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Subjects: (tick box)	Project	Synopsis	Portfolio	Thesis X	Written Assignment
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Study programme:	Culture, Communication & Globalisation	
Semester:	10th	
Exam Title:	Thesis	
Name and CPR No/ Names and CPR Nos of group members:	Name(s)	CPR No(s)
	MICHAEL DIAZ FREY	270293-3083
Hand in date:	31/5-2018	
Project title /Synopsis Title/Thesis Title	Place Branding of Tanzanian business life- and culture through success stories	

According to the study regulations, the maximum number of keystrokes of the paper is:	192.000
Number of keystrokes (one standard page = 2400 keystrokes, including spaces) (table of contents, bibliography and appendix do not count)*	148.860
Supervisor (project/synopsis/thesis):	Pernille Hohnen
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Abstract

The aim of this master thesis is to analyse how Tanzania's business life- and culture is branded by different stakeholders. This, in order to investigate how existing negative images and perceptions of Africa and Tanzania is challenged and to investigate how new and alternative images can be created in order to attract Danish companies to look towards Tanzania as a place of doing business.

The theoretical framework within place branding, which has been chosen to use for analysis, is a view by Carina Ren and Bodil Stilling Blichfeldt (2010). Their philosophy is to challenge simplicity in place branding and thus challenge the "one clear image" mantra, which argues for a place only to entail one clear identity when being presented. Instead, Ren and Blichfeldt argues that a destination or a place entailing more than one identity can be an advantage and lead to a broader and a more trustworthy brand. A brand which is created, negotiated and shaped by the stakeholders of a given place.

The overall research method for this project is document analysis. These documents are stories about Tanzanian entrepreneurs and positive development of Tanzania's business life- and culture, which has been chosen based on criteria, by taking a starting point in elements from nethnography. Further, this project uses narrative analysis as the primary tool for analysing the stories. Therefore, a relevant element of this project has been to look for themes in the stories, which the stakeholders emphasise in their way of understanding and interpreting Tanzania's business life- and culture.

The focus in the analysis has been to analyse how stakeholders of Tanzania, through stories emphasise the business life- and culture of Tanzania in order to obtain an understanding of how stakeholders of Tanzania brand Tanzania's business life- and culture.

Thus, based on abovementioned, the conclusion is what characterised and emphasised in the stories presented, created, shaped and constructed by the stakeholders and thus identities of Tanzanian business life- and culture are "Innovation/Creativity", "Local commodities", "Engagement in local communities", "Self-supported", "Enthusiasm/hard working/passion", "Inspired in other countries", "Personalises/social background/life story" and "Supported by others (programmes etc.)".

A further conclusion is that not all the identities emphasized are able to contribute to new and alternative images because some of the identities in the stories are not challenging the existing stereotypical perceptions, but the ones who do are "Innovation/Creativity", "Engagement in local communities", "Self-supported", "Enthusiasm/hard working/passion", "Personalises/social

background/life story” and “Supported by others (programmes etc.)”. These identities are signalling a hardworking and passionate people who are able to use new technologies and take advantage of the opportunities they get. Therefore, these identities are relevant to show in order to attract Danish companies.

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Introduction

“This world is all about branding and marketing” (Youth Connekt Africa summit 2017). That was what Akon stated when he was speaking at the conference” Youth Connekt Africa summit 2017”.

The aim of this project is to identify stories from stakeholders of Tanzanian Business life- and culture and to investigate how they are branding Tanzania as a business culture/community, which are able to create a positive and an alternative image of Tanzanian business life/culture.

This master thesis is about place branding and the interest within this field is based on above mentioned quotation by Akon. Further, the interest in branding and culture is based on my internship during my 9th semester. During the 9th semester, I was doing my internship at a consultancy agency named Sams Consult. One of their services is to do workshops on Africa and African culture with the purpose of challenging the existing knowledge and perceptions of Africa. In my internship project, I analysed and argued how this initiative could be considered as an alternative way of Place Branding and what kind of images there are used to do this. The target group for this initiative, I was using for my analysis was pupils in the Danish primary schools and I found it very interesting to investigate how stereotypical perceptions could be challenged. This has generated an interest to investigate how place branding is used in a business perspective with the aim of attracting companies and investments to the continent. My internship project was aimed at challenge the stereotypical perceptions about Africa as a continent. This is not the case for this project, which instead will be taking its starting point in Tanzania. The reason for the choice of Tanzania as the focus for this project is based on three aspects. First, a personal aspect based on a personal interest and relation as I both have visited the country and have family there, which makes it familiar. Second, an analytical aspect by choosing a single country in Africa, is that it is a way of counter the generalisation of Africa. Third, it is a country with possibilities within the area of entrepreneurship, which seems not to have been noticed and therefore, it is relevant to investigate how Tanzania is branded.

To return to Akon, his presentation is about how important he thinks branding and marketing is in the world we are living in and as an example he uses The United States of America as a country who knows how to brand themselves as the best place in the world to be, a land of possibilities and where dreams come true (Youth Connekt Africa summit 2017).

According to Akon, Africa should be able to tell their own stories, which should be done through filmmakers, writers, artists, the press and others in the entertainment industry who creates content. According to Akon, it is their job to redefine how people perceive Africa. Akon think that it is their job because they are in Africa, where the things are happening, and they see what is going on. They see both the good and the bad, but what they choose to show the world, is what they are going to get. He is further arguing that when something negative is happening in Africa, the press is quick to bring that story. Akon argues that when the rest of the world think about Africa, they think of Zebras, lions, tigers, bears and basically perceive Africa as one big jungle. He further gives the example that when people from Africa are going home from work, people from the western world thinks that they are riding home on Zebras (Youth Connekt Africa summit 2017).

The current images which are shown to the world are historical images, which was the real truth before the civilisation of Africa. Basically, what Akon is arguing is that Africa needs to tell their new stories, which the rest of the world then can start to believe. They have to tell the stories of all the great things that they have accomplished. He also argues that the younger generation of Africa slowly understand the importance of rebranding Africa and its culture. In the end of his speech, he argues that Africa needs to tell these stories according to Africa's agenda and what they need to benefit from others. Africa have to be rebranded the way, the people who are living there, (The Africans) see it and tell their own stories with the purpose of getting the rest of the world to want to come to Africa to invest.

Thus, what Akon is referring to is these prejudices and stereotypical perceptions that people from the western part of the world still seem to have about Africa. Therefore, the aim of this project is to investigate how these stereotypical perceptions can be challenged in order to make Tanzania attractive for Danish companies. The current images, which Akon is referring to is, first of all, not the whole truth, as he also mentions. Second, it may not be those kinds of images which should be branded to promote investments and therefore current images could possibly be misleading. Although, it is a story, which may be important to a part of Africa and its culture, but maybe the business life- and culture has a bigger, if nothing else, another importance. In continuation of this, I find it relevant to apply theory and views on Place Branding by Carina Ren & Bodil Stilling Blichfeldt who works with culture through more stories and identities of a given place.

The role of market communication in this project is the branding aspect, which is about communicating a message or image, which is different from the current image. In addition, what

needs to be communicated is the culture which most people do not perceive with Africa and Tanzania. The positive culture of their business life- and culture, which also exists, is not often articulated through the existing stereotypical images of Africa, where hunger, inequality and war plays a bigger role. That is why it is important to include the cultural aspect, as it is the current perceptions of their culture, which needs to be shed light on, challenged and/or presented differently.

As mentioned above, it is interesting to investigate how Place Branding, with a cultural aspect such as stories and identities can contribute to make Tanzania attractive to Danish companies and thereby to be perceived as a positive business culture/community. In order to do this, I seek to analyse stories about how Tanzanian stakeholders are branding Tanzania's business culture/community, through their understandings and interpretations.

During the preliminary research about culture and communication challenges, interesting views from Dansk Industri (DI) was discovered. DI is a Danish Trade Organisation that seeks to help Danish business life (www.danskindustri.dk/om-di/hvad-er-di/lar-os-at-kende). Analyses presented from DI states that, there are possibilities in the African market and the demand for Danish products are increasing, so according to DI the problem is not that Danish companies doesn't have the right products for the markets, thus they are able to compete. The problem is rather how it can be possible to get more Danish companies turning their eyes in a southern direction (Lebech & Bustrup, 2015, p.1). As it appears in the analysis, the ambition for DI is to give more companies the courage to look towards Africa when they are thinking about exporting or expanding their export areas, with the purpose of increasing the level of overall export to this continent compared to our neighbour countries (Lebech & Bustrup, 2015, p.1). Therefore, there is a need for Africa to be (re) branded, which also is what Akon argues.

This master thesis does not seek to investigate the practical elements of exporting to Tanzania, but it is about how the general interest for the market can be created and/or increased for Danish companies, which is based on the analyses from DI also seems to be a problem besides the more practical challenges. Thereby, this project not about the actual process of doing business in Africa (Tanzania) but rather about how it can become more attractive to do business in Africa and to even look toward that direction, which in this case is Tanzania. Therefore, what is interesting for me, through this project, is to identify how new and alternative images, stories and perceptions of Tanzania are created as a business culture/community. Thus, investigate how it is possible to

challenge and change the stereotypical image of Africa and contribute to new images through stories which are able to shed light on their business community and show what Tanzania also is about.

The things mentioned above leads to this master thesis' problem formulation:

What type of cultural success stories are to be found about Tanzanian business life- and culture and how can they contribute to a more attractive image of their business life- and culture in order to attract Danish companies?

Reading guide

This master thesis is initiated with an introduction that contains a description of this projects interest, problem area and leads to the problem formulation.

In the second section, the methodological framework for this project will be accounted for. This implies choices made regarding research design, research approaches, research methods and methods of analysis. Further a description of philosophy of science will be presented.

The third section is a literature review where theories within cultural branding and place branding is accounted for in order provide a review over how the notion of cultural branding is used in both branding and place branding. In the end of this section, I will account for Carina Ren and Bodil Stilling Blichfeldts (2010) theory on place branding, which will be applied in the analysis.

The fourth section consists of this projects analysis, which is divided in two parts. The first part is about what type of cultural success stories there is to be found about Tanzanian business life- and culture. The second part is about how these stories can contribute to a more attractive image of Tanzanian business life- and culture.

In the fifth section, I am discussing and reflection about the stakeholders' role in this project.

In the sixth section, I will conclude on this projects problem formulation.

Methodology

The aim of this methodology section is to present how I see and understand the scientific world. Thus, which ontological and epistemological position I have in relation to this project. In addition, a description of the relationship between theory and data will be presented. Furthermore, the aim is to present how I am going to collect the data for my analysis and the approach to analyse these data. Therefore, a presentation of my methodological framework will be presented, which contains considerations and choices regarding the research design, research strategies, research methods and methods of analysis (Analytical approach).

Methodological Frame Work

Research design

Social research consists of several elements, which are choices that you, as a researcher, is going to make. One of these choices is the choice of research design. Bryman presents five types of research designs, which are *experimental design*, *cross-sectional design*, *longitudinal design*, *case study design* and a *comparative design* (Bryman, 2016, p. 40). There will not be a further elaboration of all five of the research designs, but only of the one I find relevant for this project, which is the Case Study Design. The reason why I consider this project as being based on a case study design is that I consider Tanzania and their business life- and culture as a community and according to Bryman, often the term “Case” is connected with a location, such as an organisation or a community (Bryman, 2016, p. 60). Further, a case study design emphasises an intensive examination of the chosen setting, which I will argue is what I am doing in this projects’ as I, through my documents (articles, reports and videos), are examining what features and attributes of Tanzania concerning its business life/culture that are relevant for Danish companies in order to make them to turn their eyes in that direction. Further, I will argue that it is an examination of how stakeholders of Tanzania interpret, shape and construct the country as a business community. Presented by Bryman, Yin (2009) distinguishes between five types of cases: *The critical case*, *the extreme or unique case*, *the representative case*, *the revelatory case* and *the longitudinal*.

I will argue that this project is a case based on rationales for a representative case. The reason for this, is that the objectives with a representative case is to capture circumstances and conditions of a common situation, which I consider place branding to be (Bryman, 2016, p. 62). Further, another reason is that working with a representative case allows me to examine social processes of a given

organisation or community. In this case, it allows me to examine the social processes of Tanzanian Business life/culture, which are elements in the cases/stories that I am going to analyse, with the aim of obtaining knowledge about what features and attributes that are relevant in a branding perspective to create alternative images of Tanzania and attract Danish companies.

Methodological approaches

Research strategies

For this project, I am going to collect data based on a research strategy. As a researcher, I have to make a choice, whether I want to conduct a qualitative, a quantitative or a mixed methods research strategy. According to Bryman, the strategies are mainly used for different purposes, which depends on the orientation of the social research one is conducting: “*a research strategy is a general orientation to the conduct of social research*” (Bryman, 2016, p.32). Shortly described, a mixed methods strategy is basically understood as a research strategy where qualitative and quantitative research methods are combined in one social research (Bryman, 2016, p. 34). In this project, the mixed methods strategy will not be further elaborated as it is not relevant for this research. The two other strategies have their own features which are distinguishing them from one another. I will present how they typically are distinguished among researchers in the following.

Quantitative strategy

According to Bryman, the distinction between the qualitative and the quantitative research strategy relates to both the relationship between theory and data, epistemological and ontological considerations (Bryman, 2016, p.32). First, one of the features of a quantitative strategy is that it emphasises measurements and quantification when it comes to collecting and analysing data. Moreover, Bryman argues that, in most cases, a quantitative approach entails a deductive approach when it comes to the relationship between theory and research. This means, that the researcher is testing a theory based on a hypothesis. Specifically, what a deductive approach means, I will come back to later in the methodology section. Furthermore, the epistemological position in quantitative research tend to be of a character of natural science, in particular positivism and the ontological orientation is objectivism (Bryman, 2016, p. 32).

Qualitative strategy

On the other hand, the features when using a qualitative research strategy is that it is more concerned about words rather than quantification when collecting and analysing the data. Regarding

the relationship between theory and research a qualitative strategy is mostly emphasising on an inductive approach, which is about generation of theories (Bryman, 2016, p. 33). This will, as the deductive approach, also be elaborated later in this section. Moreover, when using a qualitative research strategy, you tend to be more focused on how individuals interpret their social world, which means that your epistemological orientation is interpretivism because it is about examining the interpretation of the social world of the participants (Bryman, 2016, p. 33).

This project is conducted with a qualitative research strategy as I seek to obtain an understanding of how Tanzanian stakeholders, through their understanding, perception and interpretation, are branding Tanzania as a business culture/community. Thus, an understanding and not an explanation of their social world. Further, I will emphasise on the element of interpretation of the data.

The empirical data of this project consists of documents such as articles, reports and YouTube Videos, which entail stories about successful entrepreneurs and positive development initiatives in Tanzania. These articles, reports and YouTube videos has been found by searching/researching on the internet based on specific criteria, which will be presented later in this project.

Further, this strategy is also connected with the ontological orientation of constructionism, which is in alignment with the fact that I consider the social entities as social constructions from the stakeholders (Bryman, 2016, p. 33).

Research method

When I, as a researcher, has chosen a research strategy, the next step is to choose what type of research method or methods, I want to employ in order to gather the data for the analysis. There are different methods to do this, depending on whether you employ a qualitative or quantitative research or a mix of them. As mentioned earlier, I have chosen a qualitative strategy based on the aim of this project. Therefore, I have chosen documents as the research method for this project where documents will be examined. The aim of this project is to obtain knowledge about the development in Tanzanian Business life- and culture and further investigate how stakeholders of Tanzania are branding this community, through stories and therefore it is relevant to obtain knowledge about perspectives, takes and interpretation by the stakeholders, and this is what the articles, reports and YouTube Videos can contribute to.

This method is related to constructivism in the way that, I am focusing on the construction of entities in the stories, which in this case mean that, I consider these stories as important views. What

these stories are telling are something they construct together. The qualitative method provides me with the opportunity to obtain these stories, interpretations and understandings and thus to obtain an understanding of their community and thereby and understanding of their world, which I need, in order to challenge the current stereotypical perceptions and investigate how alternative images are created, and I need to understand the new stories and what and not to explain it. This design is related to constructivism because it provides me with an insight into the Tanzanian peoples understanding and interpretations of their social world, which is exactly what the qualitative strategy can contribute to.

Documents as data

The data source, which will be analysed in this project are documents. The documents referred to in are documents that are not produced for the purpose of being used in social research. According to Bryman, it is documents that are just “waiting” to be analysed (Bryman, 2016, p. 546). Bryman argues that, when collecting and analysing documents it is required a certain amount of skills of interpreting the documents in order to determine the meaning of the data (Bryman, 2016, p. 546).

Bryman is introducing five types of documents, which are *personal documents*, *official documents deriving from the state*, *official documents deriving from private sources*, *mass-media outputs* and *virtual documents* (Bryman, 2016, p. 545).

The data in this project consists of articles, reports and YouTube videos about Tanzania and therefore the data can be categorised as Mass-media outputs. Further documents within this type can be from magazines, newspapers or other mass media (Bryman, 2016, p. 554). According to Bryman, an analysis based on documents from mass media usually entails searching for themes in the data which is being examined, which also will be relevant in this project. Bryman presents an example of such a research from Vincent et al. (2010). This research was about an examination of the narratives about the English Football teams’ participation in the World Cup in 2006, from different, English newspapers. What emerged from the research was themes of English identity, invented traditions and globalisation (Bryman, 2016, p. 55). The research Bryman is presenting here has similarities to the kind of research that I am going to conduct as I seek to locate and obtain narratives/stories of Tanzania and their business culture and their contribution to the world trade market, and in this case the data will be articles, reports and YouTube videos, as mentioned in the

above. Further, the aspect of searching themes has its similarities to this project, and therefore, I will also use narrative analysis, which will be accounted for later in the methodology section.

Description of data

In this section, I will account for how and why this projects' empirical data has been chosen. In addition, I will present which criteria the data has been selected from. I will do this by using elements from nethnography, by Robert V, Kozinets (2002).

Nethnography

Nethnography originates from ethnography and is about observation in online communities, where data are collected through forums and sites on the internet for the use of marketing research (Kozinets, 2002, p. 63). In this project, I am not conducting either a marketing research or observation in online communities, but I find it relevant to use elements of this theory in relation to how both the sites and the stories for this project has been selected as I am using the internet to gather data to be analysed.

Two steps are important in preparation when conducting nethnography where the first is to prepare specific marketing research questions and to identify appropriate forums to the type of research questions of interest (Kozinets, 2002, p. 63). The second step is to get familiar and learn as much as possible about the forums and individual participants they seek to obtain an understanding of (Kozinets, 2002, p. 63). After identifying appropriate and suitable online forums or communities, I as a researcher can judge among them based on criteria, which is specifically suitable for this project. According to Kozinets online communities five criteria are preferred. As mentioned, I am not conducting an actual nethnography and therefore I only find two of the five criteria relevant in relation to this project. One of them is that the forums I choose, are research questions-relevant, and thereby can help answering this projects' problem formulation. In addition, more detailed and descriptively rich data are relevant (Kozinets, 2002, p. 63).

Moreover, during data collection, when conducting nethnography, Kozinets argues that two elements are important to consider, where only one of those are important in this project, which is, whether the data collected by the researcher is directly copied from the computer-mediated communications of online community or whether the data is being inscribed by the researcher based on observations, actions and meanings of the members. In this project as I am using the direct data

which Kozinets also argues that netnographers are benefitting from a nearly automatic transcription (Kozinets, 2002, p. 63).

During the process of searching for data, I ended up on a lot of official sites and reports about Tanzanians business life, which was seriously considered being pursued because they said something about the development within Tanzania, but in a governmental level and from their perspective. Among these, I for examples considered Tanzanian Investment Centre, The Tanzania Development Vision 2025 and Small Business Entrepreneurship in Dar es salaam –Tanzania: Exploring Problems and Prospects for Future Development.

On the other hand, I decided to pursue articles by Anzishaprize.org, International labour Organisation (ILO) and TechnoServe.com. as they were the ones who, provided me with the type of stories that I seek as data in order to answer the problem formulation and provided me with personal stories in general. The specific criteria chosen for this project, will be mentioned in the section below about data selection criteria.

Data selection criteria

To sum up, for this project I have chosen to collect data through documents in the form of articles, reports and YouTube Videos. It is worth mentioning that, the data categorised as documents are internet based, which means that I have collected them through the internet, which is a wide area with a lot of data material. Therefore, I have found it necessary to choose and collect the data based on some criteria.

First, the texts and videos there has been found relevant for this projects' analysis needed to be in English and not Swahili, which is the language they speak in Tanzania. Second, due to the aim of this project, it has to be texts/stories which can be categorised as successful stories. Third, these stories need to contain in depth descriptions. Once I have found the stories which meets the mentioned criteria, I will select the five to six stories, which I find the most prominent and then, with my chosen theory in mind, analyse how Tanzanian business life- and culture, through the stories (by stakeholders) are branded as a business life- and culture.

Doing the process of gathering data online, I considered a lot of different type of sites but only ended up with a few (5-6) and as Kozinets argues, there is often plenty of data and it is easy to obtain (Kozinets, 2002, p. 63). Therefore, you have to choose the ones you are going to pursue, and

this choice is an important one and according to Kozinets, it is a choice that should be guided by the research questions. Thus, I have chosen sites, which I have identified as ones that are relevant for this projects problem formulation.

Data

I have chosen two overall areas, to focus on within the topic of Tanzanian business culture/community. These are the women of Tanzania and the youth of Tanzania. The choice of these two focus points is as simple as it sounds, based on the explorative research I did in the preliminary data collection phase, where most of the material was about the women and the youth of Tanzania within the topic of business and entrepreneurship.

Another important aspect to mention in relation to this, is that it has been very difficult to find local stories. What I mean by local stories are stories, which are told directly by the “main character”, thus Tanzanians themselves.

Although, I have made an attempt to try to conduct a few interviews from local Tanzanians with the purpose to gather the qualitative data in the form of a more local character, but this has not been possible for me to do for this project and I had to think differently in order to gather data for analysis. Therefore, the stories about Tanzanian entrepreneurs and their business life- and culture is told by other than local stakeholders. Thus, it is personal stories because those are the ones of interest, but they are told by others (stakeholders) who has an interest in Tanzanian business life- and culture.

Philosophy of science

Relationship between theory and research

In social research, it is important to take the relationship between theory and research into account and according to Bryman this relationship is not as straightforward as it can seem to be. Especially two aspects need to be taken into consideration which are what kind of theory the researcher is talking about and whether the data is being collected with the purpose of testing or building theories (Bryman, 2016, p.18). When talking about the relationship between theory and research three notions are worth noticing. These are, *deduction*, *induction* and *iterative* and are considered as approaches when conducting social research. According to Bryman, the deductive approach is the

most commonly used in social research. This approach is about the researcher taking a starting point in relevant theories and knowledge within a certain domain in order to deduce a hypothesis (Bryman, 2016, p. 21). A known feature of the deductive approach is that it is often connected with a quantitative research strategy (Bryman, 2016, p. 21). Another approach is the inductive one, which is characterised by the theory is an outcome/result of the research, although this is not always the case. Thus, the inductive approach is often connected with a qualitative research strategy, but Bryman argues that it is important to be careful about this hard distinction between a deductive and an inductive approach as a qualitative research strategy not necessary has to generate new theory but can be used for testing and shed light on theories. The third approach is a combination of the deductive and inductive approach and is called the iterative approach. The main feature about this approach is that there is a weaving back and forth between theory and data. This is the case if the researcher wants to collect further data, after he or she has collected data once and reflected on the theory he or she has chosen with the aim of establishing whether a theory will hold or not (Bryman, 2016, p. 23).

For this project, I have chosen to conduct the research based on an inductive approach to the relationship between theory and research. As presented, an inductive approach is characterised by the way it seeks to generate theories based on observations, but this is not the case in this project, as the purpose of this project is not to generate a new theory. In this case the purpose is rather to shed light on theories of Place Branding in a cultural perspective (Bryman, 2016, p. 34). Another reason why I am not applying a deductive approach is because I have not deduced a hypothesis based on theory, which I then seek to test by getting it confirmed or rejected (Bryman, 2016, p21).

Epistemological position

Epistemological considerations are about what can be considered as acceptable knowledge in a given discipline (Bryman, 2016, p. 24). According to Bryman, regarding social science a question often asked is whether the social world should be studied with the principles and procedures of natural science or if it should be studied according to social sciences' principles and procedures. This project is studied with the principles of social science. Seen from an overall perspective, Bryman distinguishes between positivism and interpretivism when it comes to epistemological orientations. As I mentioned before, it is a question whether the social world should be thought of with a view of social scientists or natural scientists. The positions that leans towards a natural

science orientation is the one known as positivism as it draws on principles for natural science. When having a positivistic orientation, the researcher seeks an explanation rather than an understanding of social practices and the social world, which is not the case in this project (Bryman, 2016, p. 32). Thus, positivism is often connected with a quantitative research strategy and a deductive approach to the relationship between theory and research (Bryman, 2016, p. 32). On the other hand, if the approach to the study of the social world is based on social science, the epistemological orientation is interpretivism, which is the orientation that I have chosen for this project. With an orientation based on interpretivism the focus of this project lies within the process of obtaining an understanding of the social world rather than explaining it. Thus, I am not interested in investigating why Tanzania is being perceived as it is or why it should be place branded in a certain way, but I am rather interested in the stakeholders and their thoughts, opinions and interpretations about how they through their stories, are perceiving and branding Tanzanian business life- and culture. Then try to understand and interpret this.

Thereby, this orientation is also linked to a qualitative research strategy, which is the strategy chosen for this project (Bryman, 2016, p. 32). Thus, interpretivism contradicts to a positivistic orientation and therefore different principles and procedures are applied (Bryman, 2016, p. 26). When referring to interpretivism, Bryman is also mentioning hermeneutics, which according to Bryman is a term adopted from theology and has its focus on theory and method of interpretation of human action (Bryman, 2016, p. 26). As mentioned earlier in this section, where the two orientations distinguish are in the way positivism emphasis on an explanation of human behaviour whereas interpretivism emphasis on the understanding of human behaviour and actions (Bryman, 2016, p. 26).

In the section below, I will further elaborate on hermeneutics, how it is relevant and how it will be expressed throughout this project. Thus, their interpretations of their social world which is how they understand and want to brand Tanzania and its business life- and culture are going to be examined.

Hermeneutics

As mentioned in the above section, this project will contain hermeneutic principles, which also is a result of the epistemological choice of an interpretive orientation. Thus, this section will contain a description of hermeneutics in general and how it is both relevant and expressed through this project. The description of hermeneutics will draw on theory and views from Hans-Georg Gadamer (2004) and Thomas A. Schwandt (2003).

In the book “Truth and methods”, Hans-Georg Gadamer (2004) presents elements of what the hermeneutical circle is about, inspired by Martin Heidegger. Gadamer is arguing that *“a person who is trying to understand a text is always projecting”* (Gadamer, 2004, p. 269). By this, he means that when I as a researcher or someone else is trying to read, understand and interpret a text (or a person), we already have certain expectations in mind based on what we already know, which then will have an influence on our new understanding of a particular text.

Related to this project, when interpreting and analysing the chosen articles and reports about Tanzania, their stories, and their culture, I will already have some thoughts, perceptions and understandings of these stories and their culture in mind. These understandings are based on previous experiences, I have had within the area and the knowledge that I have obtained throughout my life, so far.

In the introduction, I mentioned that during my internship in the 9th semester I worked within a similar area of stereotypical perceptions of Africa, in general. This has obviously provided me with some knowledge within the area and thus a more positive perception and image of Africa. Although I do not have much knowledge about the business life, especially not in Tanzania, besides that, based on my internship and preliminary research for this project got the impression that there are possibilities and that it is a fast-growing continent. On the other hand, I have also been affected by the mass-media, which tell stories about how poor some parts of Africa and especially Tanzania is, and how bad their living conditions are.

Gadamer further argues that one cannot stick blindly to one’s own fore-projections about a certain text if he or she wants to understand the meaning of something else. Although, this does not mean that one’s fore-projections should be completely put aside. What is required is that one remain open to the given text, that one is trying to understand. Thus, an important element of understanding a text is to be aware of one’s own bias in order for the new text to assert its own truth (Gadamer, 2004, p. 72).

In relation to this project, what Gadamer refers to means that, I may not let my fore-projections get in the way of obtaining a new understanding and I must be open to the data’s interpretations and meanings. However, my fore-projections about Africa and Tanzania and their business culture/community are relevant in order to be able to obtain a new understanding, in the first place.

Furthermore, the professor of education at the university of Illinois (Education. Illinois. EDU), Thomas A. Schwandt (2003), in a section in “Landscape of qualitative research”, introduces to “Philosophical hermeneutics”. In this section, Schwandt is presenting four ways of defining “interpretive understanding” and one of them is by introducing philosophical hermeneutics, which he does based on Hans-Georg Gadamer. Schwandt argues that understanding is interpretation, which is not a procedure or governed by rules and it is a condition of being a human. Moreover, this means, that “*we are always taking something as something*” (Schwandt, 2003, p. 301). According to Schwandt, in the act of interpreting, inherited bias or prejudice is not something that we should use energy to get rid of or something that we must try to manage in order to have an open mind to the new understanding.

It is further argued that traditions are shaping what we are and how we understand the world and if we had to put these traditions aside, according to Schwandt, would be the same as trying to step outside our own skins (Schwandt, 2003, p. 301). The point that is trying to be made here, is that in order to reach an understanding, it requires engagement of one’s biases’, which means that I must have biases’ in mind in order to obtain new knowledge (Schwandt, 2003, p. 301).

The reason for the choice of hermeneutics is due to the relevance of prejudices and fore-projections in this project, which plays an important role because the aim is to challenge stereotypical perceptions, which based on the theory accounted for, must be considered as fore-projections.

As mentioned above, the hermeneutics play a role regarding the conducting of interviews, interpreting and analysing of the data. Moreover, the hermeneutics play a role among the parties involved in the project. By this, I mean the people of Tanzania and the Danish companies. The reason why the hermeneutics plays a role is because the companies may have certain stereotypical perceptions about Africa, including Tanzania, which are holding them back from entering the market. This may result in that they perceive the country differently than how the Tanzanians and the rest of Africa want and maybe should be perceived.

These perceptions and prejudices about Tanzania may be due to old stories and images of the country and its business life- and culture, but through new success stories of Tanzania’s business life- and culture, it may contribute to Danish companies obtaining a new understanding of Tanzanian business life- and culture which make it more attractive for the companies and thereby can lead to investments.

Ontological position

According to Bryman, ontological positions is about whether social entities is considered as objective or as social constructions based on perceptions and actions from the social actors of the research.

This projects' ontological orientation is constructionistic as I consider the social entities as social constructions of perceptions and actions of the social actors of the research, which in this case the stories created by Tanzanian stakeholders about how they perceive, brand, understand and interpret Tanzania's business life- and culture. Thus, the choice of a constructionistic view is both corresponding to the choice of this projects epistemological orientation and to the choice of a qualitative research strategy.

Methods of analysis

As mentioned earlier, a certain amount of skills in interpreting is required when working with documents as data. Thus, analysing such data requires an approach to do this. The aim of this section is to present the analytical approach and structure of this project, to make it easier for the reader to understand how the process of analysing the data will be executed. Therefore, it will contain an account for the choice of this projects' analytical approach, which is narrative analysis and a description of the steps I will go through during the analysis in order to answer the problem formulation.

Narrative analysis

For this project, it has been found relevant to use the theory of analysing narratives, based on a view by Graham R. Gibbs (2015). According to Gibbs, narration is a fundamental way people use to organise their world and therefore, the narrative analysis provides the opportunity to analyse stories and obtain an understanding of the narrators' social world and understanding of their world (Gibbs, 2015, p.56). In that way, it corresponds with this projects epistemological and ontological orientation, where obtaining of the data's social world, understanding and constructions is the main purpose.

What has been added to qualitative research by investigation of narratives is that, it is both focused on how people make the points they do and further, how they wish to portray themselves (Gibbs, 2015, p. 58). According to Gibbs a variety of sources can be used for analysing where the most

principal source is interviews, but also observation, focus groups and all kinds of documentary or written data sources can be applied, which also is what has been chosen to use in this project, where articles, reports and YouTube Videos make up its empirical data (Gibbs, 2015, p.59).

Gibbs argues that narratives are often used to convey stories at strategic moments and it can provide one with the knowledge of what are important themes for the narrators (Gibbs, 2015, p.59). Gibbs further argues for several functions of narrative (Gibbs, 2015, p.59). The one, which this project emphasises is to present an image, in this case, a positive and alternative image of Tanzania as a business culture/community.

Gibbs is operating with nine practical analytic activities, where I have chosen only to focus on the ones who are relevant for this project. First, I will read and reread the transcript, which, in this case, is the description of the stories chosen for analysis, in order to get familiarised with the structure and content of the narratives. Second, through the reading and rereading of the stories, I will note thematic ideas and structural points. Third, I will code thematic ideas and develop a coding frame, where Gibbs suggest using obvious and broad codes. Fourth and last, later in the analysis, I will begin to connect the ideas I have developed about the narrative with a broader theoretical literature, where in this case, Carina Ren and Bodil Stilling Blichfeldt will be applied (Gibbs, 2015, p. 64-65).

Structure for analysis

This purpose of this section is to describe and frame how the data will be analysed and as mentioned, I have chosen six stories to be analysed, based on selection criteria that has been found relevant for answering the problem formulation. As presented, this project seeks to investigate/analyse what type of stories there is to be found about Tanzanian business life- and culture and further how the stories can contribute to a more attractive image of Tanzania and thereby challenge existing stereotypical perceptions of Tanzania, in order to make it attractive for Danish companies.

In the coming theory section, theory and views from Ren & Blichfeldt, will be presented and they argue that a places' identity and culture is negotiated, shaped, constructed and interpreted between its stakeholders and thereby create new stories and identities to a given place.

This will be considered as the core element, to take further into this projects' analysis. In this project, the "authors" of the chosen data (thus, the articles, reports and videos), chosen for analysis

are considered as the stakeholders of Tanzania, and thus through them and what they communicate, I will analyse how Tanzania is branded as a business culture/community. E.g. which features and attributes they are focusing on and how they can contribute to a more attractive image of Tanzania's business life- and culture. The structure of the analysis will be outlined below.

First, in order to answer the first part of this projects' problem formulation, which is: *What type of success stories are to be found about Tanzanian business life/culture*, I will analyse which features and attributes the stakeholders are emphasising through their stories in the branding of Tanzania and its business life- and culture.

In order of doing this, I will take a starting point in narrative analysis as presented earlier in this section as I am analysing stories created by stakeholders of Tanzania, although these stories are not structured in the classic form of narratives, according to the literature. Through interpretations of the chosen stories, I will therefore develop a table, which contains the six stories and related themes, which these stories are entailing.

This table and themes is characterised as a coding process of the data, according to Brinkmann and Tanggaard (2015), which I have found relevant to include as I have chosen a hermeneutical orientation, which implies that I am emphasising on description and interpretation of the content and thereby interpret on the stories/narratives selected for analysis (Brinkmann & Tanggaard, 2015, p.47). By using a coding frame, it will further create an overview and shed light on which features and attributes characterising the single stories. Further illustrate when the stories have similarities regarding themes emphasised by the stakeholders when branding the business life- and culture in Tanzania. To sum up, narrative analysis is used to analyse the chosen stories and develop themes through interpretations of the stories.

These themes (or codes) can be data driven or concept driven, and, in this case, they entail a little of both, but I will argue that they lean towards being data driven (Brinkmann & Tanggaard, 2015, p.47). They are data driven in the way that, they are an outcome of reading and analysing the empirical data. On the other hand, they can be considered as concept driven having the theory of Ren and Blichfeldt in mind in the way that the stories should be able to say something about what Tanzania "also always is about" which is a part of Ren and Blichfeldt's theoretical philosophy, although specific themes have not been developed based on a concept driven approach, but the overall theoretical frame about what a place is also about, has been in my mind in this process. Although, I have had themes in mind before developing them, concerned with what possibly could

be relevant themes in a business life- and culture perspective (Brinkmann & Tanggaard, 2015, p.47).

Based on above, it will enable me to say something about what type of success stories there is to be found about the business life- and culture of Tanzania and thus answer the first part of this project's problem formulation.

Second, in order to answer the second part of this projects' problem formulation, which is: *How the stories can contribute to a more attractive image of Tanzania's business life- and culture*, I will once again draw on narrative analysis by connecting the themes to Ren and Blichfeldt which is this projects' broader theoretical literature. Based on them, I will interpret what the stories' features and attributes are able to do, in order to contribute to alternative images and further what makes it relevant for Danish companies to know. Therefore, in this part, I will both draw upon conclusions from the first part of the analysis and existing perceptions and images of Africa, including Tanzania and thus analyse how the stories can create new and alternative images.

Literature Review

In the following section, I will provide a review and a discussion of the literature within the areas of Branding and Place Branding. The review is based on a mix of books, articles and scientific journals. The purpose of doing this review is to locate what is known and some of the work there has been done within the area of Cultural Branding and Cultural Place Branding, in order to know what theories there has been applied earlier within the chosen topic. Moreover, it provides evidence that is able to connect the project to existing literature (Bryman, 2016, p. 6). Further/thus, this section seeks to build the theoretical framework for this project.

Within the areas of branding and place branding a discussion between theoreticians has been central as they are holding different views on how branding and place branding should be understood and practised. I have located a discussion about what role culture can play in branding and find this discussion relevant to take further. Within branding and place branding, it is discussed whether a product or a place should only entail one single identity, which the product or place is identified with, or if a product or a place should be able to entail more than one identity to be identified with. On the one hand, we have theoreticians such as Dilek Hocaglu (2017) and Anette Therkelsen (2007)

who are determined that a place should entail one clear identity. On the other hand, we have Ren & Blichfeldt (2010) and Mihalis Kavaratzis & Mary Jo Hatch (2013), who seeks to challenge this view. This will be elaborated on later in this section.

Cultural branding

The use of culture in branding

First, this project aims to investigate (Place) Branding in a cultural perspective, and therefore it is important to explain where the notion of culture come from. Therefore, I would like to present a view from Douglas Holt (2004). He presents the notion “Cultural Branding” and he presents examples of this in relation to products as Coroner, Mountain Dew and Coca Cola. Holt is not applying Place Branding, but product branding, although there is a difference in his approach to product branding from the regular one. In regular branding of a product, Holt argues that the communication around a product should use all the creative content in order to persuade customers to buy their products. Thus, the purpose is to change the customers perceptions of a brand (Holt, 2004, p. 36). Holt argues that culture plays a big role when it comes to branding and according to him, the communication is the centre regarding the value for the customer when it comes to cultural branding. This means that the customers buy products brands, as for example Coroner or Mountain Dew, because of that story or these stories, which has been created around the products and is anchored in the products brands (Holt, 2004, p. 36). Holt argues, that the customers seeks to experience the stories the products are trying to tell. Holt expresses this, with the following quotation: “An effective cultural strategy creates a *storied product*, that is, a product that has distinctive branded features (mark, design, etc.) through which customers experience identity myths” (Holt, 2004, p. 36). Another point, from Holt, is that regular branding of a product consists of abstract associations whereas cultural branding is concerned with the brands cultural expressions. Thus, in cultural branding, the brand exists within the story which is being told by the product brand (Holt, 2004, p. 36). Holt was one of the theoreticians who introduced and used culture and stories in branding, as presented above, to create a story around a product, which the customer was able to identify with and to experience that story through the product brand.

In addition to this cultural perspective from Douglas Holt, I want to introduce a view from Julien Cayla and Eric J. Arnould (2008), which relates to the view from Holt. They also emphasise culture

and stories regarding product brands and consider culture as an important element of a branding process.

First, Cayla and Arnould argue that “*brands have become ubiquitous in global popular culture*” (Cayla & Arnould, 2008, p. 86). Furthermore, there is an alignment between Cayla and Arnoulds and the other scholars presented in this literature review about the reason why branding of places and products has become relevant and important. It is because brands have become a big part of both the cultural and economic world (Cayla & Arnould, 2008, p.86).

Cayla and Arnould consider culture as a very important aspect of branding and therefore their approach to branding is based on culture. They argue that scholars within the area of branding can obtain a better understanding of the role of branding by embracing the cultural dimension of branding (Cayla & Arnould, 2008, p. 87). This, for example entails the notion “cultural forms”, which they define “*as a way of interpreting and organizing the world*”, which is about how people live, look and think (Cayla & Arnould, 2008, p. 87).

Cayla and Arnould argue that many marketing scholars is of the belief that building a strong brand across cultures is a universal technique. In contrast, Cayla and Arnould are critical to this approach and they believe that you have to take brands across context into account (Cayla & Arnould, 2008, p. 87). According to Cayla and Arnould, a cultural approach to branding “*consists of a constellation of understandings such as the relationship between individuals and society*” (Cayla & Arnould, 2008, p. 88).

They are given the example of how marketing scholars think that Chinese brands lack the emotional dimension of branding, in contrast to western countries. Therefore, western scholars and consultants wanted to sell western branding models and frameworks to the Asian markets as they, according to them, should be more effective (Cayla & Arnould, 2008, p. 94).

Cayla and Arnould suggest, that the study of culture in branding should entail the study of “*how brands from different cultures globalize*”, “*the impact of branding activities*” and “*how brands, when conceived as evolving narratives, are created and received in a geographically polycentric world*” (Cayla & Arnould, 2008, p. 96). Regarding evolving narratives, they present some examples from “Earth Our” and “Coca-Cola”. They argue that what their brand stories have in common, when conceived as evolving narratives, is that the construction of the brands become a collective process among the stakeholders of a given place. Cayla and Arnould are also referring to Holt and

his theory about building iconic brands through myths, which compete on myth markets (Cayla & Arnould, 2008, p. 99-100). Cayla and Arnould argue, that this collective process is the interpretation between the stakeholders of a place, where the meaning and interpretation between them are negotiated (Cayla & Arnould, 2008, p. 98). Different elements are being added from stakeholders as they are considered as members of interpretive communities. Moreover, according to them, based on such an approach, it is possible to construct brand narratives (Cayla & Arnould, 2008, p. 98). Thus, a view within product branding with culture as an important aspect of the branding process has been presented and I will now move further to how culture is understood and used in Place Branding.

The use of culture in place branding

This project is not about Product Branding, but about Place Branding and the cultural aspects, which are argued as important aspects in Product Branding have been further taken on by some Place Branding Theoreticians such as Carina Ren & Bodil Stilling Blichfeldt, Edson Redy Moreira Dos Santos & Mar í a Lorena Rodríguez Campo and Dilek Hocaglu. In the following, I will present how they have taken the cultural aspect, introduced by Douglas Holt and, Julien Cayla and Eric J. Arnould, further. Moreover, the discussion within branding will be elaborated on.

A research which also consider culture as an important part of the branding process is from the scientific journal “Place Branding and Public Diplomacy” called “Place Branding in Africa”. This research seeks to gather information about the activities made in different countries on the continent in a time where the continent is fast growing, both regarding population and economy. For this purpose, Place Branding and Public Diplomacy has tried to reach out to scholars from African countries and their contributions to examples on Place branding activities in Africa and what is important when planning a place branding strategy. The contributions they received came from scholars, which not at the moment live in Africa. One of the study’s they received was a case study from Edson Redy Moreira Dos Santos and Mar í a Lorena Rodríguez Campo, *A Reflective Analysis of Brand Cape Verde*. This Case Study is about the process of branding a country in a tourist perspective. It provides an insight into how difficult it can be to develop a new brand strategy for a country. In Cape Verde, there was a need for branding themselves to make the country attractive to the global market especially regarding tourism, where Cape Verde felt the need to have something to offer the consumers in their decision-making process (Dos Santos & Campo, 2014, p. 95).

In this case, Dos Santos and Campo argues that an authentic perception of the place in focus is an important part of the branding process, in relation to cultural and historical identity with the purpose of reflecting the background of the country (Dos Santos & Campo, 2014, p. 95). According to Dos Santos and Campo, the branding strategy of Cape Verde failed because it was not perceived as authentic and creative, and therefore it could not be identified with the community. Thus, the contribution from Dos Santos and Campo is that, a branding strategy should be anchored in the local and historical culture of the given place of interest (Dos Santos & Campo, 2014, p. 95).

Another view of how culture is used in Place Branding can be found in the book “Global Place Branding Campaigns across Cities, Regions and Nations”. It seeks to introduce Place Branding within an international perspective by investigating and analysing cases from all over the world, which have tried and may or may not succeeded branding a place with the aim of increasing tourism and competition. The purpose is also to present strategies for branding cities and methods to execute these strategies. I have chosen to dig into a chapter, written by Dilek Hocaglu, which revolves around the use of culture in Place Branding. The chapter is called “Challenges in promoting cities through Culture within the new global economy” and it investigates what role culture play in branding by analysing different cases such as Rio De Janerio and Glasgow. The purpose of the chapter is to discuss how cities can positioning themselves in the global landscape and economy by promoting the culture and heritage. Further, the chapter want to exemplify challenges that the stakeholders are facing in order to brand a place.

According to Hocaglu, the main objective with branding cities is to attract more tourists, more business networks and to satisfy the population of the cities (Hocaglu, 2017, p. 245). In that way, this objective is in alignment to what is part of this projects’ objectives.

According to Hocaglu, another important element when branding cities or places is not to show or promote too many of the place’ features, which could be its culture, heritage, and local characters. The reason for this, is that the place’ brand needs to be clear and therefore not have too many identities presented (Hocaglu, 2017, p. 246). Hocaglu, argues that more identities make the positioning process too complicated like it has been seen in a case from Amsterdam where too many features and identities presented reduced the quality of their image and effected their popularity in a negative way (Hocaglu, 2017, p. 245). The view, Hocaglu is presenting in the above is a part of the second discussion within Place Branding, whether a place should be presented as

only one identity and not too many features or if it should be presented as a place with multiple identities. As it can be seen, Hocaglu belongs to the “only one identity” view of a given place. The view in contrast, with multiple identities, will be presented later.

Furthermore, Hocaglu argues that culture can be used as a catalysator to a city and/or a place branding strategy, which can provide a positive image of a given place in order to attract more visitors, business opportunities, which can lead to a better income. However, it should not be considered as a problem solver for all the problems in a given place (Hocaglu, 2017, p. 246).

In the chapter, it further appears that, you cannot expect to copy or adopt a strategy from another city or place as they have different cultures, heritage, residents, infrastructure and problems. Thus, the branding strategy would tend to have a different outcome from city to city (Hocaglu, 2017, p. 246).

Applied theory for analysis

A study, which also have taken the notion of culture and stories in Place Branding further, but holds a different view, and thereby is on the other side of the discussion, is “*One clear image? Challenging simplicity in Place Branding*”, by Carina Ren and Bodil Stilling Blichfeldt. They argue for a more unconventional approach to Place Branding than most researchers, where the “One clear image” and “not too many features”, as for example what Hocaglu argues, is being challenged. In this regard, it is important to mention that this view is the view I am leaning towards and thus the theory, I will apply in this projects’ coming analysis.

Ren and Blichfeldt argue that several destination marketing organisations are of the perception that just as producers of consumer goods needs to be differentiated from their competitors by being presented as having one clear image and identity, places and destinations should tend to do the same (Ren & Blichfeldt, 2010, p. 418).

Ren and Blichfeldt have been inspired by interpretive and semiotic approaches to challenge this traditional perspective of branding. Interpretive and semiotic approaches are arguing that image formation is very subjective and not a one-way transmission (Ren & Blichfeldt, 2010, p. 421).

Interactionists argues that communication cannot be reduced to simple messages as messages are never simple. Furthermore, in the same way, it is argued that an identity is never understood in the same way from all receivers of a message and therefore, people exposed to an image may perceive

it differently (Ren & Blichfeldt, 2010, p. 421). Therefore, it is argued that there can never be “one” image, and that is what Ren and Blichfeldt therefore criticise, and seek to challenge.

As mentioned, with this study, Ren and Blichfeldt seek to challenge the above-mentioned approaches from marketing scholars and they are trying to challenge the simplicity in place branding with an alternative approach, which contains a more multiplicity view. They are further asking whether the “one clear image” mantra is the only way to brand places and they are investigating how it may be preferable to have more than one identity anchored within a place or destination and create new stories to these identities (Ren & Blichfeldt, 2011, p. 417). Thus, Ren and Blichfeldt are arguing that it does not automatically leads to a branding disaster by acknowledging multiplicity, but rather a broader and more truly differentiated place brand can be the outcome (Ren & Blichfeldt, 2011, p. 417).

According to Ren and Blichfeldt, a destination or a place is constructed, negotiated and shaped by the stakeholders of a given destination or place, and therefore it does not only entail one identity which is determined and non-negotiable (Ren & Blichfeldt, 2011, p. 23). This view is similar to Cayla & Arnould who has an identity-based view and also seek to differ from only having one identity. In relation to this project, I am going to analyse how the stories I have chosen about the Tanzanian business life- and culture are creating, constructing and shaping new stories and new identities of Tanzania.

Further, I will consider the stakeholders as the people involved and with an interest in the place. For this project, the stakeholders will be considered as the narrators of the stories which has been chosen for analysis.

In Ren and Blichfeldt’s investigation, they take a starting point in a polish town, Zakopane, and operate with place branding in a tourist perspective, with the aim of attracting more tourists to Zakopane (Ren & Blichfeldt, 2011, p. 420). According to Ren and Blichfeldt the aim of the fieldwork in Zakopane “*was to investigate how local tourism stakeholders communicated and developed the destinations through their understanding of the towns identity as a tourist destination*” (Ren & Blichfeldt, 2011, p. 417). Thereby, they mean that stories and thus identities of a given place or destination is created by the people involved in the place. Thus, the stakeholders of a given place. In addition, Ren and Blichfeldt argue that a multiplicity approach to place branding creates more trustworthy identities which provides a place or destination with the possibility to become a unique and innovative brand. A brand which is open to interpretation and co-construction

from its stakeholders and thereby allowing them (tourists, mediators and locals) to shape a given destination or place, which then become not determined (Ren & Blichfeldt, 2011, p. 431).

In relation to this project, I seek to investigate and obtain an understanding of how chosen stakeholders of Tanzania's business life communicate about and develop the country's identity as a business culture/community, through their understandings and interpretations of Tanzania's identity or identities as a business culture/community. Thus, the interesting aspect to investigate and analyse is how it's business life- and culture is constructed, shaped and interpreted, in order to make it more attractive, innovative and unique. This will be done by analysing documents/texts and videos which entail stories about successful entrepreneurs and development in Tanzanian business life/culture. Personal stories about entrepreneurs, which is told by others.

By challenging other scholars' perception and the simplicity in place branding, Ren and Blichfeldt argue that it is possible to use diversity in branding in a positive and creative way with the aim of showing what a place is "*always also about*" (Ren & Blichfeldt, 2011, p. 431).

This project seeks to challenge the existing perceptions and stereotypes of both Tanzania and its business life by presenting different and positive images and identities of Tanzania's business life- and culture in order to attract Danish companies to operate in the Tanzanian market. As mentioned in the introduction to this project, investigations from Dansk Industri reveals that there still are stereotypical images of Tanzania among Danish companies. The purpose of using Ren and Blichfeldt is therefore to analyse how stakeholders challenge these existing perceptions and stereotypes in order to brand the business life- and culture of Tanzania and to show what Tanzania is "*always also about*". In addition, the reason why I am leaning towards this view instead of the one from Hocaglu is that it provides me with the opportunity to tell more stories and create an image of a specific part of Tanzania, the way some of its stakeholders, shape, construct and interpret it and thereby show a more positive image of Tanzania, without making other stories less trustworthy. In addition, the stories created and constructed between the stakeholders of Tanzania has the purpose of creating a more varied and alternative image and perceptions of Tanzania than what is the case today.

Existing perceptions and images of Africa and Tanzania

In the following section, I will account for the existing perceptions of Africa, including Tanzania. This will create a framework for certain stereotypical perceptions existing among Danes and Danish companies and hence illustrate what ideas, perceptions, images, prejudices and stereotypes there should be broken down and/or challenged through place branding with the aim to shed light on more positive images of Africa and Tanzania, in order to make it more attractive to Danish companies. This section will therefore provide examples of how Africa, including Tanzania are being described and perceived by chosen Danish medias and companies based on analyses done by Dansk Industri. The perceptions there will be presented are not only related to Tanzanian business life/community, but they are also related to general perceptions of Africa, which also include the business life/community. In this regard, I find it relevant to determine that images and perceptions presented in this section are not images that are wrong or untruth but the purpose of presenting them is to show what kind of images there is being created around Africa, including Tanzania and thus which images theory of Ren & Blichfeldt and Kavaratzis & Hatch are supposed to challenge in order to provide a more positive or different image of Tanzania among Danes and Danish companies. The existing perceptions presented here, are based on Danish articles and views about Africa and Tanzania because it is these perceptions, which I through this project, seek to challenge with new images.

The first article is from Berlingske and creates images and stories about hunger in Africa, and how it keeps on being a challenge for the Africans, which seems harder to overcome. This article states that it is the first time since the eighties that hunger has been such a big problem as it is today (www.b.dk/Globalt/Afrika, 2017). According to this article, 6, 2 million Somalis need humanitarian assistance and 2,9 of these need lifesaving assistances. Moreover, 11 million people in West Africa are suffering humanitarian crises and they need emergency assistance (www.b.dk/Globalt/Afrika, 2017). In the article, it is further being argued by several FN-organisations that people in Africa will die if they are not capable of collecting money enough to help (www.b.dk/Globalt/Afrika, 2017).

Another article, which also tells the story about hunger and other humanitarian crises is from “Globalnyt”. According to this article 20 million people in only four countries are in danger of dying. Therefore, the world community are encouraged to donate money, in order to help the people who, suffer from hunger (www.Globalnyt.dk, 2017). According to this article, and actually also the one presented above, the humanitarian crises are caused by other things than a dry climate as it is

also caused by conflicts between the human beings, which leads to war (www.Globalnyt.dk, 2017). Thus, a picture of war and conflicts are also being created.

Another story told by Information.dk is about how the recent years news about how well African economies are developing, are not the whole truth and that not all are benefitting from that development (www.Information.dk/udland, 2013). In this article, it is argued that this brighten story about how Africa has become full of hope might not be completely accurate. Thus, this development has not yet payed off to all the people in the African community and a reason for this can, according to this article, be that there are not being enough jobs created (www.Information.dk/udland, 2013). Therefore, the story and image which is being created is one about the inequality and the gap between being rich and poor, despite of the good economic development.

A fourth example, from Globalis.dk is creating a similar image as the one described above. They are telling that Tanzania, just as the rest of Africa, for a long time has had a positive economic development, but not all the citizens are able to benefit from this. They present Tanzania as one of the poorest countries in the world where 1/3 of the population live under the limit of poverty. Although Tanzania has experienced a positive economic development caused by gold, tourism and other areas within service, they still suffer from corruption, bureaucracy and bad infrastructure and today they are dependent on help from foreigners (<https://www.globalis.dk/Lande/Tanzania> 2018).

Furthermore, DI is presenting some challenges which is business related about the African business life. As mentioned in the introduction, the problem is not about Danish companies which are not able to compete in the markets, but rather how it can be possible to get more Danish companies turning their eyes in a southern direction. DI state that some of the reasons for this is that Danish companies are experiencing challenges within culture, a not well-working market, bribery and corruption and resistance from local authorities (Lebech & Bustrup, 2015, p.7).

The existing perceptions and images are images which gets a lot of focus in the media, and therefore it is necessary to investigate how stakeholders of Tanzania are creating different and alternative images than the ones presented in the above with the aim of attracting more Danish companies to look in that direction.

Empirical Analysis

This section will contain descriptions of the stories which make up the empirical data for this project. As mentioned the chosen stories, have been found relevant for analysing how Tanzanian business life- and culture is branded by chosen stakeholders. Therefore, six stories have been chosen for analysis and they are based on the earlier mentioned criteria.

Story 1: George Mtemahnji, SunSweet Solar

The first story which has been chosen for analysis is about George Mtemahanji. This story is told by “African Leadership Academy” and “DHL – How we made it in Africa – Africa Business Insight”. In the article from “African Leadership Academy” there follows a YouTube video, which also has been drawn upon to tell this story.

The story is about the 23-year-old innovative entrepreneur, George Mtemahanji. At the age of 9 years old, George got the lucky opportunity to go to Italy to stay with his mother, and therefore he left his home town, Ifakara in Tanzania. The story focuses that George has lived outside Tanzania where he lived in Italy for eight years before he came back to Ifakara with an education as renewable energy technician in his baggage (Anzishaprize, 2015). When this article was written, George was 22 years old, but in 2012 he was only 19 years old when he started the company SunSweet Solar in alignment with one of his fellow students. When George came back from Italy he noticed that nothing had changed in relation to the power situation, and he was very surprised by that, because they are provided with so much sun, that it should be possible to use solar energy, so that was what George and his partner did (How we made it in Africa, 2015). They started doing research in the market and discovered possibilities. Thus, they saw a gap in the market. SunSweet Solar is focused on designs, planning, organising and building solar powered systems (Anzishaprize, 2015).

The story tells that, George is of the believe that a good business man is one that brings good quality materials into the products and not one who use the cheapest materials. SunSweet Solar want to be a company that brings good quality materials, also for the poor people. What really makes George and his companion happy is when they are able to sell their product/system to people who do not have that many money and need to work a lot. George presents an example of a man who owns a fruit shop and according to George, it makes him happy that he knows that now this

man can be able to work longer because he now has lights, so he can see and thereby he can have more income and then provide for his family (Anzishaprize, 2015).

According to this story, the objective for George is to deliver and install 10.000 systems within the next five years with the purpose of families gaining access to electricity, saving trees and improving the health of people in communities by implementing solar energy (Anzishaprize, 2015). According to this article George believes that *“providing solar power to rural Tanzania at a fraction of the financial and environmental cost of fossil fuels would be a revolution in the electricity market of Tanzania. With very little upfront cost, we can give electricity to families for several years.”* (Anzishaprize, 2015).

Furthermore, the story focuses on the aspect about George and his partner who have launched the biggest solar system in Tanzania and they are now able to provide citizens of Tanzania with electricity for 25 years, for only \$79, which is about \$0.30 a month. Although the price is depending on the electrical supply needs for the single communities and households. The article further states that George is in contact with a Swedish organisation that can provide them with loans, which will make it possible for the households to pay for the system. In addition, the article states that George Mtemahanji has been chosen as a finalist for the Anzisha Price, which is an award show for young entrepreneurs in Africa that are able to bring positive change to their communities, which according to George there needs to be shed light on, in order for the young entrepreneurs to attract investors/investments (How we made it in Africa, 2015). Furthermore, the article states that according to George supply of electricity is very important for the development of a country and without electricity big cities as New York or Johannesburg would just be villages as Ifakara (How we made it in Africa, 2015).

Story 2: Nuru Nassor, The ILO Kazi Nje Nje BDS apprenticeship programme

The second story is about an entrepreneur programme for young people in African countries, here among, Tanzania and it is told by the international Labour Organization (ILO). The story presents that working poverty and underemployment are some of the key challenges in the Tanzanian economy and three out of four are categorised as “working poor”. Further, the population are increasing where more than two-thirds are under the age of 25 years old. The article states that a quarter of all 15 to 34-year-olds are underemployed. The purpose of the programme “Kazi Nje Nje” is to enable young people to start and expand viable businesses and after hearing that, Nuru Nassor

decided to take part of this programme. This story presents Nuru Nassor as a 24-year-old tailor with three children, who struggled to make ends meet and she was just one of many young Tanzanians who wished to work more hours (ilo.org, 2017). According to the article, Nuru states that she used to do some occasional knitting and tailoring before festivals and celebrations, where she earned between TZS 30,000-50,000 a month. After following the programme with training and mentorship for nine months, Nuru started her own business and then she invited other young women to learn tailoring (ilo.org, 2017).

According to the article, Nuru states that this happened four years ago and now six women between the age of 20 and 22 have now joined her. She further states that she is very happy with the way things have developed because her income now has increased to TZS 80,000-100,000 a month. According to the article, she further elaborates that starting a business has made her feel successful because in that way she helped train others who, in the nearest future, will create their own businesses and what is even better is that she now is able to contribute more to feeding and clothing her children (ilo.org, 2017). The Kazi Nje Nje programme literally means “jobs out there ready to grab”, was a part of a five-year regional Africa Commission project in Tanzania, Uganda and Kenya which ended in 2015 and the main objective was to foster entrepreneurship, create decent jobs and provide greater opportunities for young men and women through education, skills development and access to financing. The story further states that, in order to identify entrepreneurs with innovative ideas they used mass media based social marketing campaigns and business plan competitions (ilo.org, 2017).

The story further focuses that, this project led to 51,489 businesses and 28,834 jobs within the retail, service, manufacturing, agriculture and agro-processing industry. Further, partnerships with community banks and other financial institutions were developed. This resulted in enhanced access to finance for young entrepreneurs (ilo.org, 2017).

Another aim of the programme was to support the young people in Tanzania in becoming productive workers who earn a decent salary and possible can be actors in their communities. The article provides another example of an entrepreneur, which is Saleh Awadhi. According to the article, Saleh is a former drug addict who now has graduated from the training programme. Saleh is in his late thirties and his ambition is to become an international fashion designer and he has already taken part in several fashion weeks, here among Zanzibar Fashion week (ilo.org, 2017). According

to the article, Saleh states that he sells his products at reasonable prices and make a good profit. He further expresses that he is happy that he now can take care of his son (ilo.org, 2017).

According to Jealous Chirove, which is employment specialist for ILO, the Kazi Nje Nje programme created awareness among the young people that jobs are available and can be created by the themselves. He further elaborates that the programme showed that fifty percent of the young entrepreneurs involved in the programme started a new business within twelve months of training. In addition, these businesses on average created 2.4 jobs per enterprise (ilo.org, 2017).

The article further states that, even though there is a good development within the business areas, there still remain obstacles for young Tanzanians in accessing decent work, and therefore Tanzania needs a more robust and multi-faceted public investment in public programmes for youth employment, which can help them to compete in the labour market.

Story 3: Mercy Kitomari, NELWA'S GELATO

The third story, which has been chosen for analysis is told through a YouTube video by "CCTV News" and is about a female entrepreneur named Mercy Kitomari. Mercy is a young Tanzanian entrepreneur who has created one of Tanzania's biggest Ice cream brands (CCTV News, 2016). Mercy is presented as a woman who sees possibilities rather than challenges even though it is a challenge constantly to keep the ice cream cool in a country where the weather always is hot. The story focuses on how Mercy Kitomari was a student in London where she discovered the pleasure of ice cream and noticed how much people loved it. Then she came back to Tanzania and saw a major gap in the market. In the video Mercy explains how they, in Tanzania drink a lot of coffee and tea and eat some sort of heavy snack. According to Mercy, the daily snack in Tanzania should be ice cream and there should be ice cream places for every ten household (CCTV News, 2016). Over the past four years, the company has developed to be one on Tanzania's biggest ice cream brands and now she is showing her talent and holding events in Dar Es Salaam. Her latest event is teaching classes in making ice cream, in her mother's kitchen where it all started, and she is encouraging other women to follow her lead (CCTV News, 2016). The story further focuses that some of the women attending the classes expresses that they are very interested in the business and therefore they have to learn it. In addition, they say that it is not difficult, and it is fun, and if you make an effort you can make something different from others (CCTV News, 2016).

According to the story, Mercy expresses that it is not easy and that it was easier in London. The reason for this is that in London, everything you need to make ice cream is available in the super market or there will be a supply chain available for ice cream industry. Then you only have to make them a call, tell them what you type you need, and they will deliver it to you. This is not the case in Tanzania where she has to go to the local market and get everything from scratch and thereby basically create her own supply chain (CCTV News, 2016).

As a young entrepreneur, Mercy has won awards and in Tanzania she is very popular on the social medias. She further believes that if she can make ice cream a habit for Tanzanians, it will grow. Not just her brand, but the whole ice cream industry (CCTV News, 2016).

Story 4: TechnoServe

The fourth story which has been chosen is from an article written by TechnoServe, thus they are this story's stakeholder and therefore is told from their perspective. The story presents women entrepreneurs as playing an important role when it comes to generating household income, across Africa. In Tanzania, the women own more than half of the small businesses but still they often lack access to the training and resources they need in order to grow their businesses (TechnoServe, 2018). Since 2016, a cooperation between TechnoServe, the ExxonMobil Foundation, the Center for Global Development, and Vodacom has established "Business Women Connect programme". According to this story, through this programme they have trained over 6,500 urban business women across Tanzania and Mozambique to access mobile savings accounts and further taught them fundamental business skills (TechnoServe, 2018).

The story presents Judith Muhoja as one of the women who have participated in the BWC programme. She is a female entrepreneur who sells sardines and through the years she has tried to save money, hoping to expand her business, thus increase her income and one day be able to buy a new home to keep her three children warm and safe (TechnoServe, 2018). Judith used to save her money in a traditional wooden box called a kibubu, which she kept at home. A problem for her was that sometimes, money disappeared, even with a lock on it. She tells about an experience where she lost money on a big deal because she did not have bags to carry the sardines and when she went looking for her savings in her box, nothing was left, which she was very sad about (TechnoServe, 2018). Through BWC training, Judith learned new strategies to take care of her savings and one of them was a mobile saving tool. This resulted in a boost in the savings and tools to keep them safe

from others. Judith further expresses that this tool work as a bank and now no one will have access to her money apart from herself (TechnoServe, 2018).

The story also focuses on another woman who have participated in the BWC programme, which is Zena Hamis Mchele who have been selling kitchen utensils for the past eight years. Zena has always relied on her internal business sense to guide her inventory and financial management but through BWC's business training she has now realised that simple recordkeeping systems could help her to increase her profits. According to Zena, she did not know what actual profit she was making with her business because she did not keep any records. Sometimes this even resulted in a loss of money because she was doing double payments to her suppliers (TechnoServe, 2018). Moreover, TechnoServe have also helped Zena to redefine to more in-demand products or to products with higher profits. Before these changes, Zena used to sell about 20 products per week and now this number has increased to 30. All in all, this has helped her to double her income (TechnoServe, 2018).

Another example this story is providing is about Doris Erasto who struggled to separate her private and business finances, which made saving difficult. Doris expresses that before the training she never made a budget and she ended up spending almost everything, but now she is able to separate the two finances and further to set saving goals. Further, financial management and saving lessons has changed her spending behaviour and she now has a clear budget, which will help her to grow her business in the future (TechnoServe, 2018).

The last example this story provide is about Debora who has done business for more than twelve years. At the moment she is selling cassava and until now she has been afraid to include her husband because she worries that he might take the income (TechnoServe, 2018). Through the programme, she was advised to consider opportunities between her family members and therefore Debora found ways to engage her husband in her business. This led to a reduction of their costs with twenty percent. She could then lower her prices and double her sale. According to this article, Debora states that she is found these things useful to improve her business (TechnoServe, 2018). Further, this partnership has also led to an improvement of her home life as her husband now has a greater appreciation for her work outside the home, which means that he is participating more in household responsibilities (TechnoServe, 2018).

Story 5: TechnoServe: Mama Crize

The following story is about the 43-year-old Mama Kisungu and it is told through an article by TechnoServe. Crize Kisungu, which is known as Mama Crize in her community, is selecting dried cocoa pods of the highest quality. According to Mama Crize she has the qualities of a good leader because she is confident, hardworking and able to cooperate with other members and to be proactive (TechnoServe, 2018). This story focuses that, although women contribute to a large share of cocoa labour on the farm, they are rarely informed of just how much income cocoa is providing for their families and only a little of the income make it to their own pockets (TechnoServe, 2018). But Mama Crize is working hard to change this dynamics within her community. She has four children in a small rural town in southwest Tanzania, where she grows rice and maize and cocoa. The most lucrative one is cocoa, despite that she never has had any training in how to cultivate these (TechnoServe, 2018). The story presents Mama Crize as motivated to provide a better life for her and her family and therefore she participated in the programme “Cocoa Quality and Market Access” (CQMA), which is a programme with the aim of increasing the income for cocoa farmers by increasing both the quantity and quality through new techniques.

According to the story, by creating strong cocoa markets, CQMA are able to provide spaces where hardworking women can realise their full potential within their communities by giving them the opportunity to take on greater leadership and decision-making roles as both farmers and business people (TechnoServe, 2018). The story further presents that, back in 2013, Mama Crize became one of the founding members of the Farmer Business Group (FBG) in her community, which entailed that she opened her doors of her home to their weekly meetings. She was further selected by her 15 fellow members, as a treasure of the FBG. According to this article, Mama Crize expresses that she like being the treasurer, the group trusted her, and she was responsible for the groups finances and managed the money from the cocoa sales. Further, she is responsible for money distributions to members and maintaining of all of their transactions (TechnoServe, 2018). Mama Crize had the role of treasurer until the end of 2015 where she achieved to pave the way for female leadership in Kisyosyo. She states that, *“In the past, it was very difficult for women to become leaders because many people, including the women themselves, didn’t have the knowledge that women can be good leaders. But now it’s easier, because people understand that women can be good leaders.”* (TechnoServe, 2018).

The story of Mama Crize has inspired TechnoServe to do more in order to improve their projects to eliminate barriers for women in cocoa production and to provide more enterprising women with the opportunity to become successful leaders. Therefore, they have led a gender analysis of Tanzania's cocoa sector in 2015. Based on this analysis, they came up with an innovative initiative, which involved encouraging husband and wife to join the programme together as it will make it a more inclusive process if the same information and decision-making are shared between the two of them (TechnoServe, 2018). The story presents that, Mama Crize is further encouraging other women to take leadership roles in Kisyosyo and her example will not surprisingly foster an even greater impact than even she might imagine (TechnoServe, 2018).

Story 6: Hafiz Juma, AIM Group

The sixth and last story which has been chosen for analysis is a story mostly about Hafiz Juma, which is one of Tanzania's young entrepreneurs. Further it is about the general development in Africa and it highlights two other stories besides the one about Hafiz Juma's, but these will not be elaborated as they are stories from respectively Ghana and Nigeria. The story is told through an article by Independent.co.uk.

Air stewardesses who work for Ethiopian Airlines are happy to talk about their work, and thus they tell about passengers who ask, "Will there be ANY food on the flight?", believing that the country's famine from 1983-1985 is a permanent feature of the country's existence. Stories as these highlight the misconceptions there are about Africa which persist in defining a continent even though Ethiopia is actually a verdant and pastoral country (Independent.co.uk, 2017). But a lot has changed through the years and Africa is continuing to throw off its post-colonial cloak to become the world's fastest growing group of economies and the reason for this is technology. Especially the mobile and the internet (Independent.co.uk, 2017). According to analyst ABI, in 2012 76.4 percent of Africans owned a mobile phone (Independent.co.uk, 2017). Rudy De Waele who is CEO and co-founder of Nyota Media, an agency for African entrepreneurs' states that "*Technology has enabled a new generation of creators and innovators emerging from the African continent to come up with inventive ideas that solve local problems*" (Independent.co.uk, 2017).

Africa still has a long way to go to change the minds and attitudes of those who worry about being provided with food on Ethiopian Airlines flights, but the thing about Africa being hungry is changing as they are not hungry for food, but hungry for success (Independent.co.uk, 2017).

But this story mostly focuses on Hafiz Juma, which together with his two other siblings, Nadeem Juma and Shaista Juma, he is the founder of the AIM Group. Their company initially focused on infrastructure deployments that made use of digital content such as interactive kiosks, motion-controlled projections and installations. Now, they are also involved in a number of other projects including the Dar Es Salaam International Academy and Efulusi Africa, which is a research and development company for mobile payment solutions (Independent.co.uk, 2017). According to the story, Hafiz Juma states that himself and his siblings are fifth-generation Tanzanians and they can trace their roots back to at least 1890. Her further states that they make up a minority as they are Indian Tanzanians, who have a complicated history (Independent.co.uk, 2017). Juma studied in New York before he co-founded Efulusi Africa in 2004, which is a company that developed the first mobile banking platform in Tanzania. In 2011 he created the AIM Group and in only 18 months, the company has grown from a team of three to 25 people. The story presents that Juma recognises that Kenya is ahead of Tanzania in tech and economic development as Kenya are able to attract money, investments and development by IT behemoths such as IMB (Independent.co.uk, 2017).

Juma states that, *“As Tanzanian, I probably shouldn't be saying this, but we definitely face stiff competition from Kenya that has begun the process of creating a culture for innovation.”* (Independent.co.uk, 2017). He further says that Kenya has a much more educated working population, so you will often see Kenyans in management positions in Tanzania (Independent.co.uk, 2017).

This story presents that although, Tanzania is also putting itself on the international stage through events such as the highly influential TEDx talks that have proliferated around the world and which Juma was instrumental in setting up in 2010. To this, he states that it is one of the most satisfying experiences he has ever had (Independent.co.uk, 2017). In conclusion, Juma mentions that economically, Tanzania is in a transitional place because like everywhere else on the continent, they are caught up in the hype of “Africa rising”, being the next hot-bed for growth, the final frontier and all the rest of the conventional rhetoric there is about investment in the region (Independent.co.uk, 2017).

Analysis

Introduction

In the upcoming analysis, I will seek to answer this projects' Problem formulation which is: ***What type of cultural success stories are to be found about Tanzanian business life- and culture and how can they contribute to a more attractive image of their business life- and culture in order to attract Danish companies?***

I seek to answer this problem formulation by analysing my empirical data in order to investigate how Tanzania is branded as a business life- and culture. Through this analysis, I will seek to analyse which themes the stakeholders of Tanzania are emphasising through their stories, which is in relation to how Tanzania is developing in a positive direction and how Tanzania's business life- and culture is branded by the stakeholders. Further, I am focusing on themes which can create an alternative image of Tanzania compared to existing stereotypical ones. Thus, whether these stories show new and important similarities.

The analysis will be divided into two parts, where the first part of the problem formulation will be answered in the first part of the analysis and the second part of the problem formulation will be answered in the second part of the analysis.

To ensure answering this projects problem formulation, I have listed four sub questions, which has the purpose of guiding me in the right direction. These are:

What characterises the stories of women and young entrepreneurs in Tanzania?

Which areas in Tanzanian business life- and culture seems to be successful?

What are the stories showing compared to the existing images of Africa and Tanzania?

Which stories are relevant with the purpose of branding Tanzanian business life- and culture to Danish companies?

Analysis of the first part of the problem formulation

In this part of the analysis, I seek to answer the first part of this projects' problem formulation, which is: *What type of cultural success stories are to be found about Tanzanian business life- and culture?*

In the table below, themes and stories are listed. The themes are listed in the boxes in the left side of the table whereas the stories are listed in the top column. Beneath the boxes where the six stories are listed, quotations and words which describes the themes related to the stories will be put in. In that way, the specific things in the stories that relates to a particular theme or attribute will be in these boxes.

Interesting themes and/or attributes emphasised by the stakeholders came up during the analysis of the stories. Therefore, they are relevant to include as themes to take further. Thus, they are also based on the theory presented, earlier in this project, as they are themes which are able to say something about what Tanzania is “always also about” to get a picture of how Tanzanian business life- and culture is branded by different stakeholders. In that way the table works as a tool to create an overview of which features and attributes the stakeholders are emphasising and showing when branding Tanzania's business life- and culture. Furthermore, an important thing to mention in relation to Ren and Blichfeldt is that, the themes, which the stakeholders emphasise in the single stories, are considered as construction, creating and shaping of identities. Thus, the themes will be considered as the stakeholders constructed, created and shaped identities.

Table 1

Cultural success stories about Tanzanian business life- and culture

Theme=identity	Story 1 George Mtemahanji	Story 2 ILO	Story 3 Mercy Kitomari	Story 4 (TechnoServe)	Story 5 Mama Crize (TechnoServe)	Story 6 Hafiz Juma
Industrialisation	“George and his partner have launched the biggest solar system in Tanzania and they are now					“Their company initially focused on infrastructure deployments that made use

	<p>able to provide citizens of Tanzania with electricity for 25 years”</p> <p>“the article states that according to George supply of electricity is very important for the development of a country and without electricity big cities as New York or Johannesburg would just be villages as Ifakara”</p>					<p>of digital content such as interactive kiosks, motion-controlled projections and installations.”</p>
<p>Quality</p>	<p>“SunSweet Solar want to be a company that brings good quality materials, also for the poor people.”</p>				<p>“. Crize Kisungu, which is known as Mama Crize in her community, is selecting dried cocoa pods of the highest quality.”</p> <p>“the aim of increasing the income for cocoa farmers by increasing both the quantity and quality through</p>	

					new techniques.”	
Innovation/creativity	<p>“providing solar power to rural Tanzania at a fraction of the financial and environmental cost of fossil fuels would be a revolution in the electricity market of Tanzania. With very little upfront cost, we can give electricity to families for several years.”</p> <p>George saw a gap in the market</p>	<p>“In order to identify entrepreneurs with innovative ideas they used mass media based social marketing campaigns and business plan competitions”</p> <p>“This project led to 51,489 businesses and 28,834 jobs within the retail, service, manufacturing, agriculture and agro-processing industry.”</p> <p>“The Kazi Nje Nje programme created awareness among the young people that jobs are available and can be created by the themselves.”</p>	<p>Mercy saw a gap in the market</p>	<p>“Through BWC training, Judith learned new strategies to take care of her savings and one of them was a mobile saving tool.”</p> <p>“through BWC’s business training she has now realised that simple recordkeeping systems could help her to increase her profits.”</p>		<p>“Technology has enabled a new generation of creators and innovators emerging from the African continent to come up with inventive ideas that solve local problems”</p> <p>“As Tanzanian, I probably shouldn't be saying this, but we definitely face stiff competition from Kenya that has begun the process of creating a culture for innovation.”</p>
Engagement in local communities	<p>The objective for George is to deliver and install 10.000 systems within the next five</p>	<p>“Another aim of the programme was to support the young people in</p>	<p>“Her latest event is teaching classes in making ice cream, in her</p>		<p>“Mama Crize is working hard to change this dynamics within her community.”</p>	

	years with the purpose of families gaining access to electricity, saving trees and improving the health of people in communities	Tanzania in becoming productive workers who earn a decent salary and possible can be actors in their communities.”	mothers’ kitchen where it all started, and she is encouraging other women to follow her lead”			
Local commodities	“When George came back from Italy he noticed that nothing had changed in relation to the power situation, and he was very surprised by that, because they are provided with so much sun, that it should be possible to use solar energy, so that was what they did”		“she has to go to the local market and get everything from scratch and thereby basically create her own supply chain”		Cocoa production	
Self-supported	“George presents an example of a man who owns a fruit shop and according to George, it makes him happy that he knows that now this man can be able to work	“Saleh is in his late thirties and his ambition is to become an international fashion designer and he has already taken part in several fashion weeks, here among		“Women entrepreneurs are playing an important role when it comes to generate household income, across Africa.” “Through the programme,	“Although women contribute to a large share of cocoa labour on the farm, they are rarely informed of just how much income cocoa is providing for their families	

	longer because he now has lights, so he can see and thereby he can have more income and then provide for his family”	Zanzibar Fashion week (ilo.org, 2017). According to the article, Saleh states that he sells his products at reasonable prices and make a good profit. He furthers expresses that he is happy that he now can take care of his son.” “Nuru further states that she is very happy with the way things have developed because her income now has increased to TZS 80,000-100,000 a month.” “Nuru is now able to contribute more to feeding and clothing her children”		she was advised to consider opportunities between her family members and therefore Debora found ways to engage her husband in her business. This led to a reduction of their costs with twenty percent, she could then lower her prices and double her sale.” “through BWC’s business training she has now realised that simple recordkeeping systems could help her to increase her profits.”	and not many of the income make it to their own pockets”	
Enthusiasm/Passion/hardworking	“When George came back from Italy he noticed that nothing had	“After following the programme with training and mentorship	“Mercy is a woman who sees possibilities rather than		“Mama Crize is working hard to change this dynamic within	

	<p>changed in relation to the power situation, and he was very surprised by that, because they are provided with so much sun, that it should be possible to use solar energy, so that was what George and his partner did”</p>	<p>for nine months, Nuru started her own business and then she invited other young women to learn tailoring”</p>	<p>challenges even though there are challenges when running an ice cream brand”</p> <p>“some of the women attending the classes expresses that they are very interested in the business and therefore they have to learn it.”</p> <p>“Mercy expresses that it is not easy and that is was easier in London. The reason for this is that, in London”</p>		<p>her community.”</p>	
Inspired in other countries	<p>“George lived in Italy for eight years before he came back to Ifakara with an education as renewable energy technician in his baggage”</p>		<p>Mercy Kitomari was a student in London where she discovered the pleasure of ice cream and noticed how much people loved it.</p>			<p>Juma studied in New York before he co-founded Efulusi Africa in 2004, which is a company that developed the first mobile banking platform in Tanzania.</p>
Personalises/social background/life story		<p>“Nuru Nassor is a 24-year-old tailor with</p>		<p>This story uses three examples of female</p>	<p>“She has four children in a small rural</p>	<p>“Hafiz Juma states that himself and his</p>

		three children, who struggled to make ends meet and she was just one of many young Tanzanians who wished to work more hours”		entrepreneurs using new technology and thereby the stories are personalised.	town in southwest Tanzania,”	siblings are fifth-generation Tanzanians and they can trace their roots back to at least 1890. Her further starts that they make up a minority as they are Indian Tanzanians, who have a complicated history in themselves” “Together with Juma’s two other siblings, Nadeem Juma and Shaista Juma, he is the founder of the AIM Group.”
Supported by others (Programmes etc.)	“George is in contact with a Swedish organisation that can provide them with loans, which will make it possible for the households to pay for the system.”	“Tanzania needs a more robust and multi-faceted public investment in public programmes for youth employment, which can help them to compete in the labour market.”		“Business Women Connect programme”	“she participated in the programme “Cocoa Quality and Market Access” (CQMA)”	

The table above, illustrates quotations and words describing the themes related to the chosen stories, which they emphasise, has now been plotted into the table where I have interpreted the stories to correspond to the themes or identities listed in the left side. It provides me with the opportunity to see what the single stories are emphasising about Tanzanian business life- and culture and at the same time, it makes it possible to see how many of the stories which are emphasising on the same themes, features, and attributes. Thus, where there are similarities between the stories and what they characterise them. Thereby, it will also be possible to see what type of success stories there are to be found about Tanzanian business life- and culture.

Based on the table above, there are 10 themes, features and attributes which the single stories entail and emphasise. These are, “Industrialisation”, “Quality”, “Innovation/Creativity”, “Local commodities”, “Engagement in local communities”, “Self-supported”, “Enthusiasm/passion/hardworking”, “Inspired in other countries”, “Personalises/social background” and “Supported by others (programmes etc.)”

Now, this has provided me with the knowledge of which identities the stakeholders, individually have chosen to show and emphasise when branding Tanzanians business life- and culture. The themes or identities mentioned here could possibly be characterising for all the stories and what I want to look further into is where the single stories have themes, features, and attributes in common. Thus, what characterises the stories across each other?

With help from the table above, it is possible to identify which identities cross the single stories by comparing them based on interpretation of how I understand how the stories are narrated by the stakeholders.

When looking at the table, thus through my interpretation, I have located eight themes, features, and attributes where similarities can be seen in three or more of the chosen stories presented. The eight identities, which are considered to be the most prominent are listed below. The number in the parenthesis shows how often the specific identity is emphasised in the stories.

1. “Innovation/Creativity” (5)
2. “Engagement in local communities” (4)
3. “Self-supported” (4)
4. “Enthusiasm/Passion/hardworking” (4)

5. “Inspired in other countries” (3)
6. “Personalises/social background/life story” (4)
7. “Supported by others (programmes etc.)” (4)
8. “Local Commodities” (3)

Themes which I have interpreted only to exist in two of the stories are “Industrialisation” and “Quality” and therefore it has been chosen not to focus upon these.

In the following part of the analysis, it will be elaborated how the identities, features, and attributes are to be seen in the stories based on my interpretations of what the stakeholders are narrating in their stories.

Innovation/Creativity

Through analysis, reading, and interpretation of the stories, it seems that innovation and creativity is central to the stakeholders focus on and it is a theme, which is articulated five out of the six stories but of different character. In the first story about George, the innovative aspect which I interpret the stakeholders to point out is that he saw a market for solar energy. Both solar energy as a product and the fact that he saw a gap in the market in the rural areas of Tanzania, I interpret this as being innovative. The second story told by ILO is a little different from the first one as it is an initiative which is being presented, but still there is an innovative aspect, to a great extent in fact, because the story is told in a way that implies that the initiative is innovative and further, they want to work with young Tanzanians who have innovative ideas. Therefore, I interpret this as being a story that both seeks to convey how good their initiative is and how many innovative people there are in Tanzania.

The aspect of innovation in the third story is similar to the one in the story about George as Mercy Kitomari also saw a gap in the market for ice cream and decided to take advantage of that. The reason why I interpret it to be an innovative aspect in this story is that the stakeholders seeks to convey that she saw an opportunity for business, which I consider as an innovative aspect.

The innovative aspect is also an attribute which is being emphasised by the stakeholders of the fourth story, which is told by TechnoServe. The reason for this is that they are focusing on new strategies in order to improve small businesses and increase their income. This is a case where

TechnoServe is providing strategies for Tanzanian women, and thereby they have an agenda by telling this story, which according to my interpretations could be because they want to show how effective their strategies are, and that people succeed by incorporating them in their business. The innovative attribute is also something which is being emphasised in the sixth story where the stakeholders are telling about how technology has enabled a new generation to come up with inventive ideas for solving local problems. Furthermore, the story tells about how an innovative culture now has started to be created in Tanzania.

Engagement in local communities

Another theme which is generally in four of the stories is engagement in local communities. The stakeholders in the first story about George has chosen to tell about how George engage in communities by wanting to provide electricity to families and further to save trees, thus they are telling how he wants to help people and the environment in several communities, which I interpret as engagement in local communities.

Local engagement also seems to be a part of ILO's story as they are focusing on telling that their programme seeks to develop young people to become productive workers and be actors within their communities. Also, in the story about Mercy Kitomari, the stakeholders have chosen to focus on her contribution to the community. In this story, Mercy's contribution is that she has organised a teaching class for other women in her community who wants to learn how to make ice cream and how to make it a business. The case is a little different in the story about Mama Crize as this is the story about how there should be more women leaders in cocoa production because their husbands are controlling most of it. The aspect of focusing on engagement in local communities can be seen in the way that Mama Crize seeks to change this dynamic and be a role model for other women within her community.

Self-supported

Four out of the sixth stories are focusing on being self-supported in relation to economy and to be able to provide for themselves. In the story about George, they are telling how his solar energy business is providing electricity to families in the communities, also the poor ones and make them able to work longer hours because of the lights-situation, which will increase their income.

Also, in the second story from ILO, they focus on what their programme will do for their participants, which is to make them able to increase their income and thereby take care of their families because they are learning how to develop their business in the right direction. In that way, they are telling that it is successful businesses and entrepreneurs which are able to support themselves.

What characterises story four and five is similar to the others because the stakeholders are focusing on presenting programmes which Tanzanian women have used for increasing their income with the purpose of taking care of their families and they are really emphasising that the women are playing an important role in this regard.

Enthusiasm/passion/Hard work

Another thing which seems to be clear by analysing the stories is that the stakeholders are emphasising on the amount of enthusiasm and hard work of Tanzanians' when they are involved in the business life- and culture. What is also interesting is that this theme is being presented in a more implicit way, maybe because enthusiasm, passion and hard work are required if you want to be a successful entrepreneur, but it is there. For instance, story five are mentioning this when they are telling about Mama Crize who is working hard to change the dynamics within her community by both being a leader and encouraging other women to be leaders.

Further, it can be seen in the stories about Mercy Kitomari, George, Nuru Nassor, and Saleh, although there is a difference. Mercy Kitomari and George seems to have the enthusiasm and passion as they then are able to help others to provide for their families whereas Nuru Nassor and Saleh are hardworking and passionate because it is an opportunity for them to provide for their families. On the other hand, I do not think that it can be distinguished so easily and maybe it is a combination of both from all of them, but what is for sure is that the stakeholders are focusing on this attribute when telling the stories.

Inspired in other countries

The table is also indicating that three of the stories are focusing on the fact that some of the Tanzanian entrepreneurs have been affected or inspired in other countries than Tanzania. This implies in the story about George who has had most of his educational experience in Italy.

Especially the education regarding solar energy and energy in general. Then he saw an opportunity when he came back to Tanzania. The case is the same in the story about Mercy Kitomari who went to school in London where she got her interest in business and especially regarding the ice cream business, which she then took further when she came home to Tanzania. The third example can be found in the story about Hafiz Juma who has studied in New York before he came back to Tanzania and used this knowledge and education to build his business.

Personalises/social background/life story

This theme is considered as one being used by the stakeholders as an instrument in order to brand the Business life/culture of Tanzania. As it has been shown, all the stories are about one or more persons, but the stories are different in the way they are constructed. In some of them, it seems like the stakeholders are using stories within the stories. This, for example, seems to be the case in the story from ILO where both Nuru Nassor and Saleh are used as examples. Further, it is the case in story four and five where both Debora and Mama Crize are used as examples to personalise the story.

Supported by others (programmes etc.)

The table further indicates that a big part of the stories, to some extent, are focusing on entrepreneurs which are being supported by different programmes, which already have been mentioned in some of the above.

In the story about George, it is presented by pointing out that he is being supported by a Swedish organisation in order to be able to deliver low prices for his costumers.

In the story told by ILO, it is argued that Tanzania need public investment for programmes to develop young entrepreneurs' skills in running a business to make it more successful, which is what has happened in this specific story about Nuru Nassor and Saleh. So, the reason for success is due to public programmes.

In the fourth and fifth stories presented, the stakeholders are also focusing a lot on telling how a specific programme has been helpful in the process of developing women's business skills. This theme or attribute can be considered as an extension of "Innovation/Creativity" because the programmes are entailing some of the innovative approaches and strategies. The reason why this

may be important to tell, taking these stakeholders into consideration may be that they are the one in charge of the programmes. In that way, it is also a way of selling themselves to provide this kind of success stories where women are using their initiative and support to further develop their own businesses and thereby make it successful.

Important ways to present Tanzanian Business life- and culture

Based on this analysis of the six stories, a certain picture is constructed about which themes and attributes, the different stakeholders emphasise in their way of branding Tanzania's business life- and culture and thereby also can be considered as being some of the most important ways to present Tanzanian Business life- and culture.

For an example, it is being emphasised to focus on single persons by presenting their way to create a business and to create a successful business. Further, what characterises the persons the stories are about is that they are either women or young entrepreneurs. In addition, they seem to emphasise the positive qualities that Tanzanian entrepreneurs possess, which seems to be their flair to think innovative and creative while being passionate and hard working.

Furthermore, there seem to be indicators that show that Tanzanian entrepreneurs either receive support from other countries and programmes or have been inspired to do business by telling the story about being outside of Tanzania. At the same time, the stories emphasise how active they are. This is corresponding to their qualities described being hardworking and passionate. Another trend in the stories is also that there seems to be a desire that drives and motivate them which seems to be based on solving local problems/challenges, either in their own family or in their own small community or both, which also is a very interesting aspect. Moreover, receiving support from programmes and other initiatives is not necessarily a negative thing as it seems to be a good way to follow the right path in the development of Tanzanian business life- and culture due to these initiatives.

Further, what characterises these stories as important ways of presenting Tanzania's business life- and culture is that the areas of Tanzanian business life which are being branded most are rural areas, technology and energy, which often seems to be connected to each other. For example, rural areas are branded as an area with possibilities, especially when using innovative technology, such as new strategies for increasing production and income. In addition, this can be seen in the story about

George, where they present that his company use solar energy with a focus on people who works within rural areas.

Thus, the identities, which I have interpreted the stakeholders of Tanzania's business life/culture to emphasis, shape, and construct are the seven mentioned above, as they are the ones, through features and attributes, which characterise the stories across each other. Therefore, based on this analysis, I will characterise these as being those types of stories there is to be found about Tanzanian business life- and culture.

Analysis of the second part of the problem formulation

In the following part of the analysis, I seek to answer the second part of this projects' problem formulation, which is: *How can they (the stories) contribute to a more attractive image of their business life- and culture in order to attract Danish companies?*

In order to answer this question, I find it relevant both to include the conclusions from the first part of the analysis and the existing perceptions and images about Africa, including Tanzania, presented in the section before the analysis. In addition, I will further draw upon the theory presented by Ren and Blichfeldt.

As mentioned above, in the first part of the analysis I found out which identities the chosen stakeholders, through stories choose to identify with Tanzania's business life. The outcome of the analysis showed that the following seven themes/identities are the ones, which the stakeholders emphasis and find as the most important ones in their construction, shaping and creating of Tanzania's business life:

1. "Innovation/Creativity"
2. "Engagement in local communities"
3. "Self-supported"
4. "Enthusiasm/Passion/hardworking"
5. "Inspired in other countries"
6. "Personalises/social background/life story"
7. "Supported by others (programmes etc.)"

As mentioned, in this part of the analysis, it is important to take existing images about Africa, including Tanzania into account in order to analyse how the new images can contribute to a more attractive and alternative image of Tanzania and its business life- and culture. Therefore, there will be referred to these existing images to compare them to each other. Thus, there is a need to analyse how the new themes and identities created by the stakeholders differs from the existing images, among the Danish media and Dansk Industri (DI), which I have provided some examples of in the section before the analysis. These images show that hunger, poverty, war, corruption, bad infrastructure and inequality still are central images which are in focus in the way Africa, including Tanzania, are being presented in the Danish media and by DI.

Innovation/creativity as branding

Let's take a closer look at "Innovation/Creativity" to see how this created identity are able to contribute to a more attractive image of Tanzania and its business life/culture and thus, why the majority of the stakeholders may want to construct an image of innovation/creativity in their stories.

Innovation and creativity is certainly a theme which has not been addressed in the presented stereotypes about Africa and Tanzania. Therefore, I am able to say that a different image of Tanzania is being constructed by its stakeholders. As for an example, in the Danish media, it is highlighted that no jobs are created and therefore the positive economic development, that otherwise would have been, has not reached the broad population in Tanzania.

As I interpret the image constructed by the stakeholders, I think that this innovation/creativity image is what the stakeholders want to change by telling the story about how an entrepreneur-initiative helps create more jobs, especially among women and young entrepreneurs. In general, this identity of a Tanzania being innovative and eager to start up and run companies is a very positive and different image than what we otherwise are presented to, and I interpret this as the stakeholders are trying to send a signal to the outside world, that entrepreneurs in Tanzania have the courage, motivation, and competencies to start up and run a business with new technologies as for example, presented in the story about Mama Crize, which furthermore provides profit. Further, I interpret this as an alternative image, which the stakeholders are trying to show about women who are able to use modern and innovative strategies. Moreover, I interpret this could be sending a signal about a future Tanzania with a sustainable economy that also reaches the broad population and that they are able to create their own future in a positive direction. Further, as mentioned earlier, George is taking

advantages of the sun in Tanzania and use it to create power through solar energy. In that way, he is thinking innovative. Thus, I interpret this as being an identity which is relevant for Danish companies as Danish companies are known for being innovative and have qualities within technologies. I interpret this, as an area that especially is relevant to Danish companies who are working within solar energy, which Danish companies also are known to be good at.

Engagement in local communities as branding

Another identity, based on the first part of the analysis, which I have found out is being emphasised is “Engagement in local communities”. The existing images show that it is an Africa and a Tanzania who needs help in the form of monetary donations that can help people who suffer from hunger. I think that the identity being created about engagement in local communities shows another side of this. Namely, that they will try to help themselves by engaging in their communities and thereby become productive entrepreneurs while showing the image of helping each other starting businesses, as in the example of Mercy Kitomari where she, through engagement in her own community, are helping other women to start their own business in the future. It can further be seen in the story about Mama Crize which focuses on developing women entrepreneurs in local communities. I interpret this as sending a signal to Danish companies that they are willing to do an effort and to take initiative to solve local problems and thereby help themselves. Therefore, I also interpret this as an alternative image being created and shaped and further a relevant identity to signal to the outside world. Therefore, I also consider this identity to correspond with the identity about being enthusiastic, hardworking and passionate. I interpret this as being in alignment with being able to engage and take initiative to help an improve conditions within their own community.

Furthermore, I interpret that it is an identity which can break down the stereotypical image that Africans may not be that active. Thus, it is signalling that they are motivated to invest in themselves and in their own communities.

Self-supported as branding

The identity of Tanzanian entrepreneurs engaging in local communities also corresponds to the identity I want to focus on now, which is the identity about many Tanzanians, through businesses, are able to be self-supported, economical. Therefore, I am interpreting that the stakeholders are creating an image that shows something different from the image of suffering from hunger, poverty and needing monetary donations. Instead, they are able to support themselves and can create their

own finances. In the existing images, there is a lot of focus on monetary donations and creating the image that they need help, and therefore, I am interpreting that the stakeholders try to communicate that many Tanzanians both can and will create their own future. Thus, I interpret that an image of Tanzanians being more independent is trying to be created, although signs of not being completely independent can be seen, which I will come back to later. At the same time, I interpret this identity as being an identity that could be relevant for Danish companies if they have products, which are relevant for these smaller businesses or have technologies that are relevant for improving the business, which the Tanzanians have created by themselves.

Enthusiasm/hardworking/passion as branding

Another characteristic of the stories, which I interpret as being a part of the Tanzanian identity is about the Tanzanian entrepreneurs as being enthusiastic, hardworking and passionate. Once again, I will refer to how the Danish media is creating an image that shows Africa and Tanzanians almost only can manage to survive if they receive external donations from different organisations. An image like this could easily be interpreted as one that shows that Tanzanians are only waiting to receive money so that they can be rescued from hunger, poverty, and inequality. The image, I interpret to be created by the stakeholders is one that breaks with the existing images, maybe about a lazy population, who does not take initiative by themselves to solve the challenges, which they indisputably face, but that they make an active effort. I will interpret the alternative image trying to be created by the stakeholders as being a different and more positive image than what could be interpreted by looking at it through the Danish media. Thereby, it provides a positive image of what kind of people are to be found in Tanzania's business life- and culture. Moreover, I interpret this as being a relevant identity to try to show foreign investments, in this case from Denmark because I interpret that it sends a signal that, they can be competent and reliable business associates who are taking their part of the job.

Inspired in other countries as branding

Another result of the first part of the analysis is that the Tanzanian entrepreneurs have been inspired to get involved with entrepreneurship, in other countries than Tanzania, where they have also achieved the knowledge required within a specific area. For example, George was inspired in Italy, Mercy Kitomari was inspired in London and Hafiz Juma was inspired in New York and then they came back to Tanzania. I will argue this to correspond to the fact that they increasingly are identified by being innovative and creative and I further interpret that it shows that they are able to take initiative and chances with the aim to improve Tanzania, both as a country and as a business

community. On the other hand, this identity may not only be as positive as I have interpreted it to be in the first place, as it also is an identity that could signal a certain amount of inequality. The reason for this, is that not everyone may have the possibility to come to another country to have an education. George is also describing that he was very lucky that he even got the opportunity to come to Italy because of his mother and therefore, it might be a thing that belongs to the wealthier families. Further, it may say more about the countries where the Tanzanians are taking their education than Tanzania as a business life- and culture. Therefore, this might not be an identity, which are relevant to attract Danish companies.

Personalises/social background/life story as branding

In the first part of this analysis, I found out that the stakeholders of the stories often use an example of one or more persons where they are narrating about their background. This is an interesting aspect, but maybe it cannot be considered as an identity as much as the others presented, because narrating about their social background seems to work more as an instrument. Therefore, this might not be an identity which can be taken further in order to brand Tanzania and its business life- and culture, as it might not be relevant for the Danish stakeholders to know. Instead, it might be relevant to personalise the stories to attract other young Tanzanians to also take initiative because they can identify themselves with the stories when a real person is a part of it.

This aspect of personalising the stories, is in great alignment with the identity of “enthusiasm/hardworking/passion. The reason for this is that, it tells about the process of where they came from and where they are now, which is a positive story, and therefore, I interpret this as still being an important and relevant theme, but more relevant for the Tanzanians than to Danish companies.

Supported by others (programmes etc.) as branding

In the first part of the analysis, another outcome was that Tanzania and its business life is branded as a country that receives a lot of support from different initiatives and programmes that will boost their development of Tanzanian entrepreneurs and Tanzanian business life. An aspect, which also must be considered is the agenda from the stakeholders who are telling these stories. For an example, I interpret that the stories from ILO and TechnoServe, on the one hand, will present the

positive development in Tanzania. On the other hand, they are selling (branding) themselves. The ILO is an initiative that allows women and young entrepreneurs to develop their skills in doing business, and by telling these success stories they are also presenting themselves, as an organisation, in a positive way. The same is the case with the stories from TechnoServe, which offers innovative strategies for entrepreneurs within different areas and thus by telling the success story about women developing businesses, at the same time they are telling the story about how good their product/solutions are. In that way, the stakeholders will probably always have an agenda by telling the story they are choosing to tell, and this also influences on how the Tanzanian entrepreneurs are presented because maybe they are presented very positive as the stakeholders want to create a positive image about themselves.

What I find interesting in terms of an image has been created, that to a less or greater extent Tanzania receives support, but not only in the form of money but also support that provides women and young entrepreneurs with opportunities, through tools, to improve their businesses. In this way, they have to make an effort themselves to be more successful. Stories which create this identity thereby creates a different image that indicates that the support they are receiving not only comes in the form of monetary donations. Therefore, I will argue that it creates an alternative and a more attractive image because it shows that there is a development in the business life- and culture. In that way, I am interpreting that it corresponds to having passion and being hardworking in the approach to be a successful entrepreneur.

Industrialisation and quality as branding

In the beginning of the first part of the analysis, it was mentioned that “Industrialisation” and “Quality”, though my interpretations, only are emphasised in two of the stories and therefore have been chosen not to focus upon. On the other hand, it is relevant to discuss why these two themes are not emphasised more, as it seems to be themes, which could be relevant for Danish companies to know. I will interpret industrialisation and quality as themes which especially could signal that Tanzanian business life- and culture is developing in a positive direction. Especially, taking Danish flair for quality products into consideration, “Quality” would be a relevant identity to show as it could attract Danish companies if they know that, they will cooperate with quality products.

Local commodities as branding

Another theme or identity which is not mentioned in the first part of the analysis, is “Local Commodities”. This identity is mentioned in three of the stories, and I will interpret this as being a relevant identity to show in order to attract Danish companies as it is signalling that Tanzania has local commodities, and what they need from Danish companies may only be helping to take full advantage of these resources. By showing that Tanzania has the resources may get Danish companies to think that they can take advantage of this. Thus, in cooperation create a profitable business based on Danish knowledge and Tanzanian local commodities.

Contributions to alternative images of Tanzanian business life- and culture

In the first part of the analysis, I interpreted eight themes to be the most prominent ones as they were the identities which most of the stories had in common. Ren and Blichfeldt argues that more than one identity within a place can be preferable in contrast to only having one identity to be identified with. I will interpret that this can be the case as the stakeholders have identified Tanzania’s business life- and culture with several identities, which I further have interpreted can appeal to different Danish companies as they are challenging the existing stereotypical perceptions of Tanzania.

Thus, through the second part of the analysis I have analysed how the most emphasised identities can create new and alternative images, in order to attract Danish companies. Through this part of the analysis, I found out that not all the most prominent or emphasised identities are able to create new images because they are not challenging the existing stereotypical perceptions. Therefore, some of them may not be relevant in order to attract Danish companies.

Although, through the analysis, I have interpreted that the stakeholders have created alternative images through some of the presented identities which has been constructed and these are:

“Innovation/Creativity”, “Engagement in local communities”, “Self-supported”, “Enthusiasm/hard working”, “Supported by others (programmes etc.)” and “Local commodities”. These are identities and images that possible can make Tanzania become a unique and innovative brand. Thus, by challenging the existing perceptions about Africa and Tanzania, the stories are constructed, negotiated, interpreted and shaped in a way that shows what Tanzania is “always also about” and thereby shows identities which I interpret as being relevant in order to attract Danish companies.

Thus, this could be prominent identities in order to solve the challenge from Dansk Industri and making Danish companies to look in a more Southern direction and thereby increase their export areas.

Discussion

Through this project a lot of interesting perspectives for further discussion came up. For example, an interesting aspect to discuss would be the stakeholders' role in relation to what kind of agenda they have by telling the stories that I have chosen to analyse. Another interesting aspect to discuss is also in relation to the stakeholders' role and is about whether it would have made a difference if the stakeholder of a given story was of a local character. In some way, these aspects are connected and below I will further elaborate and reflect on these.

The initial intention with this project was to obtain an understanding and knowledge about how local stories could be used in a branding perspective in order to make Tanzania and its business life- and culture more attractive to Danish companies which originally was based on a challenge DI is experiencing where Danish companies are afraid of entering these markets. These stories should both be internet-based and based on interviews with Tanzanian entrepreneurs. The purpose of doing this, was to obtain an understanding of how local entrepreneurs perceived themselves and how they want to be perceived by the rest of the world in a business perspective. As also mentioned in the methodology section, it was not possible to gather the initial data as it was too difficult/challenging to contact local entrepreneurs from Tanzania. Therefore, I decided to follow another path and I chose exclusively to use an internet-based approach to gather the data for analysis. In the process of gathering the data, I realised that the stories, which have been found was not as local as expected because every story was told by others, thus through some type of media, which was not from Tanzania.

According to Ren and Blichfeldt, they argue that a place's identity is created, shaped, interpreted and constructed by its stakeholders. The stakeholders are people who have an interest in a place. In this case, the stakeholders can both be locals, mediators and others with an interest in Tanzania's business life- and culture. Therefore, the choice of this project's stakeholders is not wrong because they are legit stakeholders, according to the theory', but they may have another agenda than what local media from Tanzania would have had.

Based on the analysis, I have concluded what type of stories there is to be found about Tanzania's business life- and culture and thereby, I have found out, which themes the stakeholders emphasise, which is of a special character. In this regard, I find it relevant to discuss whether these themes or identities may have been different if the stories were told by other stakeholders, as for example, local stakeholders of Tanzania. In the stories analysed in this project, I came to the result that one of the identities which the stakeholders emphasise the most is "Innovation/Creativity", "Engagement in local communities", "Self-supported", "Enthusiasm/hard working", "Supported by others (programmes etc.)" and "Local commodities". As mentioned earlier, the stakeholders' agenda needs to be taken into consideration.

If the stories were told by local stakeholders from Tanzania, I have a hypothesis that the identity about receiving support would have been emphasised less and maybe they would have focused more on being independent. The reason why support is being emphasised in these stories could possibly be that ILO and TechnoServe who are the stakeholders of these stories also have an agenda by telling that story. ILO is a huge organisation who lives to create support programmes all over the world and therefore they might have an agenda to brand themselves as an organisation. The same thing is applying for TechnoServe. TechnoServe is also an organisation who are working with such programme all over the world and further they are selling innovative strategies to small businesses. By telling the story about how effective their product is, they are not only branding Tanzanian and its women entrepreneurs. They are also branding themselves.

On the other hand, if local stakeholders of Tanzania had told the stories, they may have emphasized more on the local commodities they are able to provide and further, the qualities of these commodities and the quality of other products. Moreover, stories, which could signal an image of a higher status, among Tanzanian entrepreneurs may have been emphasised. Whether the things mentioned here are right or wrong, I do not know anything about and therefore it opens up for a further research, where the stories being analysed is provided by local stakeholders of Tanzania.

Another aspect of the stakeholders is regarding the Danish companies. Some of the Danish companies are also stakeholders of Tanzania's business life- and culture because they have an interest. Although, this project is about investigating how the stories could create a more attractive image of Tanzania's business life- and culture, which may imply that they do not have an interest, it could be argued that it would have been preferable to know exactly what Danish companies find relevant. Through this project, I have concluded which kind of identities the Danish companies find

relevant based on my interpretations. It might have been relevant to interview Danish companies to obtain knowledge about, which identities and attributes there would have been relevant in order to make them look in a southern direction.

Conclusion

In the beginning of this project I asked: *What type of cultural success stories are to be found about Tanzanian business life- and culture and how can they contribute to a more attractive image of their business life- and culture in order to attract Danish companies?*

In the first part of the analysis, I investigated what type of cultural success stories there are to be found about Tanzanian business life- and culture. Through analysing the stories, I found out what characterises and emphasise the stories presented, created, shaped and constructed by the stakeholders, which is “Innovation/Creativity”, “Local commodities”, “Engagement in local communities”, “Self-supported”, “Enthusiasm/hard working/passion”, “Inspired in other countries”, “Personalises/social background/life story” and “Supported by others (programmes etc.)”. What further characterise the stories are a focus on women and young entrepreneurs. Based on how many of the stories emphasised the different themes, through my interpretations, I will conclude that abovementioned themes or identities are the type of cultural success stories there are to be found about Tanzanian business life- and culture.

In order to answer the second part of the problem formulation, thus answer how the stories can contribute to a more attractive image of Tanzanians business life- and culture to attract Danish companies, I found it relevant to analyse how the stories created by the stakeholders, through their emphasised themes or identities can create new and alternative images compared to existing stereotypical images and thereby challenge these images. Thus, the answer to how they can contribute to a more attractive image of Tanzanian business life- and culture is by challenging existing stereotypical images.

In this part, through my interpretations, I came to the result that not all emphasised themes or identities can contribute to create alternative images of Tanzania and thereby attract Danish companies. The identities, which I have interpreted are able to do this are: “Innovation/Creativity”, “Engagement in local communities”, “Self-supported”, “Enthusiasm/hardworking/passion” and “Supported by others (programmes etc.)”.

Innovation/Creativity are creating new and alternative images about using new technologies. Both Engagement in local communities, self-supported and “enthusiasm/hardworking/passion” show an image of a Tanzanian business life- and culture who tries to overcome local problem and challenges through business and thereby they are not just waiting to receive support in the form of monetary

donations. It is further images, which signal a hardworking and passionate people who are able to use new technologies and take advantage of the opportunities they get. Therefore, I have interpreted the identities to be relevant to show in order to attract Danish companies as it is identities, which may fit well to Danish companies and what they are looking for in a business cooperation.

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