheavals on the way. He tried out other options for survival. Once he got a petty job in a library situated at Gulistan, beside the Golap Shah Majar named Mohanogor Library during the Ershad regime. Alongside he ventured into a tea shop partnering with his nephew in the Baily Road beside a renowned bookstore of Dhaka known as *Sagor Publishers* his. The tea shop also offered snack menu. The early menu included only four items; namely: *piaju*, *pakora*, *beguni* and *chop*.

Mr Md. Abdul Latif turned the wheel of his business along with his fortune through a combination of ‘spices’ i.e. hard work, will power, passion and simplicity. His struggle on the streets with informal status continued for almost a decade.

4.5.2 Mama Piaju: Evolving through Transformation

Though Mr Abdul Latif launched four products *piaju* became the namesake one of them. *Piaju* is a traditional snack item of Bangladesh. It is crispy, deep oil fried and consists of simple ingredients; like: lentils, onion and spices. This menu is very common and popular in Bangladesh, specially, in the month of Ramadan. The wow factor in his product *piaju* is the quality of onion i.e.; only the onions of Bangladeshi origin qualify as ingredient and the proportion of onion is kept half. Back then, each of the four menu; i.e. *piaju*, *pakora*, *begunior chop*, would sell at 0.50 taka each.

Baily Road at early 1990s looked a-way more different than it looks now. This place was a center of attraction among the stage-drama lovers of the city with the single most theatre. With the bookstore in the vicinity this place earned a distinction with taste for art in the minds of the city dwellers. Mr Abdul Latif was selling tea and snacks to the crowd consisting of art lovers among other commoners; like the inhabitants of Baily Road, students of neighboring Viqarunnisa Noon School, Siddheswari School and College. The art and book lovers naturally composed of sophisticated elite group of the city. For instance, Humayun Faridee, a respected celebrity in the field of drama was a die-hard fan of his tea and *piaju*. So eventually the crowd of customers would make up of people from different upper positions irrespective of, government or private sector along with their family members. His cooking skill started showing early signs of success. Most of the days he would experience over-full demand with almost no unsold products left. Along with cooking skill he was gifted with natural human skill. He attracted a flock of repeat customers. They fondly would address him as *Mama*. Everyday success continued to add on a bit by bit, boosting his confidence and happiness that worked as an opening stock for the very next morning.

As he kept experiencing over-full demand days together and facing trouble to handle a large demand that he fell short of catering to there appeared the tipping point at 1998 when the *Mama Piaju* shoot off as a formal business entity.



Photo:-XIII: Mr Latif the owner of Brand with author
Source: Author

Mr Latif's initial capital for transforming the business was confidence. Then he managed the financial capital by selling a land property that he inherited. This small shop would offer some sitting arrangement for about ten to twelve people at a time. The shop now owns some fixed asset for operation; like; furniture, refrigerator, cooking materials, a gas stove, a food case; etc. The entire process of cooking from mixing to frying is live.



Photo: XIV: Brand Shop Mama Piaju, Source: Author

Product portfolio Mama Piaju

Piaju

Beguine

Chop(Potato /Egg)

Chicken ball

Pakora

Singra(Liver/vegetables)

Samocha(Chicken/Vegetables)

Roll(Vegetables)

Jali Kabab

French Fry

Full Copy

Chicken pantharas

4.5.3 Mama Piaju: What's there in a Name?

A regular day in front of the tea stall would be like where the owner Mr Md Abdul Latif and his nephew would be busy like bee in serving tea and snacks to Humayun Faridee, and the like ones and to their fans after a typical show break. Then the crowd would be just ready to embrace a sip of tea with full heart with the excitement and joy released in their hearts out of watching the drama with family and friend. As his nephew would call Mr Latif as “Mama” the term caught on fire in the minds of the delighted customers. Quickly enough he became fondly known as “Mama”. His natural business instinct suggested him to name his business “*Mama Piaju*”

4.5.4 Mama Piaju: The Competitive Scenario

Baily Road at 1980s looked all different than from now. There was only one fast food shop named Swiss, one confectionary named Capital Confectionary surrounding the theatre. With the turn of 21st century Baily Road has taken up an all new make-over. This is now a satellite city with everything from super mall to boutiques to restaurants of all varieties with the heritage of theatre intact at the hub. The restaurant market at Baily Road looks vibrant with presence of Indian to Chinese to Thai or even to the traditional Bangladeshi cuisines. *Mama Piaju* stands out in the market and yet does not face any direct competition. There have been few attempts on and off in last couple of years to copy the name of *Mama Piaju*. But those copy-cats got extinct out in a brief period of time.

4.5.5 Conclusion

Mama Piaju has grown not only in physical capacity but also in the length of menu. To come up to today's a dozen plus menu. Mr Latif applied trial and error method keeping in the changing pattern of customers' wants and demands. Initially he introduced fresh juice item alongside his regular signature menu. The fresh juice was a failure since the demand for fresh juice suffered from seasonality. Mr Latif decided to offload fresh juice from his menu card. He rather added on other snack item; like: French fries, *egg chop*, *singara*, *samucha*, *Jali Kebabs*, *chicken onthun*, *chicken ball*. By 2002, the menu card looked like this. Hand in hand was increased number of employees up to 6.

Mr Md. Abdul Latif has successfully graduated himself out of poverty. Though he was deprived of right to education all of his five children are university graduates by now. He is no more on the streets under the open sky. His family now lives in a respectable housing at Baily Road.

His reputation remains unscratched. His customers remain hard core loyal as they never felt deceived by the consistent taste of his products. Mr Md. Abdul Latif remained utmost cautious about maintaining hygiene about cooking. He would never let health related complaints grow. He would also not let customers complain about charging unfair price having a simplistic understanding about 'wallet share' of the customers for an evening snack. Still in today's market context 0.5 taka for each *Piaju* would be beyond dream. Now the price of each *piaju*, *pakora*, *beguni* and *chop* stands at Taka four. He rather believed in the long-term sustainability over quick, short-term returns.

His persistence did pay off dividends. *Mama Piaju* has been featured in numerous articles in national newspapers and also in TV channels as one of the place of choice by the foodies. Mr Md. Abdul Latif feels pride on this height of achievement. To many of the loyal customers

this place offers an ambience of chatting with old friends. In the early years of 21st century *Mama Piaju* would attract crowd from far-flung areas of Dhaka city; like: Uttara, Dhanmondi, or Gulshan. But, no more for today, owing to the growing city traffic.

Now, Mr Md. Abdul Latif, at mid-60s, has mostly handed over the business to his own son. *Mama Piaju* is in the safe hands of the second generation who is being trained hands-on by the founder himself. Mr Md. Abdul Latif shares with content that at times the NRBs while visiting homeland pay visit to *Mama Piaju* as well as a gesture of commemorating old days. He recalls few highlights from the archive of his memory. While many a time he got noticed and treated respectfully from valued customers in unexpected places, he felt rewarded. Now, *Mama Piaju*, at the cross-road of her 20th year, does not appear upbeat about the future prospect. Changing patterns of customers' taste, tough competition and less flow of customers from far-flung areas due to traffic congestion- are all turning profitability low day by day. Over-dependence on manual process is another limiting factor for further growth. Quick turnover of chefs even adds further to the problem.

Chapter-5

Findings from the cases

5.0 Introduction:

The five cases I presented here are all successful entrepreneurs who share some commonness. Each of the cases in my thesis is small business. They all had started by the respective owner who would monitor their business solely since the time of inception. I intend to explain in this chapter how brands are built and then retained and how they have contributed to growth and sustenance. The focus of this research is transformation of informal food business into formal through use of branding. In the literature review chapter, I discussed on various topics; such as: the driving forces of informal enterprises and growth, benefits of branding, branding in small business and showed the gap prevailing in between formalization and use of branding per se.

Business enterprises, in any form either survival or growth-oriented, indeed, want to stay long in the business. This staying must be concomitant in dynamic form that means staying with growth as no business can survive without growth. The cases I presented here are the ones that remained as informal small food business when they started and later on they transformed into the formal sector. Growth is found to be the prerequisite for transformation, and in this research I portrayed that growth is achieved through branding.

The literature in the segment of small business growth has been scanty. The primary reasons behind this may vary from division in its approaches to limits on its clarifying power; to lack of generalizability. Moreover, the diverse nature of small business activities and its external context leaves this field of business further uncertain and complex. Management research has long been in struggle to classify and generalize small business segment (Demartino et al., 2015 & Davidsson, et al., 2005).

Sexton ,1997 as cited in Davidsson, et al., 2005, calls growth as “the very essence of entrepreneurship”. A cluster of scholars sets sales growth as the criterion for distinguishing the entrepreneurial firms from the non-entrepreneurial ones (Birch 1987; McDougall and Covin, Robinson & Herron, 1994 as cited in Davidsson, et al., 2005). The next I want to mention from the literature of branding that how brand plays a key role as the means of growth.

Keller, Parameswaran, & Jacob, (2015), contend that brands offer important benefits to both consumers and firms. A brand is something that resides in the minds of consumers. A brand, in one hand is a perceptual entity while on the other exists in the reality. A brand reflects the perceptions and even more the characteristics of the consumers. Branding influences the consumers to organize their knowledge about products and services in a way that augments their decision making and, thus, delivers return to the firm. The vital essence to branding is that consumers be able to distinguish among brands in a product category.

The entrepreneurs of my chosen 5 cases, namely: Mr Fakruddin, Haji Nanna Mia, Mr. Zia Talukdar, Mr. Safat along with four friends and Mr. Abdul Latif, were the owner cum managers of their business. All of these businesses did achieve growth through the power of branding and in order to keep on they entered in to the formal sector. Out of the 5 cases discussed here 2 are named after the name of the owners. They are Fakruddin Biriyani after the name of the owner Mr Fakruddin and Nanna Biriyani after the name of the owner Haji Nanna Mia. The other three cases are, Apon Coffee, Mr. Burger and Mama Piaju. Whether named after the owner or not, these brands do share some commonness. They all create positive attitude among the target customers and thus generate positive brand response and in return, influence customers to purchase. This phenomenon is related to the trustworthiness which is reported as “authenticity of a brand” by Grant ,1999(as cited in Eggers et al., 2013).

Beverland & Farrelly (2010), claims this phenomenon of trustworthiness as the benchmark, where authentic brands are “worthy of acceptance, authoritative, trustworthy, not imaginary, false or imitation, conforming to an original”

Consumers usually perceive different types of risk in buying products as far as satisfaction or value of their money is concerned. A well-known brand shields customer from the assumed risk, specially, when customers have had previous favorable experience with the brand. Thus, brands can serve as a risk-handling tool. Brands connote unique, personal meanings to the minds of consumers that simplify their day-to-day activities and thus enhance their lives. With the pressure of globalization as consumers' lives become more time pressed, the power of a brand to simplify decision making and reduce risk is indeed indispensable (Keller, Parameswaran, & Jacob, 2015). In my thesis, I do attempt to explore the conjecture of the role of branding as a catalyst of growth leading to transformation from informal to formal sector in the category of street food.

5.1 Brand distinctiveness and competitive advantages

All of these discussed five brands' owners are very much focused to establish brand uniqueness. Mr. Fakruddin did always actively seek customers' feedback. He did always value customers' opinion and did incorporate them into his business plans as a means to the end, i.e. customer satisfaction. Initially his business operated in B2B segment. He got himself personally engaged in cooking and delivering. During that time mostly he catered to family get together or wedding ceremonies. Brand value, trustworthiness and customer satisfaction are three key goals that Mr. Fakruddin was passionate about from the very early on of his business.

Haji Nanna Mia was a very hard-working man. He used to procure all the raw materials by himself. *Thathari Bazaar* was the place of his choice when it comes to collecting ingredients. The key retail brand from the house of Haji Nanna is chicken biryani. He was thoroughly aware of the customer expectation about the size of chicken piece in biryani. In order to keep it consistent he got himself involved in purchase. This dedication plus commitment to consistency still continues through his second generation by Haji Babul Mia. Haji Nanna Mia was able to establish a brand through focusing on ingredient and taste that still stands firmly in the marketplace.

Mr. Zia Talukdar's supply chain is fully controlled by his family members in order to ensure consistency of taste in coffee. Mr. Zia was always focused on procuring the best when it comes to coffee or other additives.

In Mr. Burger (Mr. Safat, Mr. Onik, Mr. Mashur, Mr. Bishash, Mr. Shimul)- the owner cum managers have the right mix of know-how of making their products as they learned gradually. It was really surprising that when they opened their first shop on road side food cart even then they used to procure from the top brand of bun for their burger. Back then, the total number of customers they served was very limited; yet their vision was clear, and ambition was high. During those days amidst uncertainty of future they were certain about their honesty in giving best product.

Mr. Abdul Latif was actively involved in his daily purchasing to run his shop. Mr. Abdul Latif always claims that his *piaju* means sufficient onion. He never compromised with this agenda. According to him sufficient quantity of onion- is the key factor to ensure taste as far as piaju is concerned.

“Customer-based brand equity occurs when the consumer has a high level of awareness and familiarity with the brand and holds some strong, favorable, and unique brand associations in memory.”(Keller, Parameswaran, & Jacob, (2015). All these five brands wanted to hold firmly with their business through the means of brands. All these discussed brands in my thesis successfully created customer-based brand equity through target customer awareness and uniqueness. This was achieved because it seems to me that they wanted to target growth through brand loyal customers.

All these discussed brands have been in operation over a long period of time from 1966 to 2014 (Fakruddin since 1966, Haji Nanna since 1973, Apon Cofee since 2006 and Mr Burger since 2014, Mama Piaju since 1998) .The owners’ background varied widely as well from the state of dire economic hardship to affluent young graduates. But I found onesingle factor to be common in all the cases. The owners never slipped even a step from their commitment to offer customer satisfaction, never moved away from the point of delivering value to the customers. Their growth is achieved through branding. In this connection, I would like to stress that social and local administrative support can helpgrowth, but it is possible only when it is fueled by the passion of the owner of the business. Motivation for transformation is only possible through growth satisfaction of the business owner and this satisfaction is definitely possible through branding. Brand not only creates differentiation, but also creates a happy mind. Happiness is the cornerstonefor advancement of life.

5.2 Place the de factor of establish Brand

In my research, the five cases presented, place has a vital as well as pivotal role to business acceptance. Mr Fakruddin, Haji Nanna ,Apon Coffee(Mr Zia), Mr Burger (Mr. Safat, Mr. Onik, Mr. Mashur, Mr. Bishash, Mr. Shimul), Mama Piaju (Abdil Latif) all expands there business but all they kept their starting place as well . This place phenomena also I noticed in

Kolkata (India) , where I noticed from you tube and net that famous street food vendors like Dilipda's phuchkas in Vivekananda Market same place for the 35 years (<https://ishitaunblogged.com/2012/07/13/phuchkas-in-vivekananda-park-world-famous-in-kolkata/>), Anamika Roll Center near Triangular Park since 1990, Hot Kathi Roll at Park Street since 1984, Kalika Mukhorochak at Surya Sen Streetsince 1965 are examples are few.

5.3 Knowledge about product

In all the five cases we seen that owner are equipped with required cooking skills. From literature it is stated that lack of skills is one of the reasons of failure for necessity entrepreneur. I find from my study that all these four and one joint businesses have enough and required skills to cook their food products.

Mr Fakruddin started his chef career by making school tiffin for the schoolgirls. His cooking perfection and quality of cooking was rewarded through 200 square feet kitchen offered by the then principal of the school. Mr. Fakruddin then expanded his products to biriyani items which was then consumed mostly by that school teachers and students . Mr. Fakruddin was one of the pioneers to introduce this Mughal dish to Dhaka. The Mughal dish this time conquered over the hearts of the school principal and her friends.

Haji Nanna Mia first started his journey in 1973.Haji Nanna Mia established his own restaurant 'Haji Nanna Biriyan' at Becharam dewri, Old Dhaka. Before opening his business, Haji Nanna Mia learned cook from then famous cook Mr. Peyera.

Mr Zia before started his business, he had hands-on experience in confectionary as an employee. Mr. Zia. Was an dedicated learner and learned many secrets of cooking while he was working in the confectionary. Before getting on to his own business he had 10 years of learning experience. Later on, he moved to coffee business, but his starting business was with confectionary.

Mr. Burger (Mr. Safat, Mr. Onik, Mr. Mashur, Mr. Bishash, Mr. Shimul) is a venture project of five friends. They started the business early on as chef with a very clear knowledge about the ingredients needed to make burgers. They used to procure buns for burgers from the very beginning from a reliable top brand of the city. Gradually, their learning process evolved in tune with the target market.

Mr Latif had an earlier job as a helper in a hotel named *Sokal Sondha*. That place offered him a fertile ground for learning. There from he learned the titbits of cooking which would prepare him for his future venture.

5.4 Creativity in Business

The five cases I presented in this paper are unique example of innovation. This innovation is linked with customer satisfaction. The creativity and innovation I learned from these five cases are another characteristics I noticed among these entrepreneurs.

Mr Fakruddin: When he introduced kacchi (dumm) biriyani this was a true example of innovation.

Haji Nanna Mia's biriyani was oriented towards his idea he had learned from the very early of his career. In Moulovibazaar kacha bazaar he sold biriyani only for two to two and half hours' time in the morning. Based on the experience he gained he opened his own Biriyani shop at old Dhaka in 1976-77.

Mr Zia (Apon Coffee) introduced cold coffee in a very innovative way. One fine morning Zia saw that pasteurized milk got froze. Mr. Zia then crushed the icy milk in a blender and mixed with coffee and sugar. As soon as the chilly cold coffee was prepared by his own secret/ accidental recipe and Mr. Zia served his innovation to the test market *per se* his close friends the product got approval with full heart. It was first sold in a glass mug at a price of taka 25 per mug.

Mr.Safat, Mr. Onik, Mr. Mashur, Mr. Bishash, Mr. Shimul from Mr. Burger started burger branding by selling it on a food cart. During that time food cart concept was almost new for a product like burger.

Mr Latif 's Mama Piaju innovation was his piaju. The wow factor in his product piaju is the quality of onion i.e.; only the onions of Bangladeshi origin qualify as ingredient and the ration of onion is kept half.

5.5 World of Mouth Communications

Mr Fakruddin brand acceptability started through the word-of-mouth communication among the then school students and teachers. When Mr Fakruddin started his signature dish kacchi (dumm) biriyani that was also accepted among the school crowd, it established the customer base through word-of-mouth communication. Later this brand was expanded through networking. During that time at Dhaka city, there were two of the most renowned community centers; namely Officer's Club and Ladies Club, nearby that school locality. Fakruddin started getting calls from these community centers as the master chef because of his networking established through the school.

Haji Nanna opened his first hotel in the old Dhaka. He is a son of soil there where his earlier generation of father and even grandfather used to run hotel business. So, he had grip on the local market. His branding started through the networking of local communities.

Mr Zia (Apon Cofee), at first did his job at Palki confectionary. When he decided to enter into the business he chose the same area, because he had by that time, gained a hands on knowledge on that local market. So that choice of location leveraged him with networking and word of mouth promotion. Since 2006 till now Mr. Zia has been operating his business in the very same location; namely: Khilgaon. Hence, my findings go in line with the literature.

Mr. Safat, Mr. Onik, Mr. Mashur, Mr. Bishash, Mr. Shimul from Mr. Burger followed the same concept of word of mouth. Mr Safat took approval from his seniors to open there food cart at Khilgaon because he grew up in this area and he had very close ties with different people of different groups.

Mr Latif (Mama Piaju) when opened his shop at Baily road, during that time this location was one of the most crowded places after evening due to the fact that at Baily road there were two theatres and few elite book shops. So, a group of cultural minds would gather at the Baily road for hanging around after evening. Mama Piaju, back then was the only shop that would offer snack item. So, this brand got a very quick acceptance among this group through the first mover placement plus word of mouth communication.

5.6 Branding the Business

All the cases are presented here are using branding through using name as a brand element. Through name establishment these cases tried to differentiate them from their competitors. Mr Fakruddin and Haji Nanna used their own name to establish the brand and other three used adjective to their brand name (Mr Zia in Apon Cofee, Mr.Safat, Mr. Onik, Mr. Mashur, Mr. Bishash, Mr. Shimul in Mr. Burger, Mr Latif in Mama Piaju are the cases where brand is different from the name of the owner. But all these five cases started journey from their very known places because they wanted to be connected to their known customer base.

Mr Fakruddin did actively participated in cooking even after brand was established only in order to ensure the promised quality. Haji Nanna purchased chicken by his own to ensure the size of the chicken must match as he promised. His nephew Babul mia is still following this practice. Mr Zia maintains the supply chain by his own people. He never compromises with the quality of ingredients to make coffee. Mr.Safat, Mr. Onik, Mr. Mashur, Mr. Bishash, Mr. Shimul(Mr. Burger), from day one they used to procure the best bun in the town to make

burgers. So, they are focused to the customers' need and worked to deliver up the promise. Through these insights as it is obtained it can be inferred that for these five owner-managers maintaining customer relationship with brand in the core was their prime concern. Mr. Latif still maintained the ration of onion in Piaju. Till today, there is no direct competitor of this *Mama Piaju* though in Baily road there is a lot of other producers of snack items.

My research revealed that implementing their own personal and unique brand of knowledge, skills and relationship building, some owner-managers have developed a highly effective form of marketing that cannot be easily imitated. They have become the "face" of the business, which distinguishes them from others.

Mr Fakruddin and Haji Nanna are the faces of their own business. People say not Kacchi, or chicken Biriany rather they said Fakruddin Kacchi, Nanna's Cjickenbiriany. Apon coffee is the market leader in the cold coffee segment in the local market where the Apon coffee has become a landmark. Mr Burger is another landmark in their respective locality. Mama piaju is the brand name in case of Piaju.

Branding has the power to build customer loyalty which gives security in times of economic turndown. Small businesses are using a wide array of branding tricks; some of them are so creative that they may supersede the conventional branding manuals.

Chapter-6

Conclusion

6.0 Introduction

This research paper has three distinct parts; namely: informal food business, their issue of transformation from informal to formal sector and the role of branding in the process of transformation. Apparently, it may appear difficult to connect between and among the three distinct dots. The objective of my thesis is to connect the dots through the five cases. Here, in this conclusion part my argument would answer the research questions that I set forth earlier in the introduction chapter.

6.1. Why Branding is chosen as a tool of Transformation?

Branding is one of the core marketing practices that highlights the permanence and connectedness of the firm with respect to its external environment of which customers are the key constituents. It is branding through which firms of any size can generate, cultivate and create the market-based assets. It is this market-based asset through which firms can nurture perceived brand value and consumer brand equity, which itself converts into profitability. Branding is the ultimate “identity” of the business. Branding is the process through which the stakeholders connect “emotionally” to the business. Branding is also regarded as the focusing tool. A brand focuses on a few core values targeted at the key customers. Brand’s primary job is to attract customers, to help simplify the customers’ decision making thus reducing complexity in their busy schedule and to lower risk as they stand for trust.

I conclude after analyzing these five cases that brand concept can be successfully applied to any business not only for the purpose of survival but also for the purpose of growth. I also come to the point that growth in business is the main motivation behind transformation from

informal into the formal sector. No other factor than brand can play a vital role for the growth.

6.2 The cases and their specialty as Brand

The five cases presented in this thesis are from different food categories. They are both from survivalist and opportunity-based food entrepreneurs. They are chosen from a wide range of time frame (Fakruddin since 1966, Haji Nanna since 1973, Apon Coffee since 2006 and Mr Burger since 2014 and Mama Piaju since 1998).

The interpretivist cases are:

- A. Fakruddin Biriyani
- B. Haji Nanna Biriyani
- C. Apon Coffee
- D. Mr. Burger
- E. Mama Piaju

These five successful food entrepreneurs are - Late Fakruddin, Late Haji Nanna, Mr. Zia Talukdar (Apon Coffee), Mr. Safat Saniat, Mr. Iffat Hossain Onik, Mr. Mashrur Ahmed, Mr. Saykat Bishash and Mr. Monir Shimul (Mr. Burger) and Abdul Latif (Mama Piaju).

I find some unique commonness among these presented cases that is achieving customer satisfaction through value creation. From this study, I also revealed some unique branding concept. For instance, the founder Late Fakruddin was always proactive on gathering customer feedback that practice has still been prevailing in this brand till the third generation. Haji Nanna focuses on the ingredient. Apon coffee is uncompromising with her integrity of supply chain. Mr Burger never compromises with taste. Mama Piaju never shifts her focus from consistent quality of raw materials.

Late Fakruddin started his business as a source of extra income and initially with no investments. The school principal granted *Fakruddin* 200 square feet space at free of cost in the school premises to run a canteen where he would prepare snacks for the students and teachers as well. Fakruddin now stands as a well-known brand continuing for three generations. Fakruddin started with snacks and then extended her offering into biriyani.

Late Nanna always used to engage himself in the purchasing of the ingredients. He always remained extra cautious regarding size of chicken as he observed customers were sensitive about demanding relatively larger chicken piece. This tradition is still practiced by his nephew Mr. Babul Mia who now runs this brand.

The success story of Apon is built on two particular incidents; one is opportunity utilization and other one is customer involvement in value creation. This particular phenomenon matches with the concept of entrepreneurial marketing orientation. Apon has been able to successfully enhance her reputation through distribution effectiveness.

Mr. Burger had a humble beginning selling only 30 burgers. The success formula can be cracked down into four factors; these are quality, service, hygiene and price. Still they hold firmly with this four-point mantra of success.

Mama Piaju is a brand of consistency. This brand still holds the market reputation at the same height by ensuring the right proportion of raw materials.

A group of scholars have reached to a consensus that formalization for the small firms is connected with several factors such as: employment generation, length of survival of business, or profit. While other scholars have rather recommended a set of official procedural simplification (for example: easy to get licensee, easy to pay taxes, rationalize administrative procedures, etc.) for transformation. Business enterprises irrespective of survival or growth

oriented always dream for growth. Absence of growth in small business is almost equivalent to withdrawal from the business. From the real-life scenario of my thesis, I explored that all informal business food entrepreneurs want to hold on to business from the same place. Place is the determining factor for growth to them; but not for transformation. All food entrepreneurs stick to the same place as they believe to capitalize on the known customer base which serves as a source of confidence to survive.

This research is trying to bridge the equation of growth and customer with transformation through branding. When customer is considered then comes along with it a set of variables; for instances: target customers, creation of value, differentiation, trustworthiness, minimization of risk, to name a few. All these terminologies are found in the dictionary of branding. In a nutshell, any informal food entrepreneur who wants to continue her business from a constant location with a view to growth, yet on top of it is applied the concept of branding boosts up not only growth but also stimulates the process of transformation in to formal sector. Customer based brand equity ensures familiarity and awareness among the target customers. All the presented interpretivist cases are successfully transformed through the creation of customers based brand equity. All these presented cases are successful brand through which they got transformed into formal sector along with all logical extension of branding; such as: employment generation, profit and survival. All these brands are indeed customer-focused where creating value for the target customer is their main objective. Continuous improvement is the process of survival which is achieved through branding. Branding extends not only the customer base but also the product portfolio and gives strong foothold to survive against the face of competition.

My point of argument is that customer focused business means brand building business. Brand is the most determinant denominator for growth. There is no other factor more prevailing than branding for growth. Therefore, brand building businesses turn into growth-

oriented businesses and these businesses are continuing their longevity through transformation into formal sector.

6.3 Blending theory with reality: Branding for Transformation

This is a case study research. It is known from the literature that in qualitative analysis, generalization is not possible from both epistemological and ontological points of view. So, by substituting qualitative research on generalizability, transferability is rather emphasized. To develop or portray any generalized findings is not the objective of this research. The research question of this thesis is to know how brand concepts apply for transformation and how brands create value for this informal food business. Transformation from informal sector into formal sector is the call from the policy makers and authority. But administrative simplification of registration procedure is not a guarantee for success per se growth. There are many evidences where formal food businesses are sold because of failure to run in a profitable manner. On the other hand, there are ample examples where many informal food businesses successfully continue without any formal registration. That means formalization is neither binding to success and nor continuation without registration means closure. Then the dilemma is to stay in business without registration or to extend through formalization.

I learn from these five cases that the owner cum managers of these five cases are completely aware of the product. They are not only aware, but also creative in designing new offerings for the customers. This know-how of own business act as an important factor of efficiency, profitability and connect the dots between internal and external environment. This phenomenon of business know-how matches very much with the theory of branding.

Due to creating value for the target customers, marketing cost turns less; word of mouth communication is the medium to air the business success among diversified segment of

customers of diverse location and different segments which helped these brands to open up new branches and expand product portfolio.

In this dilemma of transformation, the role of branding comes in to play. All these brands consider customers as the focal point of their business which is linked with the theory of branding that brand is a marketing tool that connects the firm with the customer, with a belief that customers are important citizens for any business.

6.4 Conclusion:

Conducting business within the regulatory premises is always advised. Transformation into formal sector is a pathway to enter into the legalized world of business. This formal sector entitles the entrepreneurs with multifaceted benefits. Formalization makes it easy to access financial resources essential for expansion, both in terms of brand development (Line extension, Brand extension, Multi brand and New brand) and capacity building. Formalization ensures different logistic support from the local administration. For instances: in case of fixation of place and avoiding tension due to volatility of location; getting support for water supply, light, sewerage facility; etc. This logistical infrastructure is indeed important to run smooth business and provide consistent customer service. Formal business entrepreneurs easily become member of different trade associations and by this way they can start networking with other successful corporate houses which helps them to expand the business horizon in different segments. In a nutshell formalization helps to get new idea, to get new plan, to increase capacity, and to know how to manage business better. Sustenance in the business with growth is the motto for all entrepreneurs operating in formal and informal sector. For creating value and building profitable relationship with target customers through trust, differentiation is the most preferred tool prescribed by the academicians, true for all types of business and this is from where starts branding. For future research it is suggested to

expand this research along geographical dimension in Bangladesh in order to spotlight to explore more branding variables of success for transformation into formal sector. In the backdrop of dissecting the five brands (cases) in this research, I would strongly argue in favor of branding as an important tool of marketing that motivates the process of transformation of business from informal to formal sector.

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