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 I Emma Johnson declare that I am the sole author of this assignment and the work is a result of my own investigations, except where otherwise stated. All references have been duly cited.

An Investigation Into Rebranding Challenges Faced By Organisations: The Case of Oxfam's 2018 Scandal

York St John Business School

Introduction

The research has developed the subject of rebranding and whether existing strategies can be successfully applied to non-profit organisations.

Background

In 2016/2017 Oxfam received funding from various sources equating to £408.6 million (BBC, 2018). It is anticipated to fall significantly, due to decline in donations since the 2018 scandal (Radojev, 2018).

Rationale

Rebranding models when used correctly in corporate companies can be efficient in achieving company's evolution (Merrilees, 2005). However, the field is under-researched and limited, despite the fact it is actively happening (Daly and Moloney, 2004).

Oxfam Case

Oxfam, one of the largest charities in the UK, recently dominated headlines after allegations of unorthodox conduct by staff in the Haiti 2010 earthquake, taking advantage of people in difficult circumstances (BBC, 2018). The Government seeks to investigate the matter and The Charity Commission have launched a statutory inquiry (The Charity Commission, 2018). Oxfam received £31.7m from the Government last year (16/17), however Oxfam will not be bidding for any funding until standards are satisfactory (Heffer, 2018).

Literature Review

The literature review of this study focused on rebranding and existing models, non-profit organisations and perception, thus if it were to effect donations. These themes chosen as surrounding the research topic and establishing the rationale behind rebranding and thus develop a new framework suitable for non-profit organisations.

Methodology

Philosophy– Pragmatic – In today's society research topics are complex and require comprehensive efforts (Wheeldon, 2010). The systematic approach of quantitative and qualitative methods to address the aim (Patterson, 2013) was appropriate.

Ontology– Intersubjective – The researchers understanding based on the information available which can be tested (Wheeldon and Ahlberg, 2012).

Epistemology– Abductive – Associated with mixed method approach and is understood as looking for an explanation for a surprising observation (Velazquez-Quesada, Soler-Toscano and Nepomuceno-Fernandez, 2013) which is what this study aimed to discover.

Approach– The study was cross-sectional and a mixed method design. Unifying quantitative and qualitative data. Increasing validity and generalisability of results (Easterby-Smith, Thorpe and Jackson, 2015).

Quantitative– Collected via questionnaires through Qualtrics. A combination of snowballing and convenience sampling. Collecting 275 questionnaire over the ideal amount. Analysed in SPSS descriptive, correlation and regression statistics.

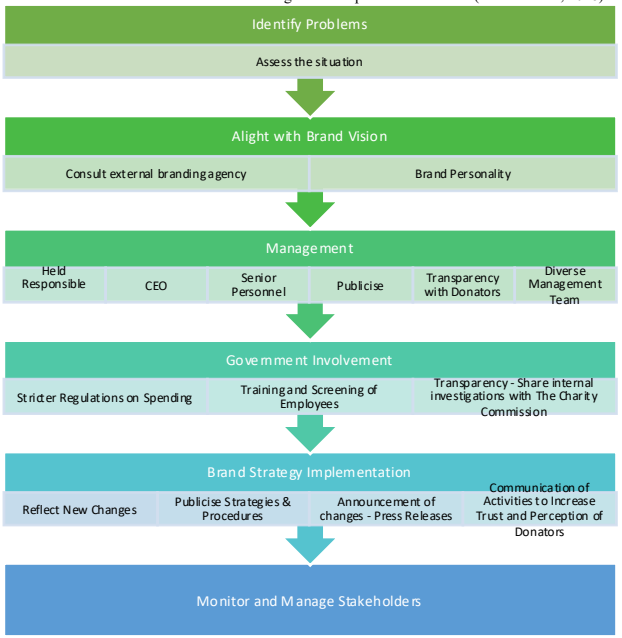
Qualitative – Collected via 7 semi-structured interviews. A purposive sample and analysed through thematic analysis.

Findings and Discussion

Through the analysis and discussion of the findings, the researcher was able to propose a framework (Figure 1) that is appropriate for charities and how to approach rebranding.

Proposed Framework

Figure 1: Proposed Framework (Author Own, 2018).



Concluding Remarks

Overall, a challenging but thoroughly rewarding experience, that I am sad to see come to an end. Therefore, I am researching and considering conducting a PhD to develop this chosen topic.

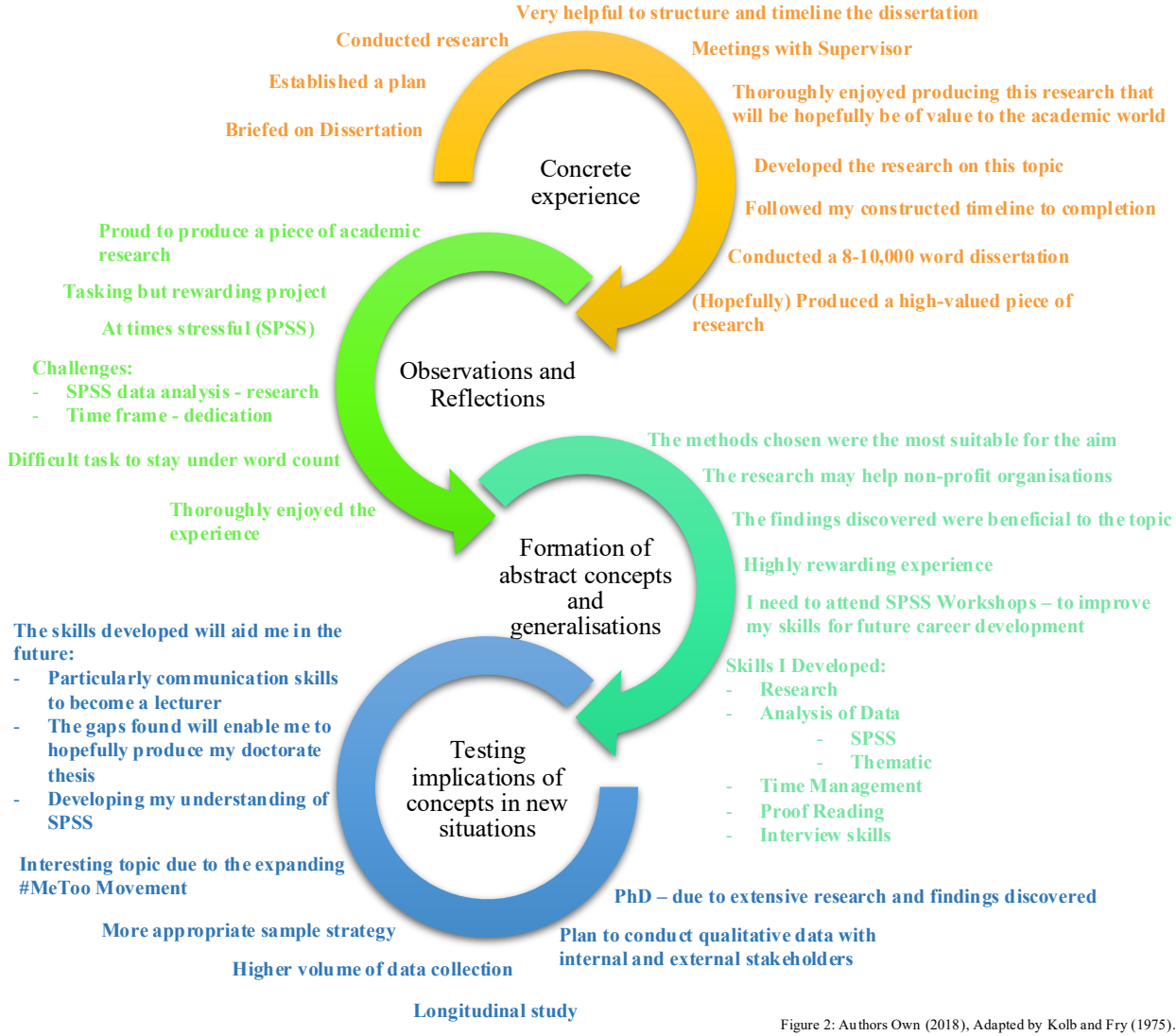


Figure 2: Authors Own (2018), Adapted by Kolb and Fry (1975).

Kolb and Fry (1975) Experimental Learning Model

A criticised of the model is that it lends itself to interpretation (Holman et al. 1997., cited in Bergsteiner, Avery and Neumann, 2010). Coffield et al. (2008) challenged Kolb as to whether his model represents four learning styles or four learning stages. The difference is fundamental since learning styles can be related to personality types, while learning stages refer to sequential steps in a learning cycle.

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