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AN INVESTIGATION INTO REBRANDING  
CHALLENGES FACED BY ORGANISATIONS: THE  
CASE OF OXFAM'S 2018 SCANDAL

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EMMA JOHNSON - 140023811



YORK BUSINESS SCHOOL – MSC INTERNATIONAL MARKETING

SUPERVISOR: SILVIA SZILAGYOVA  
MMB063 – RESEARCH INVESTIGATION  
WORD COUNT: 10,791.

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.

### Abstract

The limited research surrounding the topic of rebranding and especially rebranding models for charities is the reason as to why this study aims to explore whether existing corporate models can be applied to non-profit organisation or whether the need for a new proposed framework is more appropriate. Rebranding despite the fact it is actively happening is a very under researched topic. In light of Oxfam's recent events, the organisation has come into question whether they can recover and essentially should they rebrand. Therefore, the study aims to investigate the effect of Oxfam's scandal on the public's perception, trust and the negative impact this has had on donations.

Utilising primary data collected through the mixed methods approach of quantitative questionnaires and qualitative interviews, this approach allows greater insight into people's perceptions which can go beyond the analysis of statistical interpretation. Allowing the researcher to gain a variety of data and improve generalisability of the study. Ultimately analysing the effectiveness of the proposed rebranding framework for non-profit organisations.

The findings discovered that the existing models do not fully encompass the requirements for non-profit organisations. Therefore, all the significant findings from this study are represented on the proposed framework. Essentially, the public believe that Oxfam can recover from the scandal and subsequent cover up should a programme of rebranding be conducted, implementing the proposed framework.

### Acknowledgements

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## Chapter 1: Introduction

The research will develop the subject of rebranding challenges organisations face, in view of the Oxfam 2018 scandal. It will consider how charities can develop rebranding strategies to overcome negative publicity. The aim is to investigate whether existing rebranding strategies used by corporate businesses can be successfully applied in the charity sector. Conducting research and testing a proposed new framework that is suitable for charities. The primary research attempts to gain an understanding of the public's views, perception and trust towards Oxfam and how a non-profit organisation might approach rebranding considering public opinion and the rapidly changing environment.

The research will follow a precise and clear structure, a review of relevant literature central to this research, to discover gaps and analyse the field of research. The methodology is discussed including the philosophical approach and data collection techniques most appropriate for the study. The next chapter analysed and discusses the data gathered, producing valid conclusions based on the primary data collected and finally making recommendations and suggestions for further studies.

### 1.1. Research Background

In 2016/2017 Oxfam received funding from various sources equating to £408.6 million (Figure 2.1) (BBC, 2018). It is anticipated that this figure will significantly fall when 2017/2018 accounts are concluded, due in part to the major decline of regular donations following the February 2018 scandal revelations (Radojev, 2018). If Oxfam were a corporate organisation there are proven rebranding models and theories which could be adopted by the company in an attempt to rescue the organisations tarnished image. However, this dissertation will investigate the potential of utilising or adapting the existing rebranding models to encompass a charity or if a new framework can be developed tailored to charities, who differ from corporate companies in that charities are not responsible to shareholders.

### 1.2. Rationale

After extensive research into rebranding, there is only a small number of rebranding models. Subsequently, when used correctly in corporate companies they can be efficient in achieving a company's evolution (Merrilees, 2005). However, it was very unclear whether the rebranding procedures and suggestions within the corporate rebranding models would be suitable for charities. This is how this research evolved, to propose a new rebranding framework that is

appropriate for charities and to help understand how charities can rebrand from a donors perspective.

The existing literature in the academic field surrounding rebranding remains under-researched and is therefore limited, despite the fact real-world corporate rebranding is actively happening (Daly and Moloney, 2004). Academic attention is now critical to review the phenomenon of rebranding (Muzellec and Lambkin, 2006). Corporate rebranding can be classed as developing and an emerging area of research (Miller, Merrilees and Yakimova, 2014; Juntunen, 2014). In regards to the non-profit sector, research “has received limited, if any, attention” (Khan and Ede, 2009, p. 209), when reviewing the economy and the assistance that charities can provide, it must be addressed. The key purpose of this study is to address the gap and explore the phenomenon of rebranding.

This study is being conducted to develop academic research that could be beneficial for practitioners, therefore, aiding both the academic and practitioner worlds. This proposed framework could potentially describe how charities could approach rebranding and what is important for their donors when considering the rebranding process, donors are key to the charities longevity and aiding the vision of their causes (The Charity Commission, 2016).

### 1.3. Aims and objectives

The aim refers to discovery, an advancement on knowledge whilst objectives describe what will be investigated to achieve the research (Veal, 2018). The broad area of interest has to be broken down and specific aims and objectives formulated (Ritchie, Lewis, Nicholls and Ormston, 2014).

**Research Aim:** To investigate the effect of Oxfam’s scandal on the public’s perception, trust and donations and the effectiveness of whether the proposed rebranding framework can be more effective than existing models.

#### **Research Objectives:**

1. To critically review literature on rebranding challenges and rebranding models, perception influences and how it affects the public’s trust and decision-making process towards donations.
2. To analyse the effect of negative publicity on perception and trust of donors.
3. To investigate whether the proposed framework could be used as an effective tool in the case of charities rebranding strategies.

4. To draw conclusions and make recommendations if Oxfam implementing the proposed rebranding framework could effective the public's perception and trust.

## Chapter 2: Literature Review

This chapter will review literature, with a specific focus taken on rebranding and existing models, non-profit organisations and perception, and if it effects donations; which relates and explores objective 1. A brief background on the Oxfam scandal will be conducted to provide a context to the topic.

### 2.1. Background - Oxfam 2018 Scandal

Oxfam, one of the largest charities in the UK, recently dominated the news following allegations of unorthodox conduct by staff members, the casualties involved being those that they aim to help, taking advantage of people in difficult circumstances (BBC, 2018<sup>[a]</sup>). Oxfam is a high-profile charity who is universally recognised as a major force in creating change and helping the poorest countries in challenging environments (Oxfam, 2014). “Our vision is a just world without poverty. We want a world where people are valued and treated equally, enjoy their rights as full citizens, and can influence decisions affecting their lives” (Oxfam, 2018, p.1). The actions of Oxfam's staff involved are a direct contradiction to the organisations values and vision as cited in their vision statement.

On February 9<sup>th</sup> 2018, The Times front page broke the story with the accusatory headline ‘Top Oxfam staff paid Haiti survivors for sex’ (O'Neill, 2018). The government ordered Oxfam to release detailed records of charity staff who paid for sex whilst handling the 2010 earthquake devastation in Haiti. Due to the fact that Oxfam had covered up the details of senior aid workers paying prostitutes (Dixon, Hope and Yorke, 2018; BBC, 2018<sup>[a]</sup>), The Charity Commission launched a statutory inquiry, as details about the internal investigation that Oxfam conducted in 2011 were not shared (The Charity Commission, 2018). However, Mark Goldring, Oxfam's Chief Executive, denied the incident was suppressed (Snowdon, 2018).

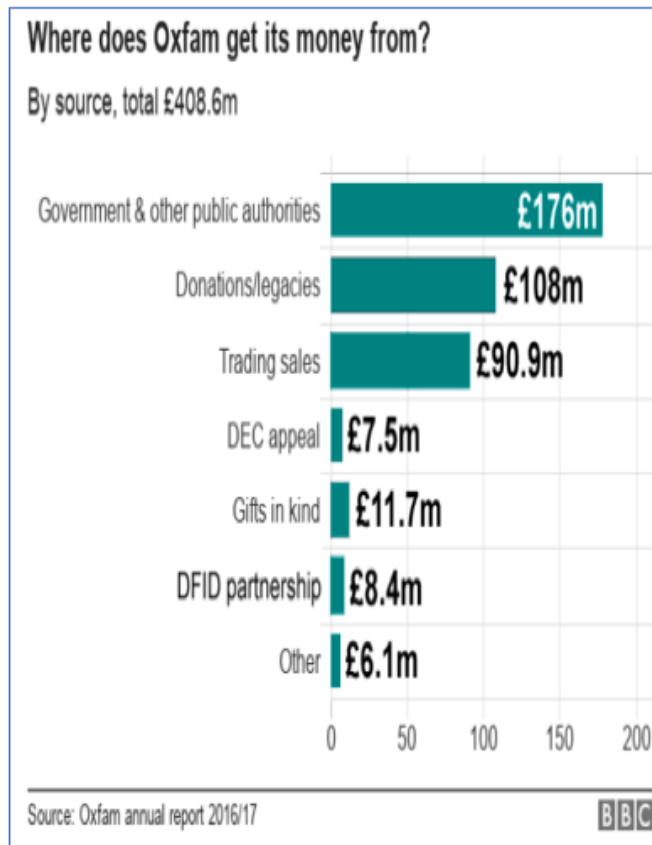


Figure 2.1: Oxfam Funding (BBC, 2018<sup>[a]</sup>).

The Charity Commission monitors all 168,000 charities in the UK, which in order to register must prove it is beneficial to society, in turn charities are exempt from certain taxes. The most reliant support is from the public (BBC, 2018<sup>[b]</sup>), as shown in Figure 2.2.

Penny Lawrence, Oxfam's Deputy Chief Executive resigned over the management of the scandal and is said to take full responsibility and feels ashamed (Yorke, 2018). This also comes with the news that Mark Goldring, current CEO, will stand down at the end of 2018 due to his remarks and reaction to the sex scandal controversy (Dearden, 2018). Winnie Byanyima Oxfam's International Executive Director, promises to 'do justice' and 'atone for the past' (Heffer, 2018<sup>[a]</sup>). Oxfam on 17<sup>th</sup> February 2018 released a full-page apology in The Guardian. However, this came under scrutiny due to the fact that it was paid for by supporter rather than the charity themselves (BBC, 2018<sup>[a]</sup>).

The European Commission has threatened to seize funding if the organisation is not following the high ethical standards after their involvement and donation of \$1.7m to Oxfam's 2011 Haiti mission (Brown, 2018; BBC, 2018<sup>[a]</sup>). Funding for any organisation plays a major part of the company's decision-making process, Oxfam receiving £31.7m from the Government last year (Figure 2.1). However, Oxfam revealed they will not be bidding for Government funding until standards are satisfactory (Heffer, 2018<sup>[b]</sup>).

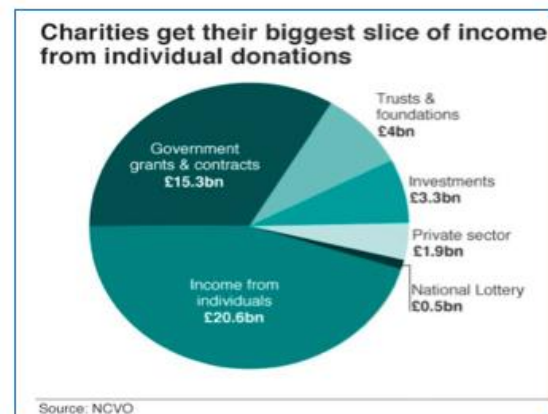


Figure 2.2: Charity Income (BBC, 2018<sup>[b]</sup>).

In less than a week following the scandal, Oxfam confirmed approximately 1,200 direct debit donations had been cancelled (Radojev, 2018). This trend continued and within two weeks 7,000 people had cancelled donations. This was discovered at The International Development Committee in which Mr Goldring apologised (Elgot and McVeigh, 2018).

Subsequently, the decreasing number of donations may have a substantial impact on the sustainability of Oxfam and raises the question as to whether the perception and trust of donators can be reversed. Due to the size of the scandal and the impact on donators, supporters and government, it is important to investigate whether this can be reversed.

## 2.2. Rebranding

According to Causon (2004) organisations are constantly having to respond and adequately deal with changes in the evolving world and business environment as well as consumer and employee demands. Subsequently organisations regularly need to examine and adjust strategies (Chad, 2016). Organisation must represent the values that their customers and employees want and require, retain trust through upheld promises, exert influence, include everyone and continually reinvent themselves (Causon, 2004). An organisations corporate brand needs constant monitoring as “need to remain relevant and sustain their appeal” (Gotsi and Andriopoulos, 2007, p. 341). From this evaluation a decision can be made as to whether a rebrand is necessary. However, this can be considered a risk (Amujo and Otubanjo, 2012), it needs considerable investment and if not conducted in the correct way can affect brand equity (Stuart and Muzellec, 2004).

The impetus of rebranding is usually in response to external and internal influences which triggers the need for a new direction in strategy (Stuart, 2018). Corporate rebranding introduces new formulated strategies that are implemented due to change and disjuncture (Merrilees and Miller, 2008).

Rebranding carries risk, it is time consuming and usually a costly exercise that comes with no assurance of being a success (Dunham, 2002; Stuart and Muzellec, 2004; Amujo and Otubanjo, 2012). The willingness to invest large amounts of money in developing and implementing a new corporate visual identity (Bolhuis, Jong and Bosch, 2018) should be informed by strong theory and research (Muzellec and Lambkin, 2006). Rebranding requires justification for the cost and benefits that are incurred, lastly the results need to be established to ensure rebranding is the correct decision for the organisation (Chad, 2016). The process of rebranding is considered a long-term continuous commitment that requires collaboration and persistence.

The organisations activities must continue to build their future and involve stakeholders reacting to real world changes (Causon, 2004).

Rebranding is becoming increasingly popular to enhance a brand relevance and improve operational efficiency (Melewar, Gotsi and Andriopoulos, 2012), which the scope of changes can be modest to radical depending on the trigger for the rebranding efforts (Muzellec and Lambkin, 2006). The usual reasons for organisations to rebrand are management changes, mergers, acquisitions, strategic change, structural, formulate image, shift in the market and lastly new organisational focus and vision (Chad, 2016). Rebranding is communication through the corporation's communication team identifying the changes (Stuart and Muzellec, 2004).

Many organisations when rebranding, focus primarily on the externalities and fail to solve the internal issues "internal rebranding is a long term, high-risk dependency strategy that takes guts, commitment and buy-in from all stakeholders" (Causon, 2004, p.300). Furthermore, representing the culture and spirit within the organisation (Causon, 2004). Rebranding is in itself a message, normally in response to external factors and should manifest to real change; which could be a structural change due to concerns over external perceptions of the establishment activities (Lomax, Mador and Fitzhenry, 2002).

Wong and Merrilees (2005) suggest that successful rebranding is dependent on an organisations ability to construct vision, orientation and strategy. Stuart and Muzellec (2004) note that when considering rebranding it is a signal to the marketplace that things are changing and unless internal changes in the culture has developed too, it would be unfair to mislead stakeholders. Therefore, it is vital for organisations to follow through with the new methods and is communicated efficiently at the time (Stuart and Muzellec, 2004).

Stakeholder's images are influenced by informal and formal messages stemming from the company (Dowling, 2001). Therefore, rebranding communication to their stakeholders can be viewed as a strong signal that the organisation is making changes (Muzellec and Lambkin, 2006). Furthermore, all stakeholders should be incorporated in the rebranding process (Bergstrom et al., 2002).

A new CEO who wants to make a difference could be implemented, since the reputation of a CEO has a significant bearing on the company (Stuart and Muzellec, 2004). Another reason would be to distance the organisation from their old image and distract the focus on to a new, more socially responsible image. In the current climate there is specific emphasis on a corporation's social performance (Stuart and Muzellec, 2004). Stuart (2018) suggests that in

some cases organisations were unable to transition from one strategy to another, due to the fact of their failure to understand the nature of the challenge presented. Therefore, in regards to non-profit, the rebranding process could be considered very different to a corporations rebranding process.

### 2.2.1. Non-profit

According to Hankinson and Lomax (2006), organisations must change their visual identity but more importantly instigate real internal changes. Kapferer (2004) develops that a brands transference is a combination of many components. Branding for charities is a very different context compared to companies. As scandals around companies rarely affect consumer purchasing behaviour, but it affects their shareholders (Tybout and Roehm, 2009; Schwab, 2015; Gee, 2016; Groysberg, et al., 2016), compared to charities who receive donations to deliver solutions to a cause.

The UK Government have been decreasing the number of grants, from in 2003, £6 billion to the total value of public sector plummeting to £2.2 billion by 2013 (Tyler, 2016). Non-profit organisations are becoming more commercially orientated, whilst having to consider corporate social responsibility (CSR) and expressing themselves as both caring and competitive (Stuart, 2018). They have become commercially orientated to compensate for the reduction of government funding and the increase in competition. Small and medium sized charities have been affected the most, as Lloyds Bank Foundation (2018) discovered that charities in 2012/13 with an annual income of £100,000 to £500,000 have lost 44% of their income from local Government. Charities with an income of more than £100 million a year experienced a 49% increase in their central Government funding and 22% increase in local Government funding in the same period (Lloyds Bank Foundation, 2018). The foundation said that government funding has moved towards competitive commissioning and contracting that allowed larger charities and organisations to dominate the market (Ricketts, 2016).

Stride and Lee (2007) argue that non-profit organisations do not focus on branding and consider it a 'dirty' word as it commercialised their integrity. Lee (2013) develops further that the commercial environment is problematic as employees are ruled by the mission in which charities need a strong brand promise and include their caring mission rather than commercial. Chad (2016) acknowledges that within the non-profit sector it should be recognised that not all organisations are the same.

Andreasen and Kotler (2003) suggests that marketing plays a more central role in non-profit organisations, as they exist in extremely competitive and dynamic environments (Costa, Ramus and Andreasus, 2011). The key difference between non-profit and profit organisations are objectives, culture, performance measurement, management, employees, funds and governance (Kotler and Andreasen, 1996).

As clarified there are many differences between profit and non-profit organisations, with limited research as to whether corporate rebranding models can be applied to a charity and be successful or has more disadvantages and does not aid the organisation. Subsequently, requiring this research to investigate rebranding models and if they are effective for charities.

### 2.2.2. Rebranding Models

This section will discuss the rebranding models researched that are used in the corporate environment. Keller (2013) view brand revitalisation an important aspect of corporate success. However, there is limited explicit models of brand evolution or rebranding.

Park, Jaworski and MacInnis (1986) suggest a model where companies choose an initial branding position which is managed over the brand's life cycle. This model is a dynamic contrast to the six-stage model by Goodyear (1996) of brand evolution. This model was developed further by McEnally and de Chernatony (1999) suggesting brands can enter the model at different stages and may not proceed to the final stage. Whereas Park, Jaworski and MacInnis (1986) model there is no shifting from one stage to another compared to Goodyear's (1996) model (Merrilees, 2005). Merrilees (2005) developed another model as within the existing two frameworks 'supply' was not considered, Merrilees suggested two constructs to be added namely 'brand vision' and 'brand strategy implementation', as it highlights the features, values and how a brands strategy could be implemented to coordinate with their brand vision. The three frameworks mentioned has been shown in Merrilees 2005 paper, which shows the progression of the model (Figure 2.3).

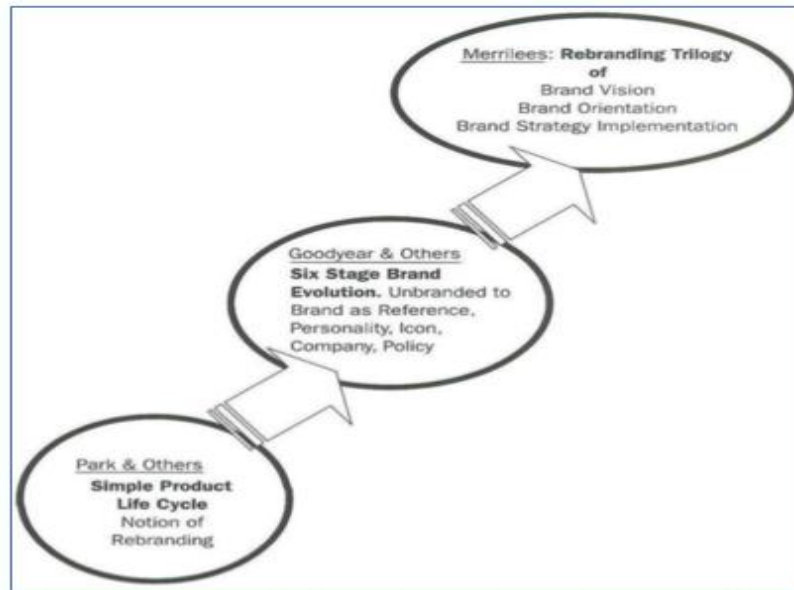


Figure 2.3: Evolving Conceptualisation of Brand Extensions (Merrilees, 2005, p.202).

In recent years, other frameworks have been developed as the phenomenon of rebranding is actively happening (Daly and Moloney, 2004). Lomax, Mador and Fitzhenry (2002) proposed a process-based approach that defined key issue areas of concern to managers in the rebranding process. The approached visualise (Figure 2.4) a rebranding process for corporate renewal.

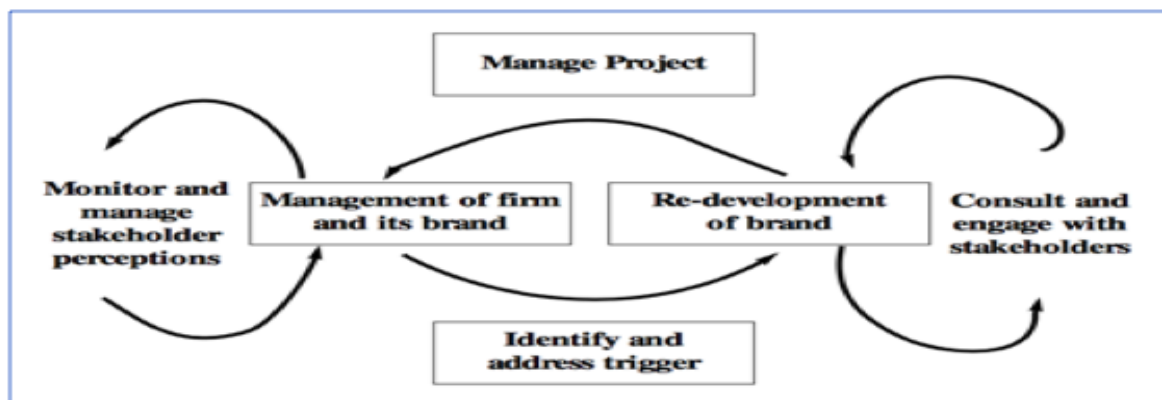


Figure 2.4: Integrating Conceptual Model of the Rebranding Process (Lomax, Mador and Fitzhenry, 2002, p.9).

This approach discovered after extensive research and analysing of interviews with representatives of six companies and revealed the varied origins and directions taken by rebranding activities. It was recognised as being very complex and therefore resource intensive, possibly requiring extra resources and external consultants as corporate rebranding is an infrequent process so requires the knowledge of experts (Lomax, Mador and Fitzhenry, 2002).

Daly and Moloney (2004), analysed a corporations rebranding strategy which was successful and achieved the objectives set for both internal and external campaigns. The approaches used have been implemented into a rebranding framework (Figure 2.5), encompassing three domains of market analysis, market planning and evaluation.

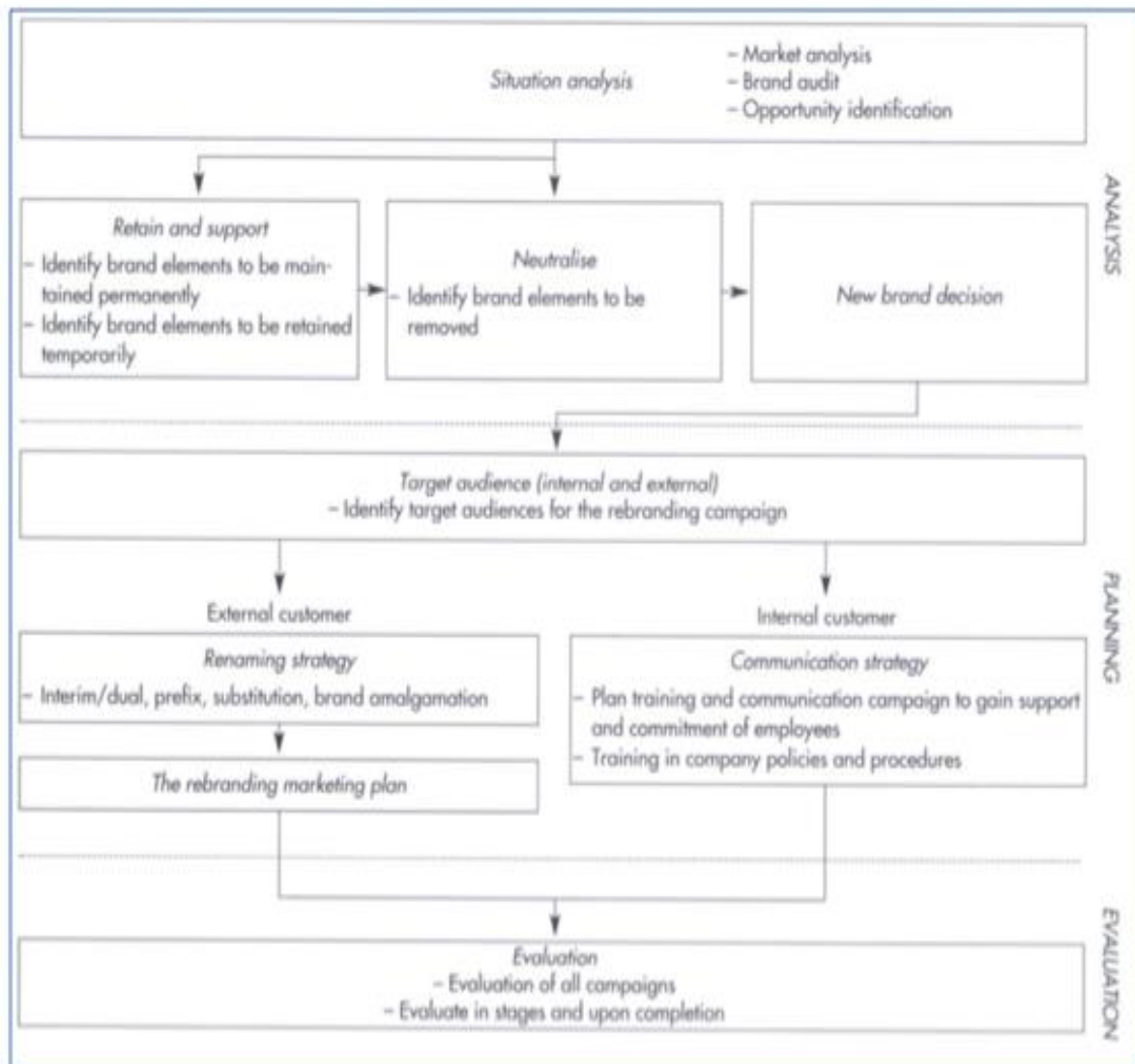


Figure 2.5: Corporate Rebranding Framework (Daly and Moloney, 2004, p.35).

The last model was developed by Muzellec and Lambkin (2006) established the reasons for rebranding which they believe are decisions or events that could start the process for making a change in the company's structure, strategy and performance of magnitude to redefine its identity. The model (Figure 2.6) summaries the rebranding process as it conceptualised the changes of an organisation's self-identity and the attempt to adjust perceptions that external stakeholders hold (Muzellec and Lambkin, 2006).

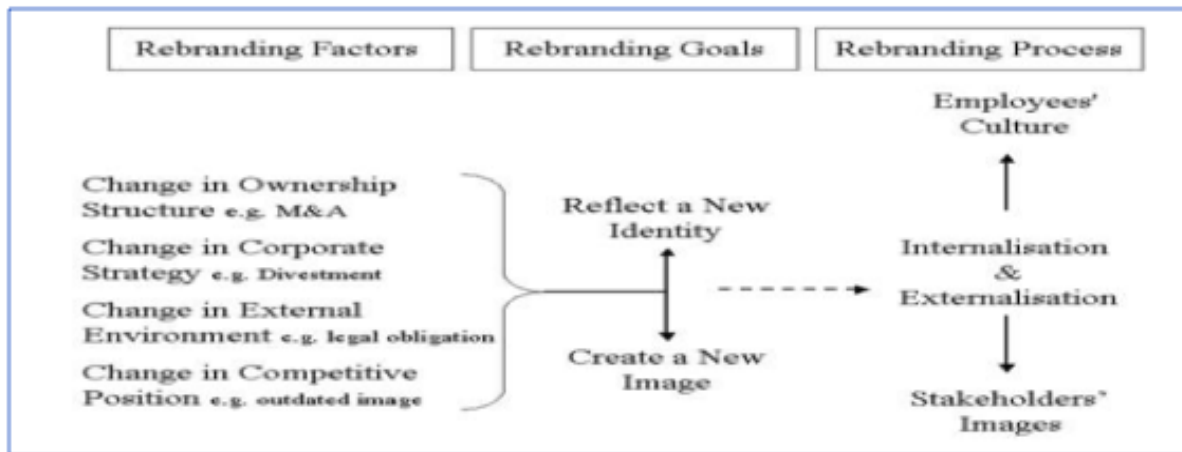


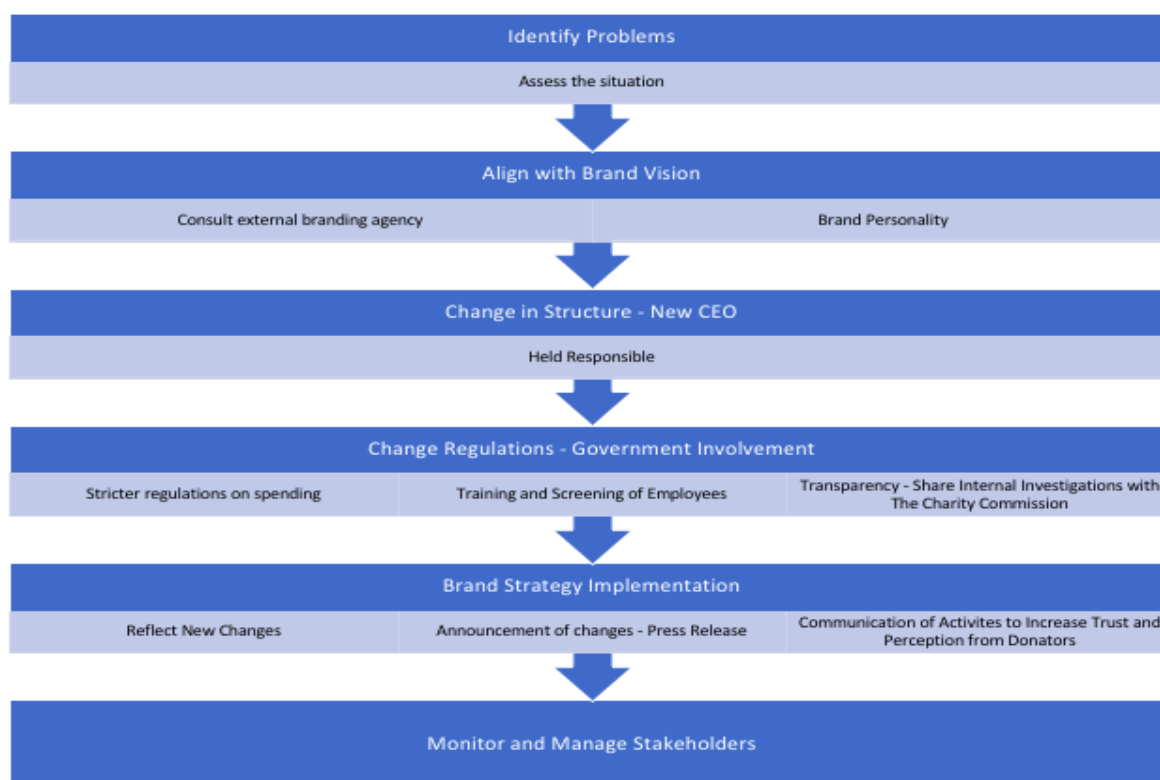
Figure 2.6: A Model of the Rebranding Process (Muzellec and Lambkin, 2006, p.820).

The model takes into account the phenomenon of rebranding but establishes reminders to managers that culture and structure influence image and reputation. However, an issue with this model that limits the generalisability of the findings are that the pilot study relies on a single source of the Financial Times, therefore, may amplify the importance of structural factors and tested on one case study (Muzellec and Lambkin, 2006).

A factor for consideration for the purpose of this research is that all the models discussed were focused on profit corporations and has not considered non-profit, for example, charities. Therefore, due to the uncertainty of the rebranding models applying to a charity, aspects of the existing models are tested in the data collection and a new proposed framework developed which may be relevant to charities will be tested, determining which is more appropriate.

### 2.2.3. Proposed Framework

The new theoretical framework proposed in this study is based on literature exposing gaps and limitations of existing models in relation to charities. The research will briefly discuss the proposed framework (Figure 2.7) and why these aspects are included when discussing rebranding of charities. The proposed framework tested through data collection methods, which can be reflected upon.



**Figure 2.7: A New Proposed Framework – Charity Rebranding Framework (Author Own, 2018).**

As other models suggest, the first aspect is to establish why rebranding might be necessary and assessing the situation as to what has made the organisation consider rebranding, a reason rebranding could occur is when markets change, bad reputation, conflicts with stakeholders and many more (Bolhuis, 2015).

The next stage is to ensure that brand vision and aims are being met, which is why an external agency can aid an organisation in planning a rebrand or reworking a marketing strategy, a good partnership with a creative agency can boost business growth (Judge, 2015). Therefore, an agency is helpful in re-establishing the brand personality and identity. A CEO is responsible for the organisations actions and must try their best to add value, in which the CEO's philosophy determines the approach to leadership. Subsequently the leadership approach is a coherent, explicit style of management that is adopted that meets the needs of the organisation and the business situation at hand (Farkas and Wetlaufer, 1996).

The suggestion of regulations is proposed due to recent charity scandals, in the case of Oxfam, the current CEO Mark Goldring suppressed the internal investigation in Haiti (Aitkenhead and Beaumont, 2018). Transparency is required for the public to discover where their donations are being spent, the information is available on The Charity Commission website, however can be difficult to find and needs much research (Saxton, 2012).

As mentioned by Merrilees (2005) brand strategy implementation and Muzellec and Lambkin (2006) reflecting new changes, these aspects of the two different models can be relevant to charities as any rebranding needs to be implemented and reflections made as to whether they were successful.

Lastly, Lomax, Mador and Fitzhenry (2002) and Daly and Moloney (2004) suggest managing and reflecting on the process as the ultimate stage, as reflection is vital for learning and is central for development and maintaining competency. It is very important in a complex and diverse business and social environment (Paterson and Chapman, 2013).

The proposed rebranding framework will be tested and discussed in regards to which variables proved significant or insignificant and obtain opinions and perception from members of the public which will decide whether this rebranding framework is suitable for charities. Perception is important to rebranding as it is one of the reasons why organisations rebrand, therefore should be discussed.

### 2.3. Perception

Perception is associated with processing of images which is established through a relationship of stimuli and sensations (Henry and Peters, 2010). Perception is affected by knowledge which is gathered by information absorbed through our senses. An individual's perception should correlate with the organisation's concept (Calitoiu, Oommen and Nussbaum, 2007). A major challenge for many companies is creating a coherent perception of the company in the minds of its various stakeholders (Einwiller and Will, 2002).

An investment in the company's brand name if built correctly can yield a loyal customer base, ensuring higher margins and continuing stream of income (Aaker, 1996). Rebranding can incorporate a change of name or logo to revitalise, however, this may only translate into customer perception (Lomax, Mador and Fitzhenry, 2002).

A brand name is associated with experiences and explains the product or services meaning to the consumer to influence customer perception. It is a difficult task for the brand manager, to position the brand image which is consistent with the customer's interpretations and perception (Kay, 2006). The majority of consumers remember their last experience with an organisation, thus the experience whether positive or negative will alter perceptions. This confirms the importance that influential experiences have on customer satisfaction and durability of the relationship (Buchanan and Gillies, 1990).

An organisation is continually communicating with their stakeholders; however, an audience develops an image of an organisation via an accumulation of all messages received (Lomax, Mador and Fitzhenry, 2002). External stakeholder perceptions and impression of an organisation refers to the organisations image (Chun, 2005). Service industries perception is highly impacted via staff actions, as employees play a major role in communicating the corporate brand (Lomax, Mador and Fitzhenry, 2002).

The organisations brand can actualise their aims and is a way of connecting customers and company to open a platform of dialogue and exchange (Causon, 2004). The brand should represent a set of values, promises, attitudes and personality as this is important to stakeholders especially customers (Daly and Moloney, 2004. Einwiller and Will, 2002).

Unless a person has a negative perception of a brand, familiarity with an organisation generates higher trust (Kania, 2001 cited in Chung, 2008). When perception has been studied previously, concepts that have dominated are satisfaction, trust and commitment (Holmlund and Strandvik, 1999). “The ultimate goal of marketing is to generate an intense bond between the consumer and the brand, and the main ingredient of this bond is trust” (Hiscock, 2001, p.1. cited in Kollat and Farache, 2017, p.505). This correlates with Morgan and Hunt (1994), who suggest that trust is central to a successful relationship. Trust is the major factor in regards to strong management and stakeholder relationship (Kollat and Farache, 2017).

Establishing a credible identity for a corporation is synonymous with trustworthiness (Burnmann and Zeplin, 2004). According to Martinez and Rodriques del Bosque (2013) consumer trust is reliant on the relationships that corporations have with consumers and their corporate behaviour can refer to CSR. Consumer trust affects consumer’s willingness to share personal data and engage with organisations information. Furthermore, if consumers have a high level of trust it results in higher purchase intension (Kostyk, Leonhardt and Niculescu, 2017). Feedback is vital for gaining information on consumer trust and perception in a form of rating (Wulff, Hills and Hertwig, 2014).

#### 2.4. Summary

This chapter concentrated on Oxfam and the themes surrounding the topic. The initial part of the study investigated the factors and influences towards rebranding. This investigation establishing the rationale behind rebranding and provide initial answers regarding the rebranding paradox, considering rebranding models and developing a new framework.

Subsequently followed by an understanding as to how perception can influence an organisations decision making process and implementation of rebranding.

## Chapter 3: Research Methodology

The literature review has reflected on rebranding and corporate rebranding theoretical models and how perception affects organisations. It assisted in the investigation of rebranding challenges that organisations have to face and how they potentially overcome the challenges at hand. This chapter discussed methodology and the research methods chosen for this investigation. As suggested by Khan (2008), the researcher will discuss the procedures of undertaking this research, the techniques chosen to gather and analyse primary data, whilst justifying as to why the chosen research methods were selected and appropriate for this study.

### 3.1. braPhilosophy

A new generation of researchers should not have the either/or debate of conducting qualitative or quantitative approaches which can be incomplete and outdated, as in today's society the research topics are complex and can require comprehensive efforts (Wheeldon, 2010). Previous researchers often failed to recognise that in many ways qualitative and quantitative data are inherently linked (Wheeldon and Ahlberg (2012). Therefore, the rationale is pragmatic as it combined quantitative and qualitative into a single study to achieve the desired result (Patterson, 2013). The pragmatic philosophy underlines this research allowing a systematic approach of appropriate quantitative and qualitative methods to address the aim.

#### 3.1.1. Ontology Approach

The ontological approach is the intersubjectivity point of view that is taken by more than one subject, individual or collective (Gutierrez and Campos, 2015). Through the intersubjectivity of researchers and their understanding based on the information available, explanations emerge through the research practise, which can be developed and tested using qualitative, quantitative or a mix of both methods (Wheeldon and Ahlberg, 2012).

#### 3.1.2. Epistemology Approach

The epistemological approach is abductive reasoning, as values both inductive and deductive approaches, associated with mixed methods research (Wheeldon and Ahlberg, 2012). Theoretical abduction is the process of explaining or discovering some phenomenon or observation, subsequently a way of reasoning in which explanatory suggestions are formed and evaluated (Magnani, 2002). This is appropriate as it is "understood as the process of looking

for an explanation for a surprising observation” (Velazquez-Quesada, Soler-Toscano and Nepomuceno-Fernandez, 2013). This relates to this study as the discovery of corporate rebranding models seemingly not being appropriate for non-profit organisations i.e. charities, therefore investigating whether existing rebranding models are appropriate or developing a new theoretical framework.

### 3.2. Mixed Method Approach

Primary data has been collected, which has been observed, experienced and recorded close to the event and is the most accurate and reliable source of receiving information. Whereas secondary data is a written source that interprets the primary data collected at that time (Walliman, 2011). This study is cross-sectional as only took place at one point in time with different samples (UCL, 2018).

A mixed methods design has been used for this project, as unification of quantitative and qualitative modes of research advances the evidence and knowledge (Creswell and Plano Clark, 2007). Mixed method was chosen as it is not confined to research of either quantitative or qualitative design, therefore provides practical benefits. There is much debate regarding the use of a range of methods within the same study as this can increase validity and generalisability of results (Easterby-Smith, Thorpe and Jackson, 2015). This approach allows greater insight into people’s perceptions which can go beyond the analysis of statistical interpretation.

### 3.3. Quantitative Approach – Questionnaires

#### 3.3.1. Data collection

The quantitative data will be gathered via questionnaires. This method was selected as the advantages of questionnaires are, that the data is based on real time observations, a range of data meaning it can be generalisable and lastly produce vast amounts of data in limited time at low cost (Kelley, Clark, Brown and Sitzia, 2003). When considering quantitative methods, it explains the phenomena by collecting numerical data that are analysed using mathematical equations and statistics (Muijs, 2011). Questionnaires have some limitations such as: the researcher is not able to control the environment and there can be limited interpretation of the responses due to the nature of standardised limited length and depth of responses required (Muijs, 2011). However, when supported by a mixed method approach, questionnaires can be advantageous because they can reflect opinions from a larger population, therefore the researcher has overcome this limitation.

The Qualtrics (2018) software was utilised to compose, distribute and collect the questionnaires. The data was collected anonymously on Qualtrics systems, which is a secure online location that is password protected and stores data confidentially and safely. The link was then shared on Facebook groups and pages, LinkedIn, York St John University announcements page and via email (Appendix 9.3). The questionnaire comprised of 53 questions in five parts, including an introduction and consent section at the beginning, the questionnaire was clearly written and structured for ease of the participant. The five parts consisted of rebranding, human characteristics, charities, Oxfam and demographics.

### 3.3.2. Sample Strategy

The sample strategy for the questionnaire data collection was a combination of snowball and convenience sampling, non-probability types of sampling (Jackson, 2008). Snowball method was appropriate as the research identified someone who meets the criteria, who is then asked to mention the study to others who would be suitable to take part (Blankenship, 2010). Results in this technique can be invalidated due to uncontrolled bias, as person recommending other participants may only share to people with a similar perception (Blankenship, 2010). However, the researcher has tried to ensure bias does not have a major effect on results by gaining a wide variety of data. Convenience sampling has been criticised that bias and influence is beyond researchers control, therefore ensuring generalisations are not flawed and results compromised (Saunders, Lewis and Thornhill, 2009). The sampling method was chosen as it is inexpensive and the ease of generating samples. Increasing generalisability by using both methods.

### 3.3.3. Sample Size

A sample size can be truly valuable when its reliable and representative (Van Dessel, 2013). A way of calculating the sample size variable based on target population, would involve; population size, margin of error, confidence level and standard of deviation (Qualtrics, 2018). Using the Qualtrics configurator using the UK population (World Meters, 2018) the calculation can be seen below (Figure 3.1) which with their calculation for this study an ideal number for the sample size is 271 participants.

### SAMPLE-SIZE CALCULATOR

Qualtrics offers a sample-size calculator that can help you determine your ideal sample size in seconds. Just put in the confidence level, population size, margin of error, and the perfect sample size is calculated for you.

**Confidence Level:**

**Population Size:**

**Margin of Error:**

**Ideal Sample Size:**

Figure 3.1: Sample Size Calculator (Qualtrics, 2018).

Zikmund (2013) suggest that the researchers should find a method of distributing the questionnaire to reach the sample size equally. The amount of questionnaires collected was 275 from members of the public. Meaning the study provided more that the ideal sample size and subsequently, was reliable and representative.

#### 3.3.4. Questionnaire Content

In order for the questions to be formulated, the literature search conducted on secondary research on the surrounding topics gained an understanding into what research areas required further investigation. The following table (Figure 3.2) shows evidence of the literature that was used to determine the questions within the five parts of the questionnaire.

<b>Part 1: Rebranding</b>	Martinez & Rodiques de Bosque, 2013. Gotsi & Andriopolis. 2007. Kotler, 2003. Einwiller & Will, 2002. Lomax, Mador & Fitzhenry, 2002. Chun, 2005. Aaker, 1996. Kay, 2006. Stuart & Muzellec, 2004. Causon, 2004.
<b>Part 2: Human Characteristics</b>	Alshebil, 2007.
<b>Part 3: Charities</b>	Alshebil, 2007. Saxton, 2012. Aitkenhead & Beaumont, 2018. Paterson & Chapman, 2013.
<b>Part 4: Oxfam</b>	Oxfam literature review (Chapter 2.1). Oxfam, 2018. Alshebil, 2007.
<b>Part 5: Demographics</b>	Survey Monkey, 2018.

Figure 3.2: Reason for Questions. (Author Own, 2018).

The questions were formulated using the sources from the literature review. All questions were close-ended, except for one question which was open-ended for participants to share their views on Oxfam's status. In addition, the questionnaire contained 5 rating Likert scale designed

questions, in which the ratings used in analysing the judgement of the statements being questioned. Furthermore, other questions were multiple choice, only allowing participants to choose one answer, therefore it cannot be misinterpreted by the researcher.

#### 3.3.5. Pilot Study

A pilot test was conducted on a small number of participants, as this gives advance warning on where the research could fail (Teijlingen and Hundley, 2002). Therefore, it was important for the questions to be correct and gather the information that the researcher wanted. Due to the ideal amount of responses being 271, the pilot study was conducted on 10% of the number and obtained 27 pilot questionnaires. This was very beneficial for the researcher and the changes made to the questionnaire were significant, comparisons can be seen in appendices (Appendix 9.4 & 9.5).

### 3.4. Qualitative Approach – Interviews

#### 3.4.1. Data Collection

The qualitative data has been gathered by conducting 7 semi-structured interviews with members of the public and also a volunteer at an Oxfam store. Interviews was selected to probe individual experiences, encourage reflection on issues and gain individual's perceptions on their significant experiences. Interviews provide qualitative data which can be recorded, transcribed and analysed, searching for themes that occur across the interviews. (Breen, 2006). All of which is relevant when relating to the proposed new rebranding framework for charities, enabling the researcher to gain opinions, feedback, feelings and attitudes. Therefore, this was the most appropriate method as allows discussion and conversation. There are disadvantages to qualitative research, such as potential bias from researcher's interpretation and therefore reliability and validity matters (Creswell, 2013<sup>[a]</sup>).

The semi-structured interview questions comprised of open-ended questions and permitted the participants to discuss their feelings, experiences and suggestions on the process of rebranding a charity, the overall Oxfam scandal and other key points, questions can be seen in appendices (Appendix 9.8). This method chosen due to flexibility for the researcher to explore the complexity of the topic and information that may not have been anticipated can be questioned (Saunders, Lewis and Thornhill, 2016).

Interviews should take place in a friendly environment at a suitable time (Bolderston, 2012), therefore interviews were conducted at either a local coffee shop chosen between the researcher

and the participant or at the participants home, the choice was made available to each participant and they could choose which they felt most comfortable with. The interviews ranged from 15-25 minutes. All participants signed a consent form (Appendix 9.9) and retained a copy for themselves, with research information and contact details.

#### 3.4.2. Sample Strategy

The sample strategy for the interview data collection was purposive sampling, a non-probability type of sampling (Jackson, 2008). This method was chosen as it followed on from the questionnaires the researcher was able to obtain and contact potentially interviewees. Which relates to purposive sampling as the researcher has a clear understanding of the sample units needed accounting to the purpose of the study (Easterby-Smith, Thorpe, Jackson, 2015). Interviews have been criticised that bias and influence is beyond researchers control, therefore ensuring generalisations are not flawed and results compromised (Saunders, Lewis and Thornhill, 2009).

#### 3.4.3. Sample Size

There are many debates on the suggested sample size for a qualitative study, however it is all concerned with the size of the research project and many other factors, but guidance suggests anywhere from 5 – 50 participants is adequate (Dworkin, 2012). Therefore, due to the data building on the existing quantitative data and the limited time frame of this study the researcher conducted 7 interviews.

#### 3.4.4. Interview Content

In order to design the interview questions, the literature search that was conducted previously gaining an understanding into the areas of research needing further investigation aiding in the development of questions. The interview questions were also developed from the data gathered from participants of the questionnaire, to gain more of an insight. It also linked the data, showing connectivity and building on the information collected from the questionnaires.

#### 3.4.5. Pilot Study

A pilot test was conducted on two participants, as this enables the researcher to change and reflect on the process of where the research could fail (Teijlingen and Hundley, 2002). The pilot tests aided the researcher on how the questions would be interpreted and improve interview techniques (Adams and Cox, 2008). After the two pilot tests, the questions were reconstructed for participant interpretation, ease and ensuring the questions reflected the aim being researched (Appendix 9.7 & 9.8).

### 3.5. Data Analysis

#### 3.5.1. Quantitative

SPSS was utilised as it is a very beneficial tool as it stores questionnaire data, creates graphical presentation of data, explores relationship between responses to different questions and it collates open question response (Pallant, 2016).

To gain an understanding whether participants were aware of the Oxfam case, descriptive statistics were used to analyse responses, categorical variables are used as this shows how participants responded and displays relationships (Baran and Jones, 2016). Descriptive statistics were used to achieve an overall picture; however, more advanced techniques were used to identify relationships on rebranding strategies, trust and perception tested in regression.

Pearson's correlation was conducted to measure the strength between variables relationship (Field, 2009). An ordinal regression analysis was conducted as it examines the relationship between variables, conducting an analysis, the regression can predict the dependent variable when the independent variable is known (Duignan, 2014; Easterby-Smith, Thorpe and Jackson, 2015; Gallo, 2015).

The proposed rebranding framework has been developed, adapted from other authors corporate rebranding model. The proposed framework is reflected upon and adaptations made from the data collection can be seen in the discussion.

#### 3.5.2. Qualitative

The qualitative data will be analysed with a thematic framework. Which encodes the qualitative information in explicit code, a list of common themes discovered in the interviews (Boyatzis, 1998). The thematic approach allows the potential to provide rich and complex amount of data (Clark and Braun, 2013). A thematic analysis was chosen for this research as it identifies the key areas and themes, and compares the concepts (Harding, 2013). Thematic analysis is a method that identifies, analyses, organises, describes and reports themes found within a set of data, which with a rigorous analysis can provide trustworthy and insightful findings (Nowell, Norris, White and Moules, 2017. Braun and Clark, 2008). The questions that were created encouraged participants to share their opinions on certain topics, allowing the researcher to ask probing questions to discover more information and follow up on any non-anticipated results.

### 3.6. Ethical Consideration

The research adhered to York St John's University ethical guidelines, which was approved by the ethical committee (Appendix 9.2). Ethics, reliability and validity are all vital aspects that had to be monitored constantly, ensuring the research was not compromised. Ethical considerations of privacy, anonymity, confidential for example to reassure participants, gain consent and the opportunity to withdraw from the study (Pervez and Gronghaug, 2005; Kumar, 2011). Data collected is reliable and valid, referring to the data being dependable and research essentially measuring what it intended to measure (Krippendorff, 2013; Joppe, 2000 cited in Golafshani, 2013). The researcher tried to ensure high ethical standards were kept. Therefore, interview participants signed a consent form (Appendix 9.6), for them to retain and the researchers copy was stored safely. Participants were made aware that the interview was being recorded, informed what was intended to be conducted with the data gathered, conducted in a safe environment and transcripts made available for participants on request. In the case of the questionnaire, they were willing to partake and remained anonymous. Data and information stored safely on Qualtrics which is password protected and follows the data protection act. Again, all participants were over the age of 18, to be able to give their own consent.

### 3.7. Summary

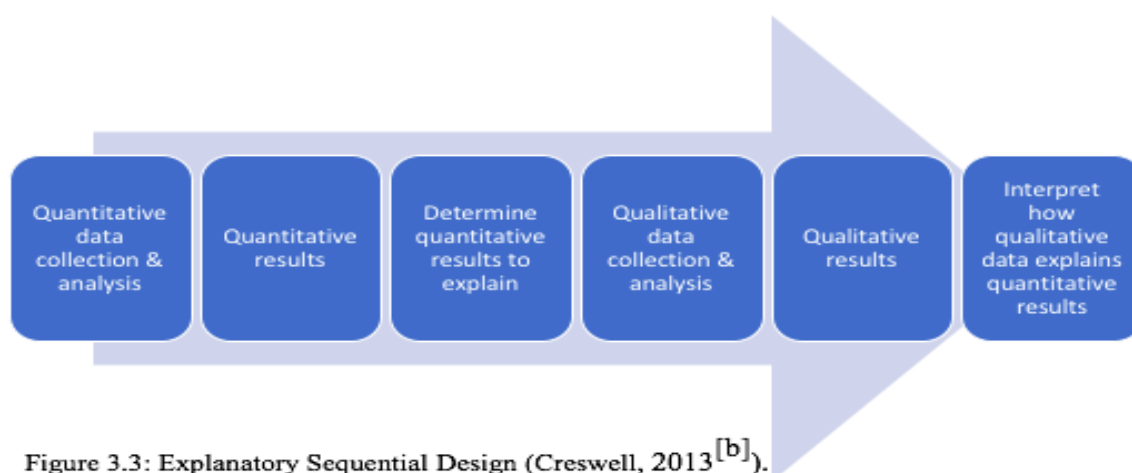


Figure 3.3: Explanatory Sequential Design (Creswell, 2013<sup>[b]</sup>).

This supports that the study is an explanatory sequential designed research (Figure 3.3), the quantitative questionnaires followed by qualitative semi-structured interviews, qualitative used to explain the results collected in the quantitative phase. The data collected at different times but work together to answer the same research question (Creswell, 2013<sup>[b]</sup>). In which relates to triangulation, using data collected from different sources (samples) or at different time and

using different methods to reach the same conclusion, which increases validity and reliability in the results (Creswell, 2013<sup>[c]</sup>).

## Chapter 4: Quantitative Findings and Discussion

This chapter presents the quantitative findings that has been analysed in SPSS, with the 275 questionnaires collected. As mentioned previously (Chapter 3.5.1.), presenting the findings in descriptive, correlation and regression statistics. Discussing the findings and reflecting on the previous literature and the proposed rebranding framework.

### 4.1. Descriptive Statistics

Descriptive statistics describes the characteristics of the sample in the method of the research and addresses specific research questions (Pallant, 2013). The study wanted to obtain descriptive statistics therefore categorical variables were used as this shows how participants responded (Baran and Jones, 2016). The demographic information and Likert scale results on branding, influences on perception and human characteristics can be seen in Appendix 9.10. as well as a variety of other descriptive statistics that have been conducted on trust in Oxfam charity income.

#### 4.1.1. Descriptive Statistics 1

The participants in this research were asked: Do you know believe that organisations should be held responsible for their environmental and social actions?

		Frequency	Percent
Valid	Yes	247	89.8
	Sometimes	26	9.5
	No	2	.7
	Total	275	100.0

Table 4.1: CSR (Author Own, 2018).

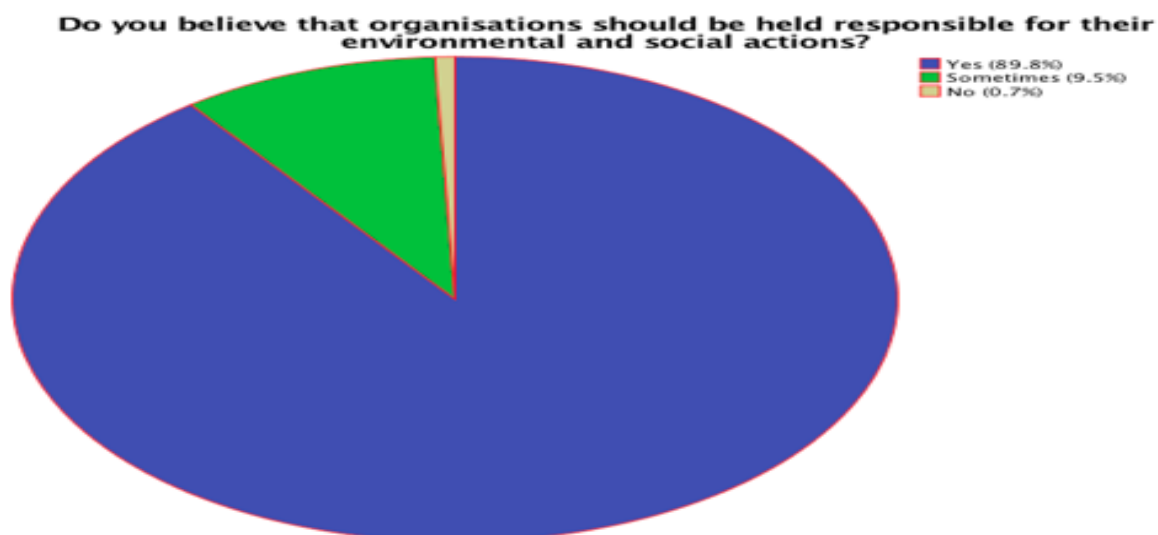


Figure 4.2: Q1 Results (Author Own, 2018).

As seen on the charts (Figure 4.1 & 4.2) the majority of 275 participants responded that organisations should act in a responsible manner environmentally and socially therefore relating to CSR. Due to the ideal sample size being 271 participants and thus that number of responses gathered this information can be seen as representation of the UK population. When reviewing the literature Stuart and Muzellec's (2006) point of view is that in the current climate organisations are having to prioritise their social performance as there is such an emphasis on the topic. Which according to Martinez and Rodriques del Bosque (2013) corporate behaviour can affect the relationship with the consumer and their level of trust. However, Stuart (2018) argue that when considering CSR, non-profit organisation have to express themselves as both caring and competitive, as having to be more commercially orientated. However, Lloyds Bank Foundation (2018) after conducting some research discovered that charities with an income of more than £100 million a year experienced a 49% increase in their central Government funding and 22% increase of local Government funding in the same period. This is where the next descriptive statistics developed from, as in light of Oxfam's recent scandal it has opened the case on where charities are spending their money and has been a wakeup call for the sector (Beaumont, 2018).

4.1.2. Descriptive Statistics 2

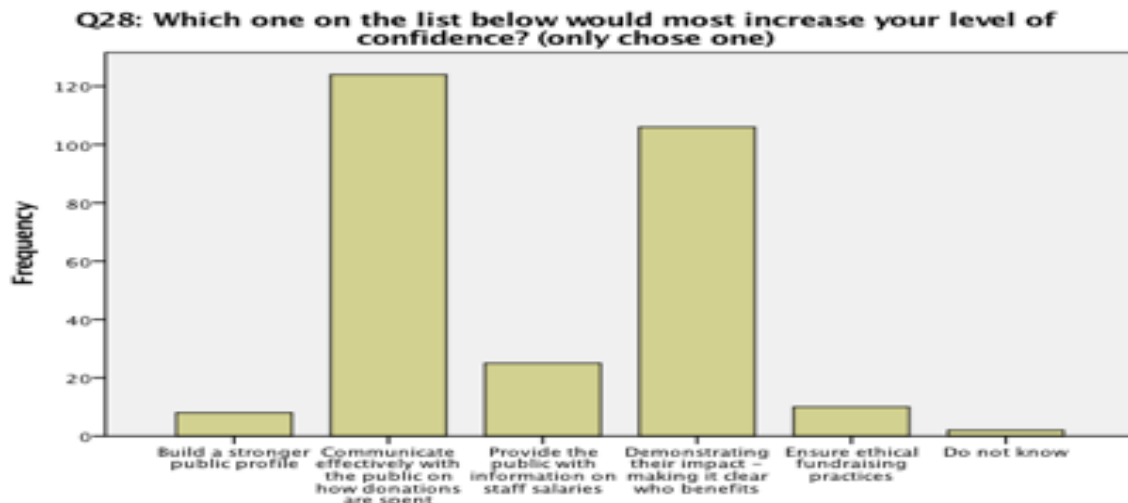


Figure 4.3: Increase Confidence Responses (Author Own, 2018).

Gaining feedback and opinions was an important aspect of this study in regards to the proposed framework; therefore, suggestions were made as to what an organisation could do to increase the confidence in the organisation. Subsequently, effective communication and demonstrating strategies and process for causes (Figure 4.3), which will be reflected on the proposed framework.

4.1.3. Descriptive Statistics 3

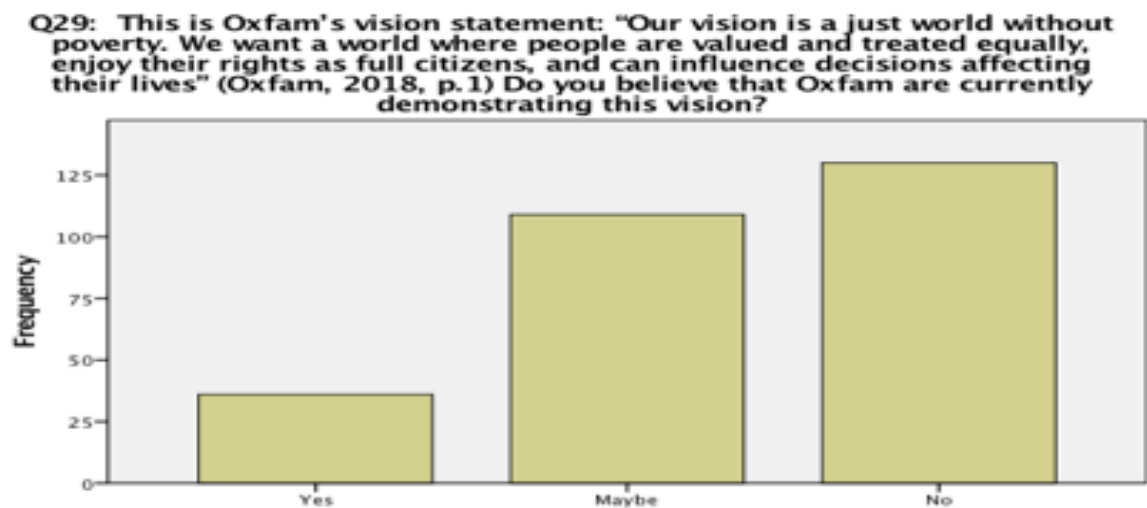


Figure 4.4: Agreement with Oxfam Vision Responses (Author Own, 2018).

Oxfam are one of the largest charities in the UK (BBC, 2018<sup>[a]</sup>) with a powerful and influential vision statement: “Our vision is a just world without poverty. We want a world where people are valued and treated equally, enjoy their rights as full citizens, and can influence decisions

affecting their lives” (Oxfam, 2018, p.1). However, due to employee’s actions and mistreatment of victims and the handling of the Oxfam scandal, the question was asked as to whether this statement is currently reflecting Oxfam, which the majority answered ‘No’, stating they do not believe Oxfam are fulfilling their vision (Figure 4.4).

Subsequently a reason for organisations to rebrand is new organisational focus and vision (Chad, 2016). Which Miller, Merrilees and Yakimova (2014) agree that a fail barrier is constricted vision, and to be successful an organisation needs the ability to construct vision, orientation and strategy (Wong and Merrilees, 2005). Furthermore, leads to the question that should Oxfam rebrand and how would they approach this task. A variety of correlations have been conducted to give an insight and discuss results that relate to Oxfam and how might an non-profit organisation rebrand.

## 4.2. Correlation

Pearson’s correlation coefficient is a standardised measure of the strength of relationship between two variables. It can take a value of -1, 0, to +1 (-1 means perfect inverse relationship, 0 indicates no relationship and +1 indicates perfect direct relationship and as one variable changes the other changes the same amount in the opposite direction or as one variable changes it does not change as all) (Field, 2009).

Once the results are obtained the level of significance illustrates how much confidence there is between the variables. The significance of R is strongly influenced by the size of the sample. In this case  $N = 275$ , which is considered a large sample as over  $N=100+$  (Pallant, 2016). Therefore, having a larger sample size can increase the chance of finding a correlation.

### 4.2.1. Correlation 1

A correlation used the variables on whether the participants considered their perception to have changed since the Oxfam scandal and whether they still trusted Oxfam since the scandal, adding a third variable of if they had chosen to postpone donations until Oxfam has recovered.

Therefore, taking it to the next step and analyse whether participants had actually stopped donating and links with their changed perception and trust of Oxfam. The significance resulting from the two tailed Pearson’s correlation is .000 and .005 (Figure 4.5), are smaller than 0.05 meaning it is of high significance.

		Q32: Has your perception of Oxfam changed since the scandal?	Q34: Do you still trust Oxfam since the 2018 scandal?	Q37: Have you chosen to postpone regular donation until Oxfam have recovered from the scandal?
Q32: Has your perception of Oxfam changed since the scandal?	Pearson Correlation	1	<b>-.445**</b>	<b>.216**</b>
	Sig. (2-tailed)		<b>.000</b>	<b>.000</b>
	N	275	275	275
Q34: Do you still trust Oxfam since the 2018 scandal?	Pearson Correlation	<b>-.445**</b>	1	<b>-.168**</b>
	Sig. (2-tailed)	<b>.000</b>		<b>.005</b>
	N	275	275	275
Q37: Have you chosen to postpone regular donation until Oxfam have recovered from the scandal?	Pearson Correlation	<b>.216**</b>	<b>-.168**</b>	1
	Sig. (2-tailed)	<b>.000</b>	<b>.005</b>	
	N	275	275	275

**\*\***. Correlation is significant at the 0.01 level (2-tailed).

Table 4.5: Correlation 1 (Author Own, 2018).

The correlation results for the perception and trust in Oxfam that in terms of strengths in direction of relationship it shows a moderate negative linear relationship (-.445). Therefore, when the perception of the organisation changes it essentially effects the trust in the organisation. There was also a weak negative relationship (-.168) between donator trust and donations, which the assumption can be made that when donators lose trust in a charity they are inclined to stop giving donations to the charity. There is a significant relationship between these variables. Lastly the .216 describes a weak positive linear relationship between a change in perception in the organisation and postponing donations until recovery.

When reviewing the literature, perception is affected by knowledge and information gathered on the organisation. However, the description individuals collect should correlate with the organisations description (Calitoui, Oommen and Nussbaum, 2007). Thus, a major challenge in creating a coherent perception of the company in the stakeholder's minds (Einwiller and Will, 2002). Subsequently a reason for rebranding can be the concerns over external perception of the establishment (Lomax, Mador and Fitzhenry, 2002). This study revealed since the Oxfam scandal was released the perceptions have been negative.

There was also a significant relationship between the scandal and trust effecting donations, which as Elgot ad McVeigh (2018) provide data that shows that within 2 weeks of Oxfam's news, 7,000 people had cancelled donations. Therefore, providing evidence that when the donator information was released in February 2018 and this data collected in July/August 2018 it can suggest that the public view remains negative as donations have remained low.

## 4.2.2. Correlation 2

		Q21: Do you believe that charities play an important role in society?	Q23: In your opinion should charities expenditure be made public to show transparency?	Q26: Should there be more regulatory boards (The Charity Commission) to monitor charities actions?
Q21: Do you believe that charities play an important role in society?	Pearson Correlation	1	.169**	-.158**
	Sig. (2-tailed)		.005	.009
	N	275	275	275
Q23: In your opinion should charities expenditure be made public to show transparency?	Pearson Correlation	.169**	1	.030
	Sig. (2-tailed)	.005		.624
	N	275	275	275
Q26: Should there be more regulatory boards (The Charity Commission) to monitor charities actions?	Pearson Correlation	-.158**	.030	1
	Sig. (2-tailed)	.009	.624	
	N	275	275	275

**\*\***. Correlation is significant at the 0.01 level (2-tailed).

Table 4.6: Correlation 2 (Author Own, 2018).

In view that the significance was .005, this is of high significance and therefore can come to the conclusion that charities play an important role in society however, the public want to see transparency from charities. Which the correlation reflected a small positive relationship (.169).

There was no linear relationship in regards to charities sharing expenditure to the public and The Charity Commission implemented more regulations. The researcher will develop this point in the qualitative interview to gain more information.

There was however, a significance (.009) between charities importance in society and having more regulatory boards, with a small negative correlation (-.158), therefore showing that the implementation and development of regulation by The Charity Commission may be helpful and important as charities play an important part in society. Furthermore, if something is being regulated it could be perceived to be complying to strict criteria and therefore improve public perceptions of the organisation.

The proposed framework in this study incorporates transparency, is an important part in improving society and regaining trust as charities have to be held accountable for any good or bad actions and when transparency is practiced in organisation it aids and guides decisions whilst informing stakeholders. This was significant from the results. However, in accordance

with charities, information on spending is difficult to find (Saxton, 2012). Therefore, transparency is proposed as the charities are able to provide to their causes from individuals money, which is the largest form of income for charities (BBC, 2018 [b]),

#### 4.2.3. Correlation 3

		Q13: Would the appointment of a new CEO benefit an organisation's reputation?	Q40: Would new senior personnel or board of directors of Oxfam enable you to refocus on the charities aims and vision?	Q41: If Oxfam were to become more transparent, would this enable you to rebuild your trust?
Q13: Would the appointment of a new CEO benefit an organisation's reputation?	Pearson Correlation	1	.339**	.323**
	Sig. (2-tailed)		.000	.000
	N	275	275	275
Q40: Would new senior personnel or board of directors of Oxfam enable you to refocus on the charities aims and vision?	Pearson Correlation	.339**	1	.575**
	Sig. (2-tailed)	.000		.000
	N	275	275	275
Q41: If Oxfam were to become more transparent, would this enable you to rebuild your trust?	Pearson Correlation	.323**	.575**	1
	Sig. (2-tailed)	.000	.000	
	N	275	275	275
**. Correlation is significant at the 0.01 level (2-tailed).				

Table 4.7: Correlation 3 (Author Own, 2018).

The correlation between the appointment of a new CEO benefiting the reputation and new senior personnel aiding in the refocusing on the charities aims and objectives is firstly significant (.000) but also a positive medium correlation (.339). Therefore, the relationship between the appointment of a new CEO benefiting the reputation and senior management aiding the strategy; as new CEO is bought in, it enables the public to refocus on the charities aims and objectives.

The strength of the correlation between new personnel and becoming more transparent therefore rebuilding trust is significant (.000) and has a large positive correlation. Therefore, a strong relationship between the two variables.

There is also a medium positive linear relationship between a new CEO aiding in the transparency subsequently rebuilding the trust. These correlations suggest that personnel can have an influence on public opinion of an organisation. Therefore, suggested on the proposed framework.

There was medium to large relationships between all of these variables and is considered a large aspect in the proposed framework. As perception is highly impacted via staff actions as they play a major role in communicating the corporate brand (Lomax, Mador and Fitzhenry, 2002). As well as the implementation of a new CEO who wants to make a difference, since the reputation of a CEO has a significant bearing on the reputation of the company (Stuart and Muzellec, 2004). As the CEO is responsible for the organisations actions and must try their best to add value, in which the CEO's philosophy determines the approach to leadership (Farkas and Wetlaufer, 1996). These key points make the argument stronger that leadership is key for organisations.

#### 4.2.4. Correlation 4

		Q32: Has your perception of Oxfam changed since the scandal?	Q33: Has the scandal had a negative impact on your opinion of Oxfam?	Q44: Do you think Oxfam will recover from this scandal?
Q32: Has your perception of Oxfam changed since the scandal?	Pearson Correlation	1	.683**	-.173**
	Sig. (2-tailed)		.000	.004
	N	275	275	275
Q33: Has the scandal had a negative impact on your opinion of Oxfam?	Pearson Correlation	.683**	1	-.203**
	Sig. (2-tailed)	.000		.001
	N	275	275	275
Q44: Do you think Oxfam will recover from this scandal?	Pearson Correlation	-.173**	-.203**	1
	Sig. (2-tailed)	.004	.001	
	N	275	275	275

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 4.8: Correlation 4 (Author Own, 2018).

In regards to the perception of Oxfam, participants views had changed since the scandal and as the correlation shows (.683) it has affected their opinions negatively therefore a strong correlation between the variables.

When considering if it has affected their opinions negatively and whether they thought Oxfam would recover, it was significant (.001) however, only a small negative linear relationship. This is an aspect the researcher will develop in the qualitative findings to discover the opinions on Oxfam's recovery and the process to which they could recover.

The perception of Oxfam and whether they will recover was significant (.004), but also a slight correlated relationship (-.173). It is assumed that the public's relationship with Oxfam is currently affected but due to Oxfam's history and overall company ethics they will recover.

In regards to perception and how it can affect organisation is that the majority of consumers remember their last experience with an organisation, thus the experience whether positive or negative will alter perceptions. This confirms the importance that influential experiences have on customer satisfaction and durability of the relationship (Buchanan and Gillies, 1990). The results show it was of high significance with the change in perception and in a negative direction.

#### 4.2.5. Correlation 5

		Q44: Do you think Oxfam will recover from this scandal?	Q45: If Oxfam were to rebrand after implementing the 3 aspects mentioned (Change in CEO and board, change in regulations, transparency) what is the likelihood of your trust in Oxfam rebuilding positively?
Q44: Do you think Oxfam will recover from this scandal?	Pearson Correlation	1	.418**
	Sig. (2-tailed)		.000
	N	275	275
Q45: If Oxfam were to rebrand after implementing the 3 aspects mentioned (Change in CEO and board, change in regulations, transparency) what is the likelihood of your trust in Oxfam rebuilding positively?	Pearson Correlation	.418**	1
	Sig. (2-tailed)	.000	
	N	275	275

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 4.9: Correlation 5 (Author Own, 2018).

The correlation concludes whether the statistics demonstrate if the public believe Oxfam will recover with the implementation of the a CEO, change in regulations and transparency, which are all key themes to the proposed rebranding framework for charities. The results showed as highly significant as well as a positive medium strength correlation. Therefore, with the implementation of the three aspects mentioned could be the reasons as to why Oxfam whilst rebranding could recover. For this reason, these aspects are components of the proposed framework. They were suggested on the proposed framework and due to the findings in this study and will remain on the finalised proposed framework as they could be important for the organisations future recovery.

### 4.3. Ordinal Regression

Ordinal regression is a type of regression analysis used for predicting an ordinal variable i.e. variables where the values exist on an arbitrary scale (Agresti, 2010. Harrell, 2015). Due to the format of the questionnaire, the majority of the questions measurements were in a scale; therefore, ordinal regression was the best fit for analysing the data. The key figures are presented in main body, whilst the other ordinal regression charts can be seen in Appendix 9.10.

The information to take from the model fitting is the statistical significant result, less than 0.05, therefore .000 is significant. Subsequently, meaning that it's a good finding for how well the model fits the data.

<b>Table 4.10: Model Fitting Information</b>				
Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	328.789			
Final	286.303	42.486	5	.000
Link function: Logit.				

Table 4.10: Model Fitting Information (Author Own, 2018).

The Goodness-of-Fit, is an equation that essentially want to fail to reject the null hypothesis. Therefore, looking for a significance value that is greater than 0.05. Which from this result, it accepts the null hypothesis, as the significance is higher than 0.05.

<b>Table 4.11: Goodness-of-Fit</b>			
	Chi-Square	df	Sig.
Pearson	188.129	191	.545
Deviance	204.610	191	.237
Link function: Logit.			

Table 4.11: Goodness-of-fit (Author Own, 2018).

In the Pseudo R-Square, interpreting the middle value which is the Nagelkerke. Nagelkerke's R squared is another version of coefficient of determination, it is a variation on Cox and Snell's R squared, which overcomes the problem that this statistic has not been able to reach its maximum value (Field, 2009). This tells the researcher that the model explains 16.8% of the variance in the dependent variable.

<b>Table 4.12: Pseudo R-Square</b>	
Cox and Snell	.143
Nagelkerke	.168
McFadden	.081
Link function: Logit.	

Table 4.12: Pseudo R-Square (Author Own, 2018).

The parameter estimate, this shows in location, that all results are statistically significant results except for Q13 in the location section  $p = .715$ . Within the estimate, if there is a value that is lower than zero, as Q13 has a minus, would expect lower opinions and more to change in participants answers as it's a negative (-0.090). The values that are positive, it would assume higher agreement with the statements suggested, which were, if employees can influence a participant's opinion, should there be more regulatory boards to monitor charities actions, new senior management and lastly to become more transparent with the public.

<b>Table 4.13: Parameter Estimates</b>								
		Estimate	Std. Error	Wald	df	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
Threshold	[Q32 = 1]	3.735	.652	32.785	1	.000	2.456	5.013
	[Q32 = 2]	5.120	.689	55.193	1	.000	3.769	6.471
Location	Q13	-.090	.246	.133	1	.715	-.573	.393
	Q14	.690	.227	9.213	1	.002	.244	1.136
	Q26	.438	.139	9.882	1	.002	.165	.710
	Q40	.576	.237	5.904	1	.015	.111	1.041
	Q41	.358	.182	3.845	1	.050	.000	.715
Link function: Logit.								

Table 4.13: Parameter Estimates (Author Own, 2018).

## Chapter 5: Qualitative Findings and Discussion

### 5.1. Profile of Respondents

All respondents are members of the public that have previously donated to Oxfam, with a range of ages aiming to gain a variety of responses. The profile of the participants is listed below (Figure 5.1):

Participant	Code	Occupation	Gender	Age	Length of Interview
Respondent 1	R1	Retired	Male	58	15.07
Respondent 2	R2	Self-Employed	Female	40	15.02
Respondent 3	R3	Retired	Female	58	19.48
Respondent 4	R4	Retired	Female	58	23.17
Respondent 5	R5	Private Employee	Female	23	16.49
Respondent 6	R6	Student (Volunteer at Oxfam)	Female	22	21.23
Respondent 7	R7	Business Owner	Female	51	15.29

Figure 5.1: Profile of Respondents (Author Own, 2018).

### 5.2. Findings and Discussion

This chapter presents the data and provides an analysis of the findings from the 7 interviews that were conducted and listed above (Figure 5.1). As mentioned previously (Chapter 3.5.2.), presenting and identifying themes, correlates with the thematic approach which is a method of analysing interviews. In the primary data collected, themes were developed based around the objectives of donators perception and rebranding connotations in references to Oxfam. Each theme was structured, presenting the findings, followed by the discussion of how this theme develops, the meaning and how it relates back to any literature. A full analysis of the findings can be seen in Appendix 9.11, as only the key points will be discussed in this chapter.

## 5.2.1. Transparency

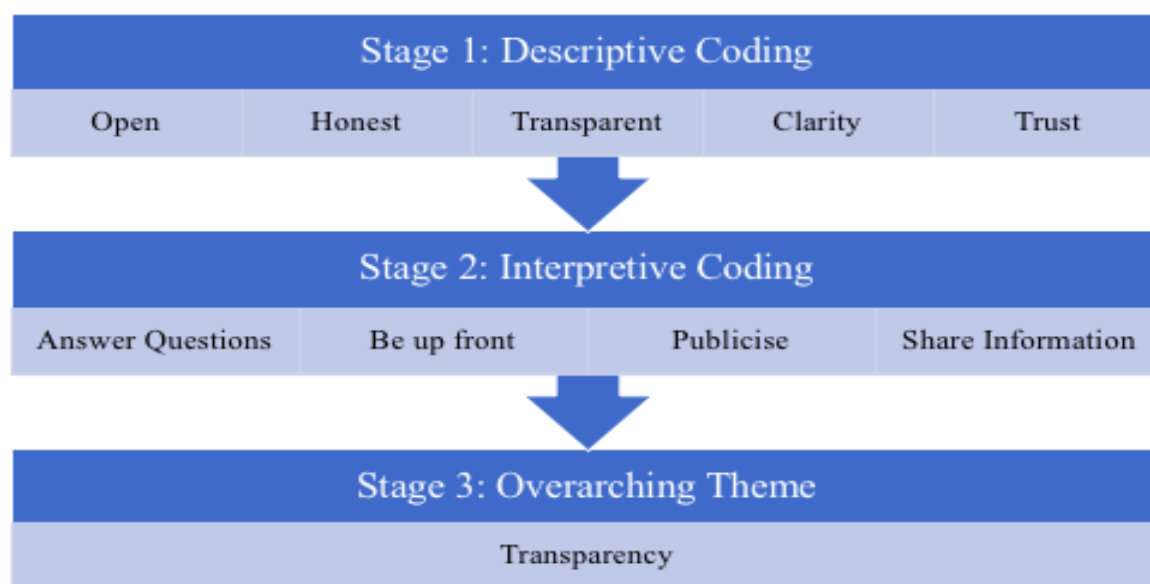
**Theme 1: Transparency**

Figure 5.2: Stages in the Process of Thematic Analysis (Adapted from King and Horrocks (2010)).

The first theme developed was transparency, as it is important to the research and the proposed rebranding framework to gain views on the topic. This topic was also questioned due to responses to the open-ended question during the quantitative method (Appendix 9.10, Table 9.20), transparency was a reiterated phase. Another factor in correlation 2 (Table 4.6) highlighted there was no relationship between charity expenditure becoming transparent and more regulatory boards, therefore the topic need exploring.

It became apparent that every respondent had many opinions on transparency, “*Transparency is very important because if you’ve got nothing to hide, why not let people see it. If you can’t be transparent that’s because you’ve got something to hide and don’t won’t people to know*” (R3) which was very similar to R1’s point of view. Which subsequently links that “*transparency is openness, honesty and sharing information. It is vital because it is the only way that people are exposed if they are cheating, fiddling or are corrupt*” (R4).

Transparency relates to Saxton (2012) view that The Charity Commission website where charity information can be found is difficult to navigate and requires lots of time and research. Subsequently from the findings, a key aspect from the qualitative and quantitative participants is that transparency is vital “*to gain trust and if they want to recover from the scandal*” (R3). Therefore, the findings reiterating the point that transparency is vital for charities, subsequently an important aspect whether a company is rebranding or not.

### 5.2.1.1. Publicity

Leading on from transparency, the developed theme of publicity and essentially the need for all organisations to publicise information especially when it is concerning to the public.

As learnt from the quantitative (Figure 4.3), the public want communication between the organisation and the public on how donations are spent and clearly demonstrating who is benefitting from the donations. Therefore, “*keeping the public continuously involved in the process and what they are doing to rectify the situation*” (R1). This view was shared by R2, “*more upfront with dealings on situations, publicise and share information*”.

Publicity is important and as shown when information is not shared especially when it’s the public who have to “*hand over their hard-earned money*” (R7), however, charities biggest slice of income comes from individuals donations (BBC, 2018 <sup>[b]</sup>). Another factor to consider is that UK Government has decreased the public-sector grants (Tyler, 2016), which places emphasis on donations.

### 5.2.2. Management

#### Theme 2: Management

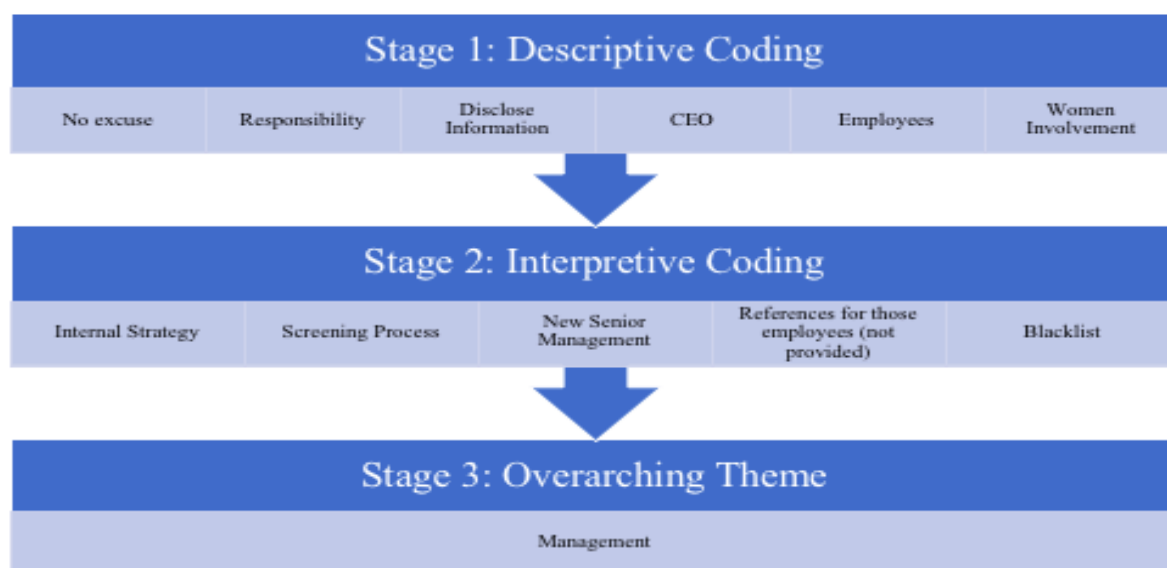


Figure 5.3: Stages in the Process of Thematic Analysis (Adapted from King and Horrocks (2010)).

The next theme that arose was management of the Oxfam scandal, in which one respondent stated that “*I think that they should be made a public example of and even though they are a charitable organisation, they should not be an exception to any rule of law*” (R7).

In relation to the quantitative findings, new CEO and senior personnel would enable perceptions to change positively and refocus on the Oxfam vision (Table 4.7). The researcher discovered this to be a very opinionated topic. As a recurring point was that *“the CEO and Senior Personnel should be banned for holding similar positions for life”* (R4). *“A new CEO to be appointed bringing a new brand and new strategy, because how its working now it’s not setting out their strategic goals and big changes are needed”* (R5). Farkas and Wetlaufer (1996) state that a CEO is responsible for the organisations actions and determines the approach of leadership, which R5 and R3 iterated this point exactly.

A usual reason for rebranding in organisations is management changes (Chad, 2016). It shows that Oxfam agree with the participants suggestions, as Oxfam’s Deputy Chief Executive resigned over the management of the scandal (Yorke, 2018). Mark Goldring the current CEO, will stand down at the end of 2018 due the handling of the controversy (Dearden, 2018).

Another aspect was that they *“need vital internal changes and then reflect it to the public on what’s been implemented”* (R7). Recommending, *“female victims, need female staff, put men in the background and an overhaul of new people in charge”* (R2). *“Future screening needs to be much more vigorous, ensuring it won’t happen again. What changes in personnel has occurred and again why!”* (R7) in which R1 and R2 stated similar points. As Morgan and Hunt (1994), suggests that trust is central to a successful relationship. Trust is a major factor in regards to a strong management and stakeholder relationship (Kollat and Farache, 2017).

### 5.2.3. Brand Image

#### Theme 3: Brand Image

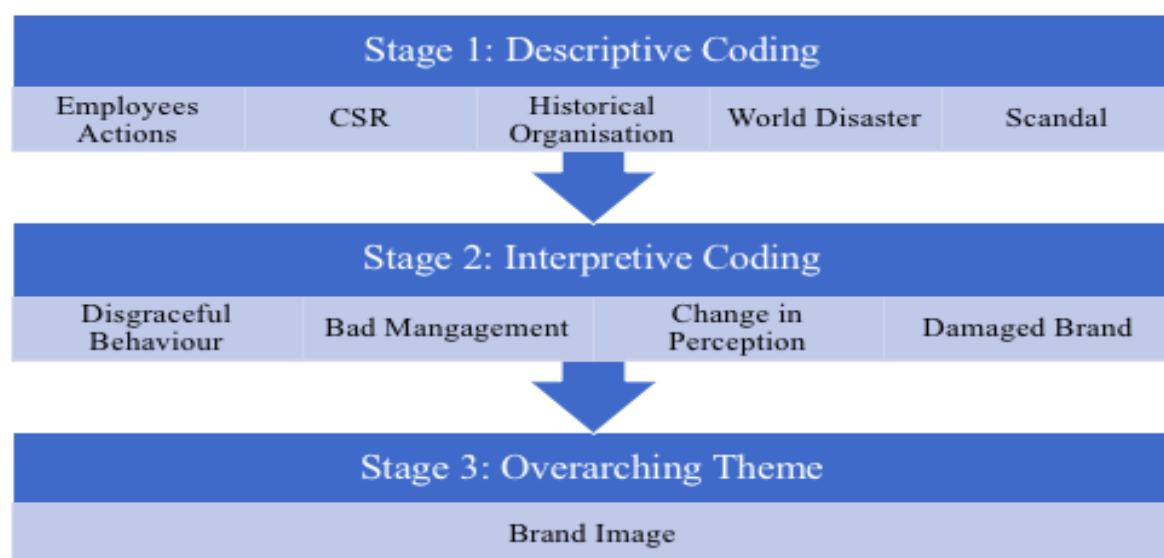


Figure 5.4: Stages in the Process of Thematic Analysis (Adapted from King and Horrocks (2010)).

Brand image has been developed as a theme as participants were very vocal with their opinions. As correlation 4 (Table 4.8) showed there was significant relationships between change of opinions, in the negative direction and essentially if it was believed Oxfam would recover. Therefore, an understanding wanted to be gained that even though opinions were negative, why did they view Oxfam to recover.

Essentially *“I think Oxfam will recover because it’s such a big charity. If it appointed a new CEO, people might start to believe in the refocused brand again”* (R5). Stuart and Muzellec’s (2004) argument for organisations would be to distance the organisation from their old image and distract the focus on to a new, more socially responsible image. This correlates with R2 *“Oxfam need to get away from their old image. As eventually people tend to forget about things but it will take a few years to recover”*. Which R5 made the suggestion that *“if they had an image change, it wouldn’t be as linked to the media scandal articles and would look a little different, than the information that has been in the press for bad publicity”* (R5). As stakeholder’s images are influenced by informal and formal messages stemming from the company (Dowling, 2001).

These thoughts on the topic at hand added much value to the correlation conducted (Table 4.8) as opinions could be gained in which the researcher could ask probing questions. Therefore, justification for a mixed method approach.

## Chapter 6: Summary

This is the ultimate chapter that will make conclusive remarks based on the research and results of the study, providing future recommendation, reflecting of the research process and suggestions for further research

### 6.1. Revised Framework

This chapter concludes the quantitative (chapter 4) and qualitative (chapter 5) by bringing all the information gathered together and applying it to the proposed framework.

During the course of this research the descriptive, correlation, regression and thematic findings demonstrated a significant change regarding the perception of Oxfam to the public’s trust in the organisation. This was further reflected in a direct and immediate reduction in the sums donated.

Further findings showed that the public believes that charities are an important part of today’s society but they must be held responsible for their actions and display transparency with financial dealings. These actions if implemented would play a considerable role in reassuring the public. The introduction of stricter monitoring and codes of conduct by official regulatory boards would further assist in healing the rift. These proposed new levels of transparency, introduction of new CEO and board would demonstrate the charities willingness to meet the donors desire for clarity moving forward.

To conclude the research highlights the publics recognition of Oxfam’s charitable work but their trust has been damaged by the scandal and subsequent handling. For Oxfam to recover from this damaging event the proposed framework must be implemented with emphasis on these key points transparency, new senior personnel (more diverse management team to include female personnel), following rigorous vetting programme and stricter regulations. Ultimately the consensus of opinion was that Oxfam can recover and once again be a driving force in providing aid to impoverished nations.

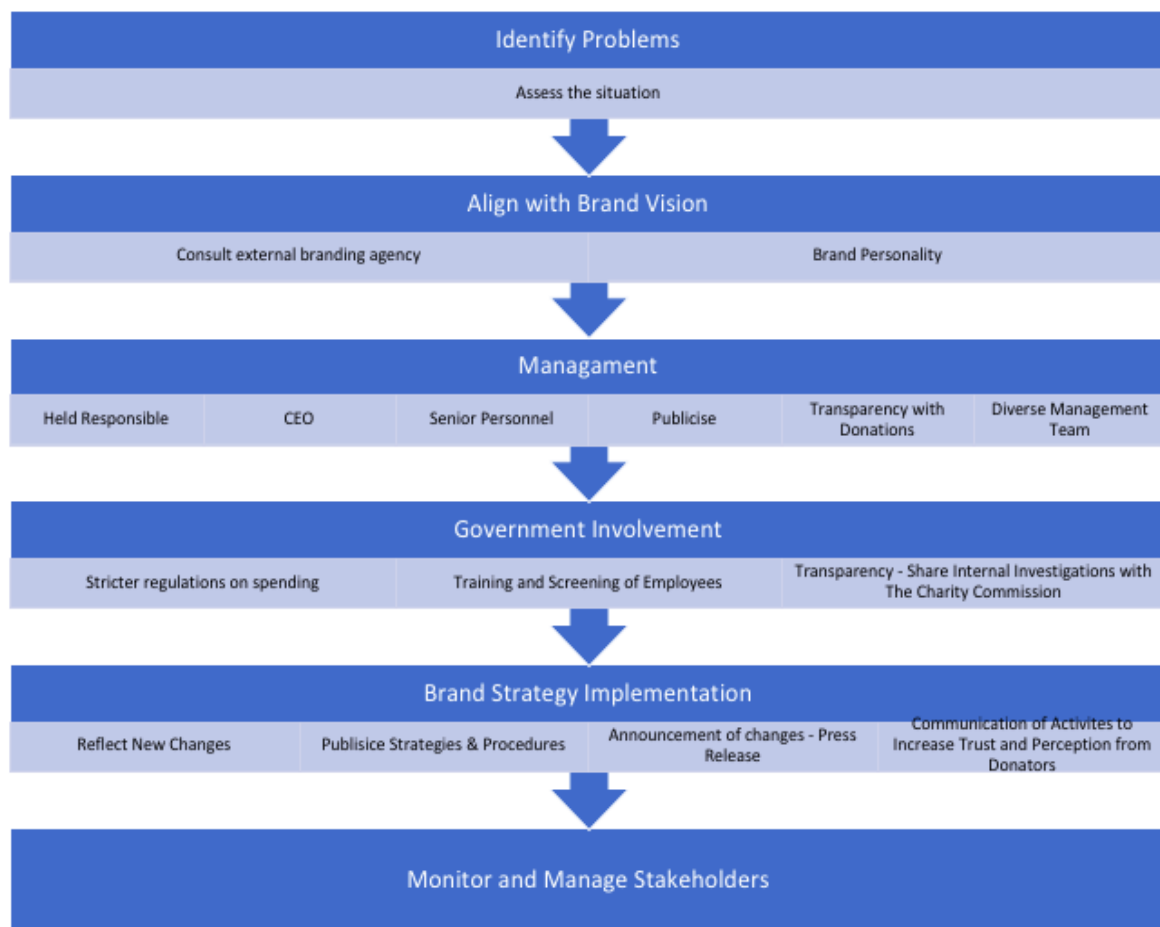


Figure 6.1: Revised Framework – Charity Rebranding Framework (Author Own, 2018).

The framework has been revised to incorporate the information gained from the primary sources, as the public has such an impact on the longevity of charities, these options were vital when considering the rebranding process of charities. Therefore, incorporating these aspects may help the generalisability of the framework for non-profit organisations.

## 6.2. Conclusions

In conclusion it is believed that the research aim was met as through the review of literature on the surrounding topics, a proposed framework was suggested. The primary research was collected, gaining public's perceptions and in-depth opinions and testing all aspects of the framework, all significant factors have been implemented onto the framework (Figure 6.1) and would be beneficial for non-profit organisations. Therefore, it is believed that this study achieved its aim and objectives.

## 6.3. Limitations

Limitations are an important aspect for researchers to reflect upon, an aspect to consider when reviewing this study are that only 1 male participant was interviewed out of the 7 participants. This may reflect bias towards women's views however as this is a public matter this could be a moot point. Further studies should ensure a good mix of sexes, as a range of opinions would be beneficial.

A limitation of the study was that it was based on 275 respondents and 7 interviewees, therefore for further study, more data should be collected to increase reliability. Subsequently a higher number of respondents over a broader spectrum would ensure the data collected was valid.

## 6.4. Further Study

The future research into rebranding could be developed, the first suggestion would be to conduct a longitudinal study, with measurements before, on completion and sometime after the implementation of a rebranding structure within a non-profit organisation. The research design should help produce findings that incorporate the perceptions and trust of the stakeholders at different times of the rebranding process.

Another suggestion would be to conduct a qualitative longitudinal approach, including in-depth interviews with relevant stakeholders, focusing the questions on how their perceptions and trust of the new rebranding decision effects and influences different internal and external stakeholders. Consequently, enabling people's changing perceptions of an organisation to be monitored over time.

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This research can be extended further as more corporate and non-profit organisations are vulnerable to potential scandals in the future, particularly in view of the expanding #MeToo movement. Organisations must prepare for such incidents to ensure their longevity.

Word Length: 10,791.

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## Chapter 9: Appendices

### Appendix 9.1 - Time Frame

When scheduling project, Gantt charts are useful as it displays the planned and actual progress of the project. It is a valuable and widely used technique (DuBrin, 2012). The Gantt chart has been criticised, the criticisms are that it is difficult to update or change manually, can be confusing to read and that it takes time to set up (Maylor, 2005). However, according to Gerald and Lechter (2012) argued that the Gantt chart is very resilient, combination of relationship between tasks, resources and duration, lastly very well visualised. The Gantt chart below (Figure 9.1) forecasted the schedule for this dissertation process. It was a useful tool to follow and kept the researcher on track with the tasks that needed to be completed.

Figure 9.1: (Author Own, 2018).

Dissertation	Duration	Wk 4/6	Wk 11/6	Wk 18/6	Wk 25/6	Wk 2/7	Wk 9/7	Wk 16/7	Wk 23/7	Wk 30/7	Wk 6/8	Wk 13/8	Wk 20/8	Wk 27/8	Wk 3/9	Wk 10/9
Complete Ethical Form	1 week	█														
Submit Proposal	1 week	█														
Receive Porposal Feedback - Make any changes	3 weeks	█	█	█												
Lierature Review Continuation	3 weeks		█	█	█											
Proof Read Literature Review	1 week				█											
Methodology Continuation	2 weeks				█	█										
Proof Read Methodology	1 week					█										
Formulate Questionnaire	1 week					█										
Pilot Questionnaire	1 week					█										
Finalise, Hand Out and Online Questionnaires to Public	2 weeks						█	█								
Gather Questionnaire Data	1 week							█								
Analyse Questionnaire Data	2 weeks								█	█						
Formulate Focus Group Questions	1 week									█						
Contact Focus Group Participants	1 week										█					
Set-Up & Organise Focus Group	1 week											█				
Test & Edit Focus Group Questions	1 week												█			
Conduct Focus Group	1 week													█		
Trainscribe Focus Group Data	1 week														█	
Analyse Focus Group Data	1 week															█
Write Findings and Dicussions	2 weeks															
Proof Read Findings and Discussion	1 week															
Form Conclusions	1 week															
Reflect and make Recommendations	1 week															
Proof Read Conclusions, Reflections & Recommendations	1 week															
Ensure References are Harvard Style	1 week															
First Proof Read of Full Dissertation	1 week															
Compile Appendices	1 week															
Ask 5 people to Proof read Full Dissertation	1 week															
Final Proof read and Changes	1 week															
SUBMIT DISSERTATION	1 day															
Poster Presentation Conference	1 day															

## Appendix 9.2 - Ethical Declaration

The research must adhere to York St John's ethical guidelines, which has been approve by the ethical committee and Katy Marsh-Davies. The email below is an email correspondent as proof that the research gained ethical approval (Figure 9.2).

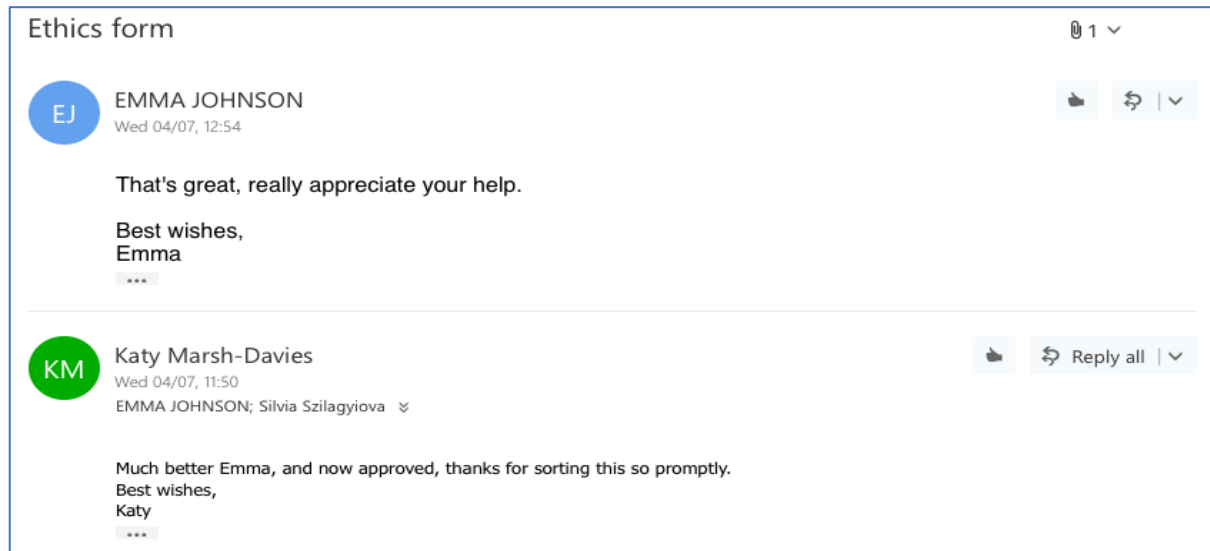


Figure 9.2: Email Regarding Ethics Form. (Author Own, 2018).

## Appendix 9.3 – Questionnaire Distribution Methods

The questionnaires were distributed through various methods through an anonymous link shared via Facebook, LinkedIn, York St John University announcement emails.

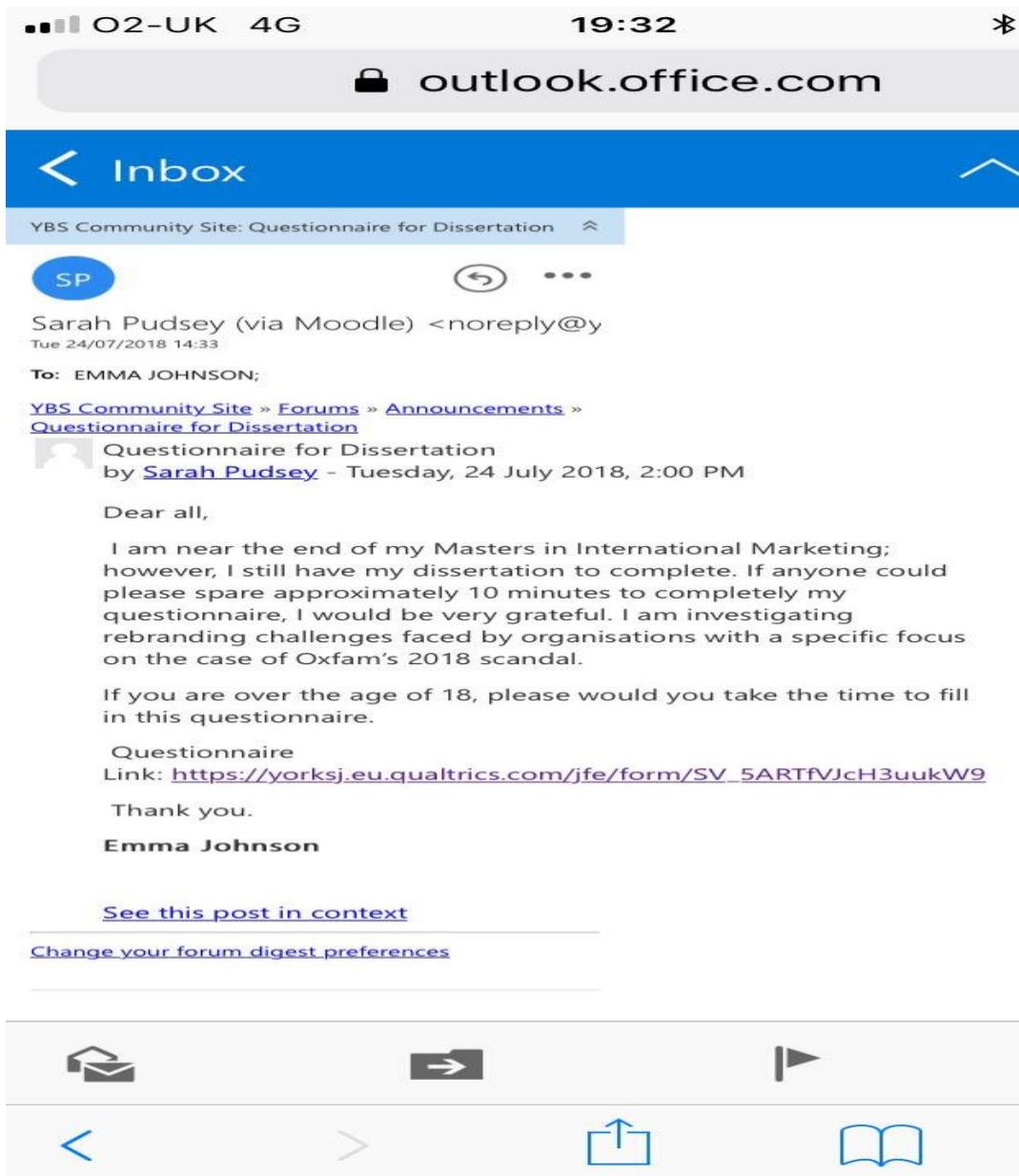


Figure 9.3: York St John University Email Announcement (Author Own, 2018)

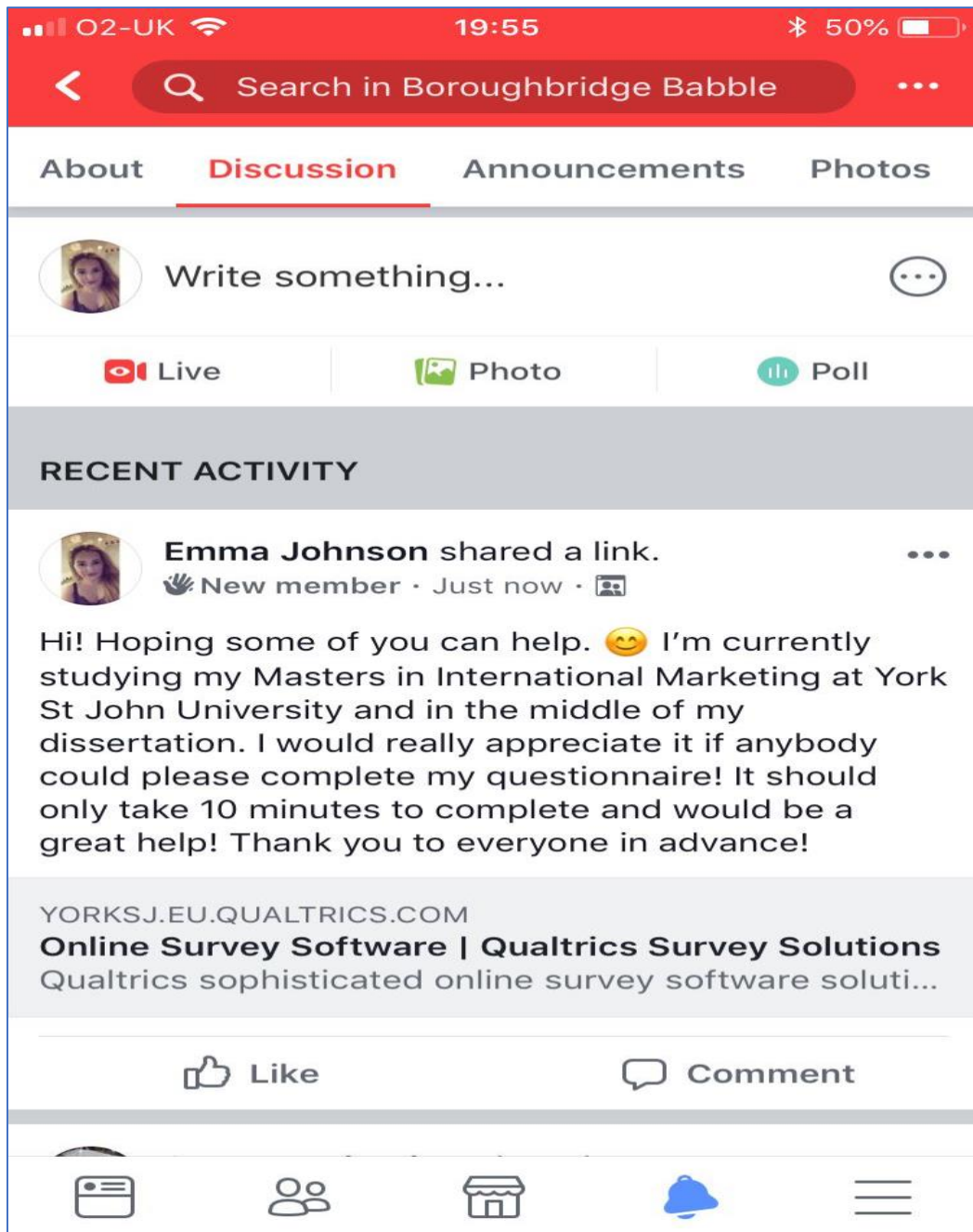


Figure 9.4: Facebook Post (Author Own, 2018).

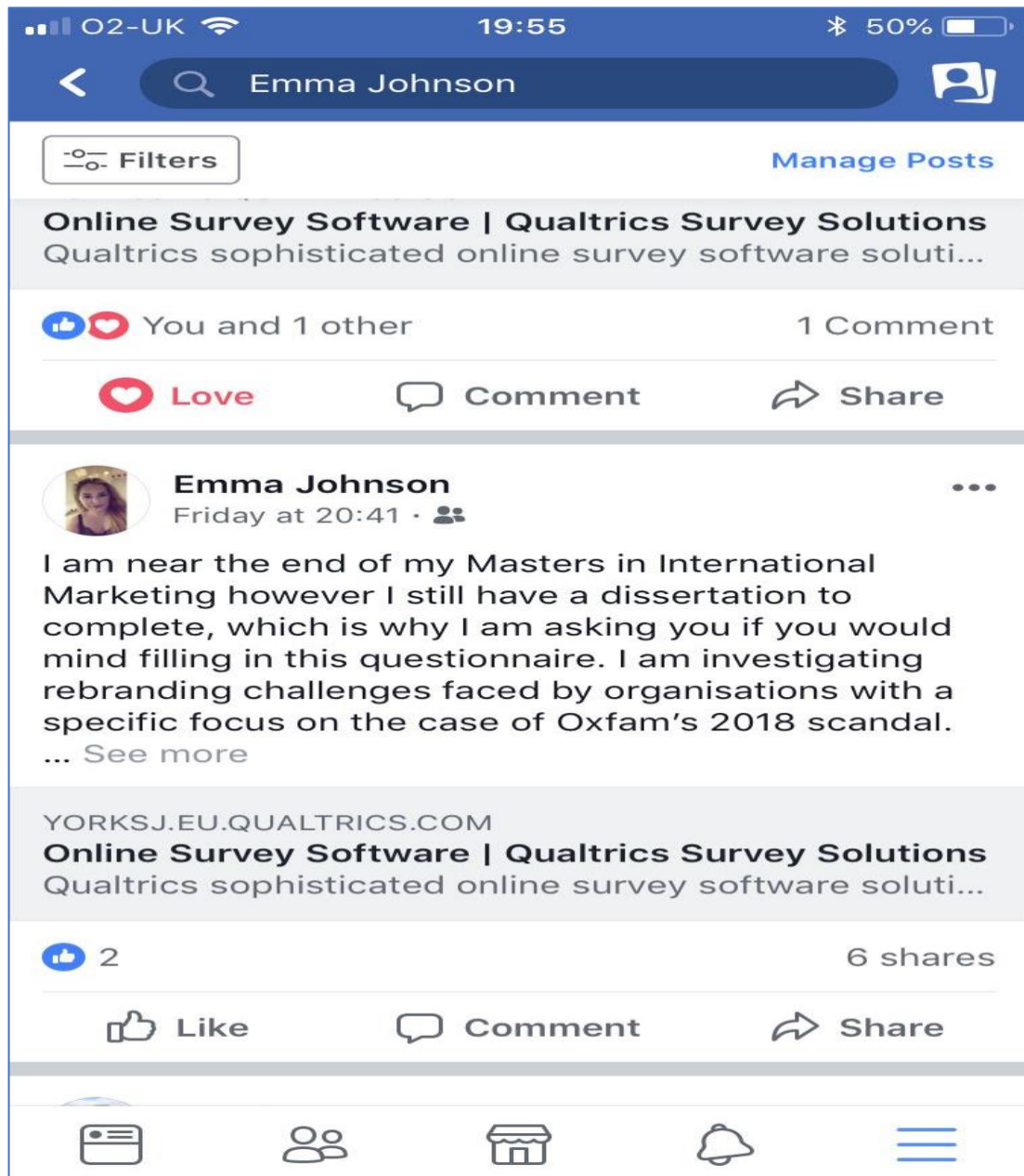


Figure 9.5: Facebook Post (Author Own, 2018).

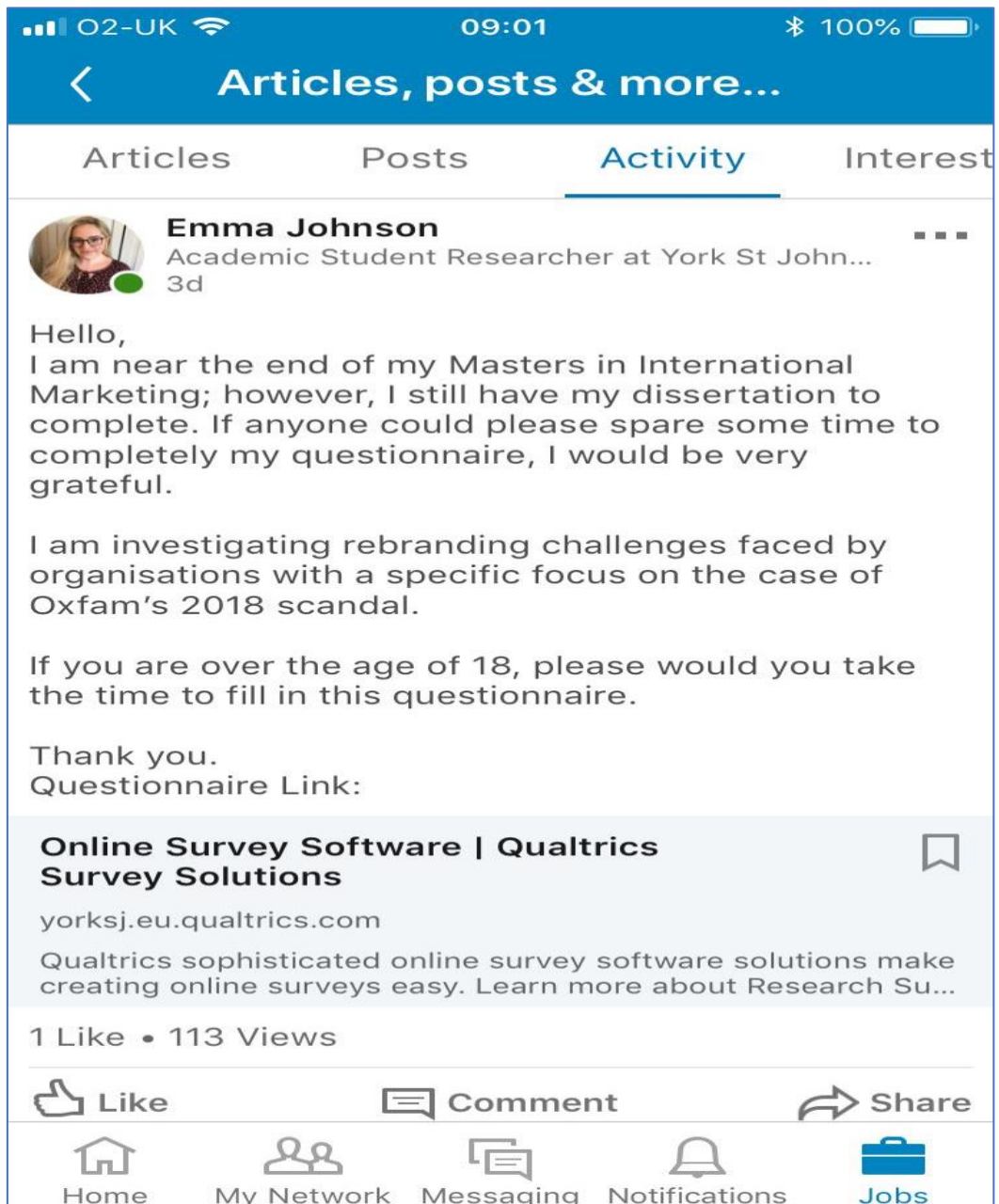


Figure 9.6: LinkedIn Announcement (Author Own, 2018).

## Appendix 9.4 – Pilot Questionnaire

The pilot questionnaire can be seen below, these questions were piloted, gaining appreciated feedback in which changes could be implemented. The published questionnaire can be seen in Appendix 9.5.

**Research Title** – An Investigation into Rebranding Challenges Faced by Organisations: The Case of Oxfam’s 2018 Scandal.

**Consent** - This questionnaire will be undertaken to ‘Investigate the rebranding challenges faced by organisations: The case of Oxfam’s 2018 scandal’. All the information gathered from participants through this questionnaire will be stored safely, kept private and confidential, shared only with the research team and used for the sole purpose for this dissertation topic. The data collected will not be used or sold to any external organisations. Taking part in this questionnaire is not mandatory and is to be conducted on a voluntary basis and as a participant have the option to withdraw at any point.

Lastly, I would like to thank you for your time and participation and aiding me in my study.

**Description** - On 9th February 2018, The Times front page broke the story with the accusatory headline ‘Top Oxfam staff paid Haiti survivors for sex’ (O’Neill, 2018). The government ordered Oxfam to release detailed records of charity staff who paid for sex whilst handling the 2010 earthquake devastation in Haiti. Due to the fact that Oxfam had covered up the details of senior aid workers exploited vulnerable women by paying them for sex (Dixon, Hope and Yorke, 2018. BBC, 2018), The Charity Commission launched a statutory inquiry, as details about the internal investigation that Oxfam conducted in 2011 were not shared (The Charity Commission, 2018). However, Mark Goldring, Oxfam’s Chief Executive, denied the incident was suppressed (Snowdon, 2018).

Thank you, Emma. If you have any questions, please do not hesitate to contact me at emma.johnson2@yorks.ac.uk.

### Part 1 - Rebranding

Q1 - Is corporate social responsibility (CSR) important to you?

Yes

Maybe

No

Q2 - When thinking of a brand, what do you consider?

- Experiences
- Products and services
- Meaning it holds for you
- Marketing communications
- Other

Q3 - Why do you believe an organisation might rebrand?

- External influences (competition, economy, consumers)
- Change of direction in strategy
- Maintain a favourable image
- Improve efficiency
- Recovery after a scandal





Yes

No

Q25 - In the last 2 years can you estimate how much you have donated to Oxfam?

Under £10

£10 and over

Over £100

Q26 - Have you chosen another charity to donate to **instead of** Oxfam since the scandal?

Yes

No

Prefer not to say

Q27 - Would a change in CEO improve your perception of Oxfam?

Definitely yes

Probably yes

Might or might not

Probably not

Definitely not

Q28 - In your opinion did the attempted cover up of the misconduct damage your trust further?

Yes

No

Q29 - Would this scandal effect the possibility of you donating to Oxfam in the future?

Yes

Maybe

No

Q30 - Do you think Oxfam will recover from this scandal?

Definitely yes

Probably yes

Might or might not

Probably not

Definitely not

Q31 - If Oxfam were to rebrand after implementing the 3 aspects mentioned (Change in CEO and board, change in regulations, transparency) what is the likelihood of your trust in Oxfam rebuilding positively?

- Extremely likely
- Moderately likely
- Neither likely nor unlikely
- Moderately unlikely
- Extremely unlikely

### Demographics

Q32 - Gender

Male

Female

Other

Prefer not to say

Q33 - Age

18 - 24

25 - 34

35 - 44

45 - 54

55 - 64

65 - 74

75 - 84

85 or older

Prefer not to say

Q34 - Occupation

Student

Private Employee

Public Employee

Business Owner

Retired

Other

Prefer not to say

Q35 - Income

Less than £10,000

£10,000 - £19,999

£20,000 - £29,999

£30,000 - £39,999

£40,000 - £49,999

£50,000 +

Prefer not to say

THANK YOU!

## Appendix 9.5 – Published Questionnaire

The questionnaire that was published on Qualtrics can be seen below, the data gathered from this questionnaire was analysed.

An Investigation into Rebranding Challenges Faced by Organisations: The Case of Oxfam's 2018 Scandal

**Research Title** – An Investigation into Rebranding Challenges Faced by Organisations: The Case of Oxfam’s 2018 Scandal.

**Consent** - This questionnaire will be undertaken to ‘Investigate the rebranding challenges faced by organisations: The case of Oxfam’s 2018 scandal’. All the information gathered from participants through this questionnaire will be stored safely, kept private and confidential, shared only with the research team and used for the sole purpose for this dissertation topic. The data collected will not be used or sold to any external organisations. Taking part in this questionnaire is not mandatory and is to be conducted on a voluntary basis, as a participant you have the option to withdraw at any point. Lastly, I would like to thank you for your time and participation whilst aiding me in my study.

You must be **over 18** to take part and will take approximately 10 minutes to complete.

Please answer every question.

Thank you for your participation. Kind Regards, Emma.

If you have any questions, please do not hesitate to contact me at emma.johnson2@yorks.ac.uk.

**Background** - On 9th February 2018, The Times front page broke the story with the accusatory headline ‘Top Oxfam staff paid Haiti survivors for sex’ (O’Neill, 2018). The government ordered Oxfam to release detailed records of charity staff who paid for sex whilst handling the 2010 earthquake devastation in Haiti. Due to the fact that Oxfam had covered up the details that senior aid workers exploited vulnerable women by paying them for sex (Dixon, Hope and Yorke, 2018. BBC, 2018), The Charity Commission launched a statutory inquiry, as details about the internal investigation that Oxfam conducted in 2011 were not shared (The Charity Commission, 2018). However, Mark Goldring, Oxfam’s Chief Executive, denied the incident was suppressed (Snowdon, 2018).

### Part 1 - Rebranding

Q1: Do you believe that organisations should be held responsible for their environmental and social actions?

Yes

Sometimes

No

Q2: To what extent do you agree with the following statement (1 completely disagree to 5 complete agree):

**Brand reflects products and services**

1

2

3

4

5

Q3: To what extent do you agree with the following statement (1 completely disagree to 5 complete agree):

**Brand reflects experience**

1                      2                      3                      4                      5

Q4: To what extent do you agree with the following statement (1 completely disagree to 5 complete agree):

**Brand reflects personal meaning**

1                      2                      3                      4                      5

Q5: To what extent do you agree with the following statement (1 completely disagree to 5 complete agree):

**Brand reflects marketing/advertising communications**

1                      2                      3                      4                      5

Q6: To what extent do you agree that rebranding (organisations changing direction and their corporate image) can change your perception of an organisation? (1 complete disagree to 5 complete agree)

1                      2                      3                      4                      5

Q7: How influential is this information source on your perception and opinions of an organisation? (1 not influential to 5 very influential)

**The organisation themselves**

1                      2                      3                      4                      5

Q8: How influential is this information source on your perception and opinions of an organisation? (1 not influential to 5 very influential)

**References Groups**

1                      2                      3                      4                      5

Q9: How influential is this information source on your perception and opinions of an organisation? (1 not influential to 5 very influential)

**Social Media**

1                      2                      3                      4                      5

Q10: How influential is this information source on your perception and opinions of an organisation? (1 not influential to 5 very influential)

**News Sources**

1                      2                      3                      4                      5

Q11: If an organisation were to change their 'brand **name**' would this change your opinion of the whole organisation?

Yes

Maybe

No



14002311

Q23: In your opinion should charities expenditure be made public to show transparency?

Yes

No

No opinion

Q24: Should charities rely solely on donations?

Yes

No

No opinion

Q25: Where do you believe that charities get their main source of income from? (only chose one)

- Public donations
- Corporate donations
- Contracts from government
- Charitable trusts
- Self-generated income (facilities and stores)
- Do not know

Q26: Should there be more regulatory boards (The Charity Commission) to monitor charities actions?

		Neither agree nor		
Strongly agree	Agree	disagree	Disagree	Strongly disagree

Q27: Which **one** of these is most important in regards to your trust and confidence in charities? (only chose one)

- Ensure the majority of any donations benefits the cause you are supporting
- Make positive difference to the cause they work with
- Ensure that fundraisers are honest and ethical
- Charities are well managed
- I have no trust and confidence in charities
- Do not know

Q28: Which **one** on the list below would most increase your level of confidence? (only chose one)

- Build a stronger public profile
- Communicate effectively with the public on how donations are spent
- Provide the public with information on staff salaries
- Demonstrating their impact - making it clear who benefits
- Ensure ethical fundraising practices
- Do not know

**Part 4 - Oxfam**



Yes

No

Q43: Would this scandal effect the possibility of you donating to Oxfam in the future?

Yes

Maybe

No

Q44: Do you think Oxfam will recover from this scandal?

Definitely yes

Probably yes

Might or might not

Probably not

Definitely not

Q45: If Oxfam were to rebrand after implementing the 3 aspects mentioned (Change in CEO and board, change in regulations, transparency) what is the likelihood of your trust in Oxfam rebuilding positively?

Extremely likely    Moderately likely    Neither likely nor unlikely    Moderately unlikely    Extremely unlikely

Q46: Please rate your overall attitude towards the Oxfam brand in general (1 very bad to 5 very good)

1

2

3

4

5

Q47: How would you rate the importance of Oxfam's brand to you? (1 unimportant and 5 important)

1

2

3

4

5

Q48: Do you believe that Oxfam provide a valuable service to countries in need? (1 not valuable to 5 very valuable)

1

2

3

4

5

Q49: In your opinion, what could Oxfam do to improve their perception?

- Answer:

## Part 5 - Demographics

Q50: Gender

Male

Female

Other

Prefer not to say

Q51: Age

18 - 24

25 - 34

35 - 44

45 - 54

55 - 64

65 - 74

75 - 84

85 or older

Prefer not to say

Q52: Occupation

Student    Private Employee    Public Employee    Business Owner    Retired    Other    Prefer not to say

Q53: Income

Less than £10,000

£10,000 - £19,999

£20,000 - £29,999

£30,000 - £39,999

£40,000 - £49,999

£50,000 +

Prefer not to say

14002311

Thank you for taking the time to complete this questionnaire.

THANK YOU!

## Appendix 9.6 – Research Consent Form

The consent form below was given to interview participants for them to consent to be part of the research, they were provided with a copy for their own records.

**RESEARCH CONSENT FORM**

Name of Researcher(s): **Emma Johnson (emma.johnson2@yorks.j.ac.uk)**

Name of School: **York Business School, York St John University.**

Title of study: **An Investigation into Rebranding Challenges Faced by Organisations: The Case of Oxfam's 2018 Scandal.**

Please read and complete this form carefully. If you are willing to participate in this study, circle the appropriate responses and sign and date the declaration at the end. If you do not understand anything and would like more information, please ask.

---

I have had the research satisfactorily explained to me in verbal and / or written form by the researcher. **YES / NO**

I understand that the research will involve an interview, which will take between 20-40 minutes to conduct. The interview will be recorded with a digital recorder and will subsequently be transcribed. The responses given will be anonymised, kept secure and confidential. **YES / NO**

I understand that I may withdraw from this study at any time up to one week after the initial interview without having to give an explanation. This will not affect my future career or treatment. After this period the data will be analysed in accordance with the information above. **YES / NO**

I understand that all information about me will be treated in strict confidence and that I will not be named in any written work arising from this study. **YES / NO**

I understand that any digital recording of me will be used solely for research purposes and may be used anonymously as part of a future published journal article. **YES / NO**

I understand that the researcher will be discussing this research with others at York St John University and that my contributions will remain anonymous and treated securely and confidentially. **YES / NO**

I consent to being a participant in the project **YES / NO**

I freely give my consent to participate in this research study and have been given a copy of this form for my own information.

**Print Name:**

**Signature of Participant:**

**Date:**

## Appendix 9.7 – Pilot Interview Questions

The questions were piloted with 2 participants, to gain some appreciated feedback, clarifications could then be made to questions to make the answers more valuable to the researcher.

### Interviews Questions

1. When thinking of Oxfam what are the first few things that come to mind? (3 things)
  - a. Why do you believe these are the first few things that come to mind?
2. What has been your experience with Oxfam?
  - a. Employee, volunteer, donator, member of the public
3. Since the scandal of Oxfam broke, how has your perception of the organisation changes?
4. Who do you think should be held responsible for the scandal and how it was handle?
5. Do you think that Oxfam will recover from the scandal?
  - a. If so why?
  - b. In your opinion how could they do this?
6. How could Oxfam rebuild your trust and improve your perception on the organisation?
7. When considering the term ‘rebranding’ what comes to mind?
  - a. How could an organisation rebrand?
  - b. Do you know any organisations that rebranded?

Give examples – did you know Diabetes UK changes and also Parkinson’s disease. – did you know the previous names or just the new rebranded name. – takes negative concertation out of the name – less reminder/ less traumatic.

8. How do you believe the scandal should have been handled?
9. What do consider to be a reliable source of current affairs and news information?
10. Do you believe that transparency is important?
  - a. If so why?
11. Do you believe that the Oxfam scandal has tarnished all charities image in general?  
WHY?
12. How do you believe the persons responsible and organisations be punished/ Penalised?
13. Demographics
  - a. Age -
  - b. Sex -
  - c. Occupation –
14. Do you have any questions? Or Anything else you’d like to add?

## Appendix 9.8 – Published Interview Questions

These were the questions presented to the 7 participants, in which valuable information could be gained for analysis.

### Interviews Questions

1. When thinking of Oxfam what are the first 3 things that come to mind? (3 things)
  - a. Why do you believe these are the first few things that come to mind?
2. What has been your experience with Oxfam?
  - a. Employee, volunteer, donator, member of the public
3. Since the scandal of Oxfam broke, how has your perception of the organisation changed?
4. Who do you think should be held responsible for the scandal and how it was handle?
5. Do you think that Oxfam will recover from the scandal?
  - a. If so why?
  - b. In your opinion how could they do this?
6. How could Oxfam rebuild your trust and improve your perception on the organisation?
7. When considering the term ‘rebranding’ what comes to mind?
  - a. How could an organisation rebrand?
  - b. Do you know any organisations that rebranded?

Give examples – Did you know the previous names or just the new rebranded name.

- Diabetes UK used to be The British Diabetic Association.
  - Parkinson’s UK used to be Parkinson’s disease. – (Takes negative concertation out of the name – less reminder/ less traumatic).
  - Macmillan Cancer Support used to be Macmillan Cancer Relief.
8. How do you believe the scandal should have been handled?
  9. What do consider to be a reliable source of current affairs and news information?
  10. Do you believe that transparency is important?
    - a. If so why?

11. Do you believe that the Oxfam scandal has tarnished all charities image in general?  
WHY?
12. How do you believe the persons responsible and organisations be punished/Penalised?
13. Do you think a screening process (CRB check) of future employee would be beneficial? If so why?
14. Demographics
  - a. Age –
  - b. Sex –
  - c. Occupation –
15. Do you have any questions? Or Anything else you'd like to add?

## Appendix 9.9 – Signed Consent Forms

These signed consent forms have been scanned and attached as proof that all interviews were conducted and consent was obtained from each participant.



## RESEARCH CONSENT FORM

Name of Researcher(s): **Emma Johnson (emma.johnson2@yorksj.ac.uk)**

Name of School: **York Business School, York St John University.**

Title of study: **An Investigation into Rebranding Challenges Faced by Organisations: The Case of Oxfam's 2018 Scandal.**

Please read and complete this form carefully. If you are willing to participate in this study, circle the appropriate responses and sign and date the declaration at the end. If you do not understand anything and would like more information, please ask.

I have had the research satisfactorily explained to me in verbal and / or written form by the researcher.  YES /  NO

I understand that the research will involve an interview, which will take between 20-40 minutes to conduct. The interview will be recorded with a digital recorder and will subsequently be transcribed. The responses given will be anonymised, kept secure and confidential.  YES /  NO

I understand that I may withdraw from this study at any time up to one week after the initial interview without having to give an explanation. This will not affect my future career or treatment. After this period the data will be analysed in accordance with the information above.  YES /  NO

I understand that all information about me will be treated in strict confidence and that I will not be named in any written work arising from this study.  YES /  NO

I understand that any digital recording of me will be used solely for research purposes and may be used anonymously as part of a future published journal article.  YES /  NO

I understand that the researcher will be discussing this research with others at York St John University and that my contributions will remain anonymous and treated securely and confidentially.  YES /  NO

I consent to being a participant in the project  YES /  NO

I freely give my consent to participate in this research study and have been given a copy of this form for my own information.

Print Name: **IAN JOHNSON**

Signature of Participant: 

Date: **10/8/2018.**



### RESEARCH CONSENT FORM

Name of Researcher(s): **Emma Johnson (emma.johnson2@yorks.j.ac.uk)**

Name of School: **York Business School, York St John University.**

Title of study: **An Investigation into Rebranding Challenges Faced by Organisations: The Case of Oxfam's 2018 Scandal.**

Please read and complete this form carefully. If you are willing to participate in this study, circle the appropriate responses and sign and date the declaration at the end. If you do not understand anything and would like more information, please ask.

I have had the research satisfactorily explained to me in verbal and / or written form by the researcher.  YES /  NO

I understand that the research will involve an interview, which will take between 20-40 minutes to conduct. The interview will be recorded with a digital recorder and will subsequently be transcribed. The responses given will be anonymised, kept secure and confidential.  YES /  NO

I understand that I may withdraw from this study at any time up to one week after the initial interview without having to give an explanation. This will not affect my future career or treatment. After this period the data will be analysed in accordance with the information above.  YES /  NO

I understand that all information about me will be treated in strict confidence and that I will not be named in any written work arising from this study.  YES /  NO

I understand that any digital recording of me will be used solely for research purposes and may be used anonymously as part of a future published journal article.  YES /  NO

I understand that the researcher will be discussing this research with others at York St John University and that my contributions will remain anonymous and treated securely and confidentially.  YES /  NO

I consent to being a participant in the project  YES /  NO

I freely give my consent to participate in this research study and have been given a copy of this form for my own information.

Print Name: **EMMA HOLLIDAY**

Signature of Participant: 

Date: **10/8/18**



### RESEARCH CONSENT FORM

Name of Researcher(s): **Emma Johnson (emma.johnson2@yorks.j.ac.uk)**

Name of School: **York Business School, York St John University.**

Title of study: **An Investigation into Rebranding Challenges Faced by Organisations: The Case of Oxfam's 2018 Scandal.**

Please read and complete this form carefully. If you are willing to participate in this study, circle the appropriate responses and sign and date the declaration at the end. If you do not understand anything and would like more information, please ask.

I have had the research satisfactorily explained to me in verbal and / or written form by the researcher.  YES /  NO

I understand that the research will involve an interview, which will take between 20-40 minutes to conduct. The interview will be recorded with a digital recorder and will subsequently be transcribed. The responses given will be anonymised, kept secure and confidential.  YES /  NO

I understand that I may withdraw from this study at any time up to one week after the initial interview without having to give an explanation. This will not affect my future career or treatment. After this period the data will be analysed in accordance with the information above.  YES /  NO

I understand that all information about me will be treated in strict confidence and that I will not be named in any written work arising from this study.  YES /  NO

I understand that any digital recording of me will be used solely for research purposes and may be used anonymously as part of a future published journal article.  YES /  NO

I understand that the researcher will be discussing this research with others at York St John University and that my contributions will remain anonymous and treated securely and confidentially.  YES /  NO

I consent to being a participant in the project  YES /  NO

I freely give my consent to participate in this research study and have been given a copy of this form for my own information.

Print Name:

*E. Rhodes*

Signature of Participant:

Date: *10/8/2018*



**RESEARCH CONSENT FORM**

Name of Researcher(s): **Emma Johnson (emma.johnson2@yorks.j.ac.uk)**

Name of School: **York Business School, York St John University.**

Title of study: **An Investigation into Rebranding Challenges Faced by Organisations: The Case of Oxfam's 2018 Scandal.**

Please read and complete this form carefully. If you are willing to participate in this study, circle the appropriate responses and sign and date the declaration at the end. If you do not understand anything and would like more information, please ask.

I have had the research satisfactorily explained to me in verbal and / or written form by the researcher.  YES / NO

I understand that the research will involve an interview, which will take between 20-40 minutes to conduct. The interview will be recorded with a digital recorder and will subsequently be transcribed. The responses given will be anonymised, kept secure and confidential.  YES / NO

I understand that I may withdraw from this study at any time up to one week after the initial interview without having to give an explanation. This will not affect my future career or treatment. After this period the data will be analysed in accordance with the information above.  YES / NO

I understand that all information about me will be treated in strict confidence and that I will not be named in any written work arising from this study.  YES / NO

I understand that any digital recording of me will be used solely for research purposes and may be used anonymously as part of a future published journal article.  YES / NO

I understand that the researcher will be discussing this research with others at York St John University and that my contributions will remain anonymous and treated securely and confidentially.  YES / NO

I consent to being a participant in the project  YES / NO

I freely give my consent to participate in this research study and have been given a copy of this form for my own information.

Print Name: **J. JOHNSON**

Signature of Participant:

Date: **10.8.18**



### RESEARCH CONSENT FORM

Name of Researcher(s): **Emma Johnson (emma.johnson2@yorks.j.ac.uk)**

Name of School: **York Business School, York St John University.**

Title of study: **An Investigation into Rebranding Challenges Faced by Organisations: The Case of Oxfam's 2018 Scandal.**

Please read and complete this form carefully. If you are willing to participate in this study, circle the appropriate responses and sign and date the declaration at the end. If you do not understand anything and would like more information, please ask.

I have had the research satisfactorily explained to me in verbal and / or written form by the researcher.  YES  NO

I understand that the research will involve an interview, which will take between 20-40 minutes to conduct. The interview will be recorded with a digital recorder and will subsequently be transcribed. The responses given will be anonymised, kept secure and confidential.  YES  NO

I understand that I may withdraw from this study at any time up to one week after the initial interview without having to give an explanation. This will not affect my future career or treatment. After this period the data will be analysed in accordance with the information above.  YES  NO

I understand that all information about me will be treated in strict confidence and that I will not be named in any written work arising from this study.  YES  NO

I understand that any digital recording of me will be used solely for research purposes and may be used anonymously as part of a future published journal article.  YES  NO

I understand that the researcher will be discussing this research with others at York St John University and that my contributions will remain anonymous and treated securely and confidentially.  YES  NO

I consent to being a participant in the project  YES  NO

I freely give my consent to participate in this research study and have been given a copy of this form for my own information.

Print Name: *Cherry Metcalfe*

Signature of Participant: *C. Metcalfe*

Date: *11.08.18*



### RESEARCH CONSENT FORM

Name of Researcher(s): **Emma Johnson (emma.johnson2@yorks.j.ac.uk)**

Name of School: **York Business School, York St John University.**

Title of study: **An Investigation into Rebranding Challenges Faced by Organisations: The Case of Oxfam's 2018 Scandal.**

Please read and complete this form carefully. If you are willing to participate in this study, circle the appropriate responses and sign and date the declaration at the end. If you do not understand anything and would like more information, please ask.

I have had the research satisfactorily explained to me in verbal and / or written form by the researcher.  YES /  NO

I understand that the research will involve an interview, which will take between 20-40 minutes to conduct. The interview will be recorded with a digital recorder and will subsequently be transcribed. The responses given will be anonymised, kept secure and confidential.  YES /  NO

I understand that I may withdraw from this study at any time up to one week after the initial interview without having to give an explanation. This will not affect my future career or treatment. After this period the data will be analysed in accordance with the information above.  YES /  NO

I understand that all information about me will be treated in strict confidence and that I will not be named in any written work arising from this study.  YES /  NO

I understand that any digital recording of me will be used solely for research purposes and may be used anonymously as part of a future published journal article.  YES /  NO

I understand that the researcher will be discussing this research with others at York St John University and that my contributions will remain anonymous and treated securely and confidentially.  YES /  NO

I consent to being a participant in the project  YES /  NO

I freely give my consent to participate in this research study and have been given a copy of this form for my own information.

**Print Name: Charley Stalker**

**Signature of Participant:**

A handwritten signature in blue ink, appearing to read "C. Stalker".

**Date: 12/08/18**



### RESEARCH CONSENT FORM

Name of Researcher(s): Emma Johnson (emma.johnson2@yorksj.ac.uk)

Name of School: York Business School, York St John University.

Title of study: An Investigation into Rebranding Challenges Faced by Organisations: The Case of Oxfam's 2018 Scandal.

Please read and complete this form carefully. If you are willing to participate in this study, circle the appropriate responses and sign and date the declaration at the end. If you do not understand anything and would like more information, please ask.

- I have had the research satisfactorily explained to me in verbal and / or written form by the researcher.  YES /  NO
- I understand that the research will involve an interview, which will take between 20-40 minutes to conduct. The interview will be recorded with a digital recorder and will subsequently be transcribed. The responses given will be anonymised, kept secure and confidential.  YES /  NO
- I understand that I may withdraw from this study at any time up to one week after the initial interview without having to give an explanation. This will not affect my future career or treatment. After this period the data will be analysed in accordance with the information above.  YES /  NO
- I understand that all information about me will be treated in strict confidence and that I will not be named in any written work arising from this study.  YES /  NO
- I understand that any digital recording of me will be used solely for research purposes and may be used anonymously as part of a future published journal article.  YES /  NO
- I understand that the researcher will be discussing this research with others at York St John University and that my contributions will remain anonymous and treated securely and confidentially.  YES /  NO
- I consent to being a participant in the project.  YES /  NO

I freely give my consent to participate in this research study and have been given a copy of this form for my own information.

Print Name:

ANGA FRANCKSEN .

Signature of Participant:

Afrancksen .

Date:

15/8/18

## Appendix 9.10 – Quantitative Findings

## Descriptive Statistics

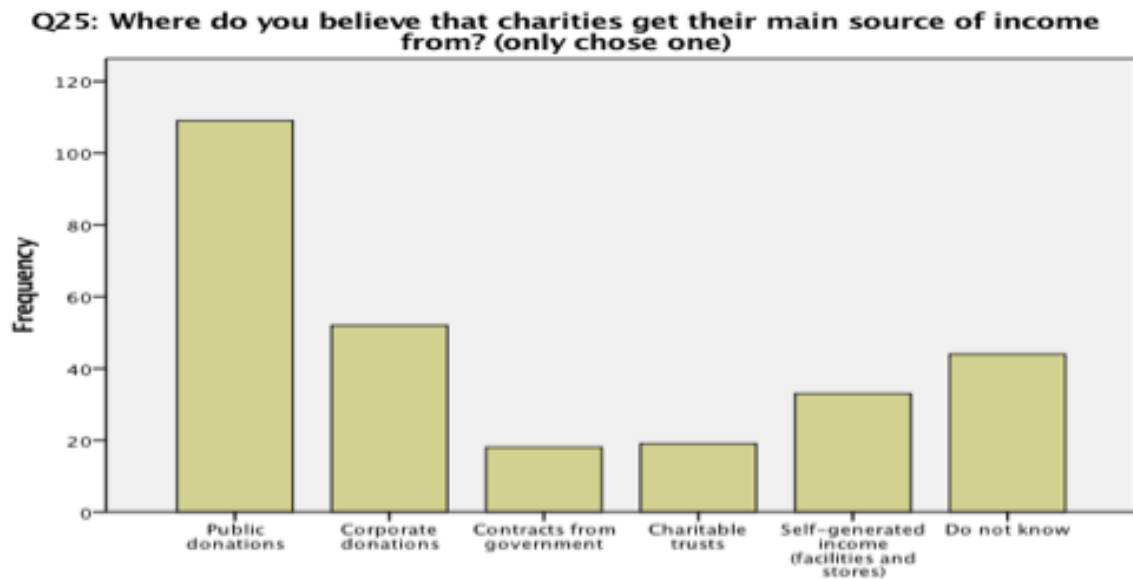


Figure 9.7: Charity Income Response (Author Own, 2018).

The majority of participants believe that charities main source of income is from public donations (Figure 9.7), which is correct according to BBC (2018 <sup>[b]</sup>). However, what could be considered as the most important aspect is where the money is being spent. In which it was represented in the chart below (Figure 9.8) that ‘ensure the majority of any donations benefits the cause you are supporting’ followed by ‘make positive difference to the cause they work with’. Hence in light of the recent scandal, prevention methods been to be implemented to ensure the money is benefiting the cause and making a positive difference.

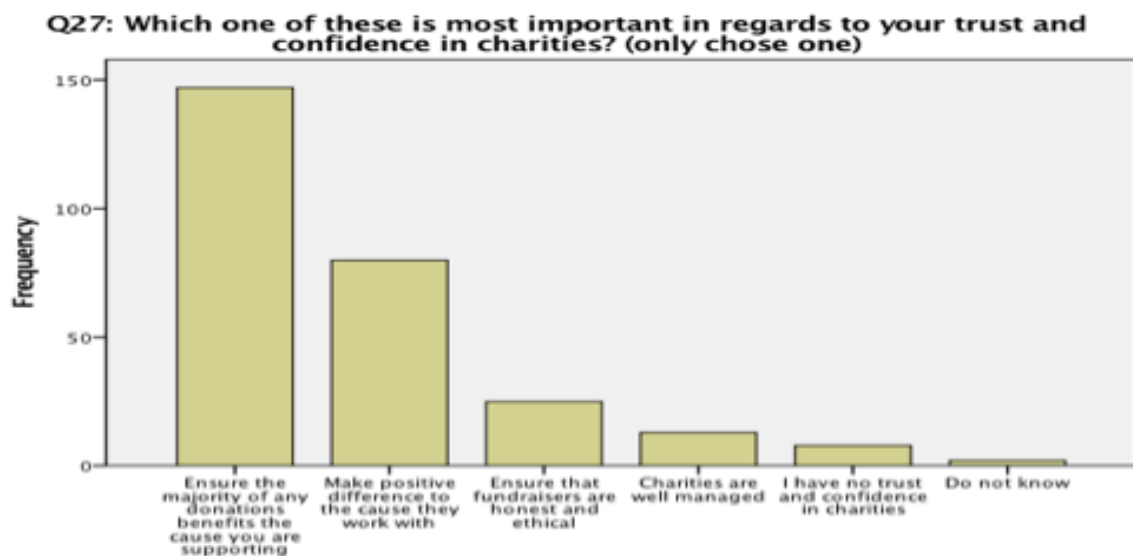


Figure 9.8: Trust in Charities Responses (Author Own, 2018).

Therefore, within the proposed framework in this study which will be reflected upon and adaptation made from these findings. Due to charities being non-profit and their largest income from individual donations (BBC, 2018 <sup>[b]</sup>), there needs to be an aspect of transparency, rules and regulation set to monitor charity spending. In addition, an internal investigation conducting through the Government as to why it is just being released now and what discrepancies happened for it to be released 7 years after the misconduct.

### Correlation

		Q6: To what extent do you agree that rebranding (organisation's changing direction and their corporate image) can change your perception of an organisation? (1 complete disagree to 5 complete agree)	Q11: If an organisation were to change their 'brand name' would this change your opinion of the whole organisation?	Q12: If an organisation were to change their 'brand logo' would this change your opinion of the whole organisation?
Q6: To what extent do you agree that rebranding (organisation's changing direction and their corporate image) can change your perception of an organisation? (1 complete disagree to 5 complete agree)	Pearson Correlation	1	-.278**	-.277**
	Sig. (2-tailed)		.000	.000
	N	275	275	275
Q11: If an organisation were to change their 'brand name' would this change your opinion of the whole organisation?	Pearson Correlation	-.278**	1	.569**
	Sig. (2-tailed)	.000		.000
	N	275	275	275
Q12: If an organisation were to change their 'brand logo' would this change your opinion of the whole organisation?	Pearson Correlation	-.277**	.569**	1
	Sig. (2-tailed)	.000	.000	
	N	275	275	275
<b>** . Correlation is significant at the 0.01 level (2-tailed).</b>				

Table 9.9: Correlation 6 (Author Own, 2018).

The correlation (Figure 9.9) between whether an organisation was to rebranding and an organisation were to change their 'brand name' was significant (.000) and had a small negative association (-.278), however as it was a small correlation it would demonstrate that changing the brand name would not benefit the rebranding process and have little impact.

The correlation between changing an organisation's brand name and brand logo was significant (.000) and had a large positive linear relationship (.569). Therefore, from the statistical equation it could be beneficial to change the brand name and logo. As it may change the opinion of the participants on the whole organisation.

The correlation between whether an organisation was to rebranding and an organisation were to change their 'brand logo' was significant (.000) and had a small negative association (-.277), however with it only being a small correlation it would demonstrate that within the rebranding process it would have little effect changing the brand logo.

When reviewing the literature researched previously, Kay (2006) explains a brand name is associated with experience and explains the product or service to the consumer. Suggesting that it is a difficult task to position the brand image which is consistent with consumers interpretations. Aaker (1996) that an organisation's brand name if built correctly can yield a loyal customer base, however it is an investment. When rebranding it can incorporate a name or logo change to revitalise (Lomax, Mador and Fitzhenry, 2002). However, from the findings when considering rebranding incorporating a brand logo or brand name change there was only a slightly small relationship, which is an aspect the researcher will develop further in the qualitative findings. To discover whether a name or logo change would actually be beneficial.

#### Ordinal Regression

Warnings	
There are 155 (52.2%) cells (i.e., dependent variable levels by observed combinations of predictor variable values) with zero frequencies.	

Table 9.10: (Author Own, 2018).

Case Processing Summary			
		N	Marginal Percentage
Q32: Has your perception of Oxfam changed since the scandal?	Yes	162	58.9%
	Maybe	66	24.0%
	No	47	17.1%
Valid		275	100.0%
Missing		0	
Total		275	

Table 9.11: (Author Own, 2018).

The test of parallel lines, this test is the assumption of proportional odds and essentially want this to be greater than or equal to 0.05, which means that in this case and the result it violated

this assumption as have a statistically significant result of .000, therefore to the reader should exercise caution when interpreting the output. Also accepting the null hypothesis as the result is significant.

<b>Test of Parallel Lines<sup>a</sup></b>				
Model	-2 Log Likelihood	Chi-Square	df	Sig.
Null Hypothesis	286.303			
General	259.840 <sup>b</sup>	26.463 <sup>c</sup>	5	.000
The null hypothesis states that the location parameters (slope coefficients) are the same across response categories.				
a. Link function: Logit.				
b. The log-likelihood value cannot be further increased after maximum number of step-halving.				
c. The Chi-Square statistic is computed based on the log-likelihood value of the last iteration of the general model. Validity of the test is uncertain.				

Table 9.12: (Author Own, 2018).

#### Demographic Information

<b>Table 9.13 - Gender</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	77	28.0	28.0	28.0
	Female	193	70.2	70.2	98.2
	Prefer not to say	5	1.8	1.8	100.0
	Total	275	100.0	100.0	

Figure 9.13: Gender (Author Own, 2018).

In the 275 respondents that participated, which was snowballed, the study included males (28%) and females (70.2) and some participants preferred not to say (1.8%).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 - 24	54	19.6	19.6	19.6
	25 - 34	52	18.9	18.9	38.5
	35 - 44	50	18.2	18.2	56.7
	45 - 54	55	20.0	20.0	76.7
	55 - 64	42	15.3	15.3	92.0
	65 - 74	15	5.5	5.5	97.5
	75 - 84	3	1.1	1.1	98.5
	Prefer not to say	4	1.5	1.5	100.0
	Total	275	100.0	100.0	

Figure 9.14: Age (Author Own, 2018).

The study was able to reach a variety of aged, which could represent good proportion of the population. Each segmented age reached over 40 respondents in that category except for 75-84, which could be a limitation to the study that it was only published online which could have limited the responses in that age segment. There were also 4 participants that preferred not to share their age, which did not affect the study.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Student	38	13.8	13.8	13.8
	Private Employee	90	32.7	32.7	46.5
	Public Employee	46	16.7	16.7	63.3
	Business Owner	49	17.8	17.8	81.1
	Retired	25	9.1	9.1	90.2
	Other	16	5.8	5.8	96.0
	Prefer not to say	11	4.0	4.0	100.0
	Total	275	100.0	100.0	

Figure 9.15: Occupation (Author Own, 2018).

The majority of respondents were private employees accounting for 90 out of the total 275 which is (32.7%), followed by 49 participants being business owners (17.8%), next 46 being public employees (16.7%) and the other 79 respondents either being students, retired or other equating to 28.7%.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than £10,000	35	12.7	12.7	12.7
	£10,000 - £19,999	59	21.5	21.5	34.2
	£20,000 - £29,999	54	19.6	19.6	53.8
	£30,000 - £39,999	30	10.9	10.9	64.7
	£40,000 - £49,999	14	5.1	5.1	69.8
	£50,000 +	31	11.3	11.3	81.1
	Prefer not to say	52	18.9	18.9	100.0
	Total	275	100.0	100.0	

Figure 9.16: Income (Author Own, 2018).

In terms of income, the income bracket of £10,000 to £19,999, was the highest respondent's response with 59 selecting this outcome (21.5%). Followed by 54 participants (19.6%) in £20,000 to £29,999 bracket. The other 162 responses (58.9%) selecting other categories, to make the total of 100%.

#### Likert Scale

A basic analysis for a Likert scale is to measure the mode of the most frequent responses, the best way to display the distribution of responses is to use a bar chart (University of St Andrews, 2018). The four bar charts below show the responses for each question, in which all gained 275 responses.

#### **Likert Scale 1**

As can be seen on the charts below, in reference to Q2 does the brand reflect products and services, the most frequent response was 'agree'. Q3 does the brand reflect experience the most frequent response was 'neither agree nor disagree'. Q4 does brand reflect personal meaning 'neither agree nor disagree'. Q5 does brand reflect marketing/advertising communication 'agree'.

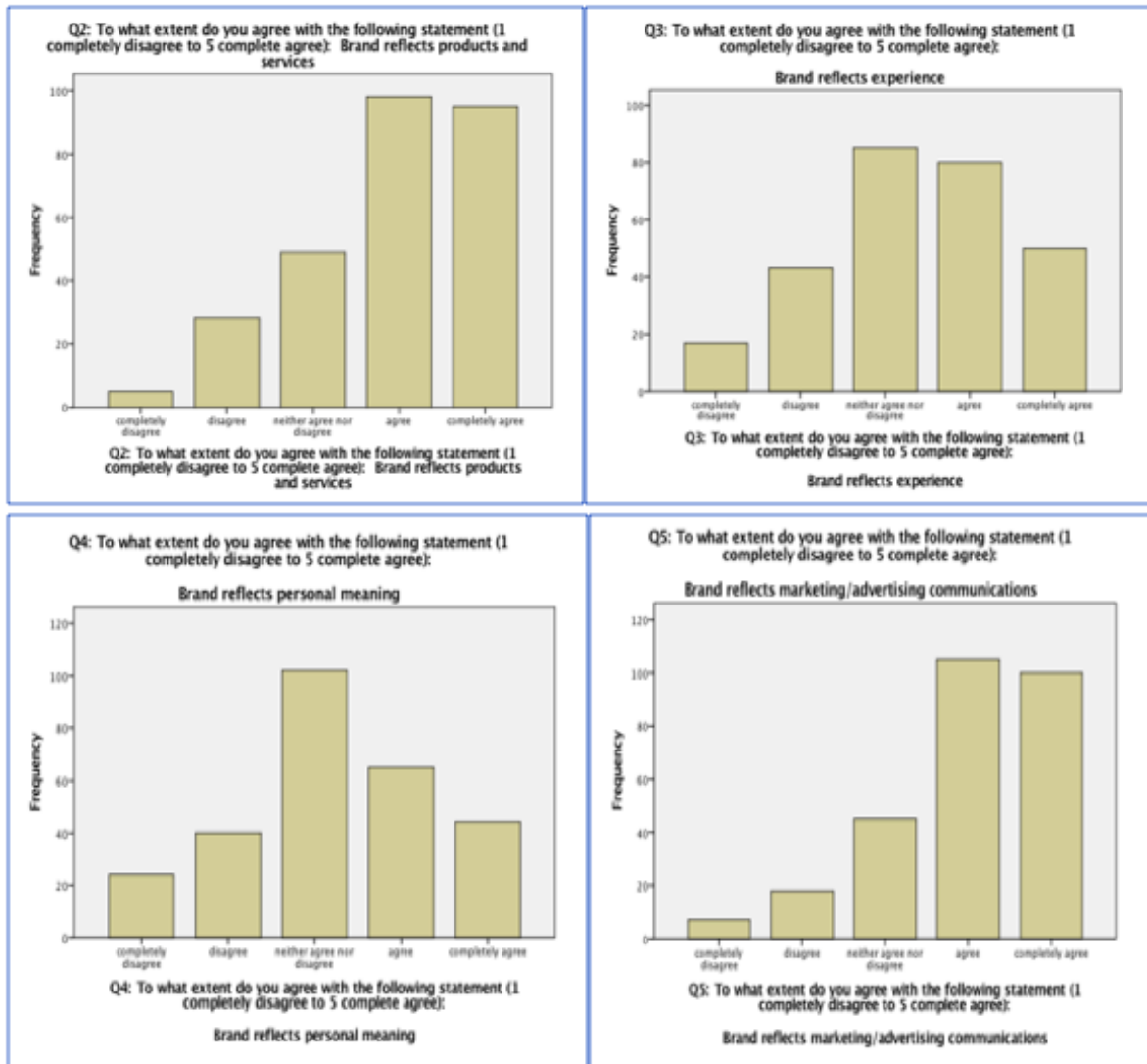


Figure 9.17: Likert Scale (Author Own, 2018).

**Likert Scale 2**

As can be seen on the charts below, in reference to Q7 how influential are the organisation themselves on your perception and opinion, the most frequent response was ‘influential’. Q8 how influential are reference groups on your perception and opinion, the most frequent response was ‘neither influential nor uninfluential’. Q9 how influential is social media on your perception and opinion, ‘influential’. Q10 how influential are news sources on your perception and opinion ‘influential’.

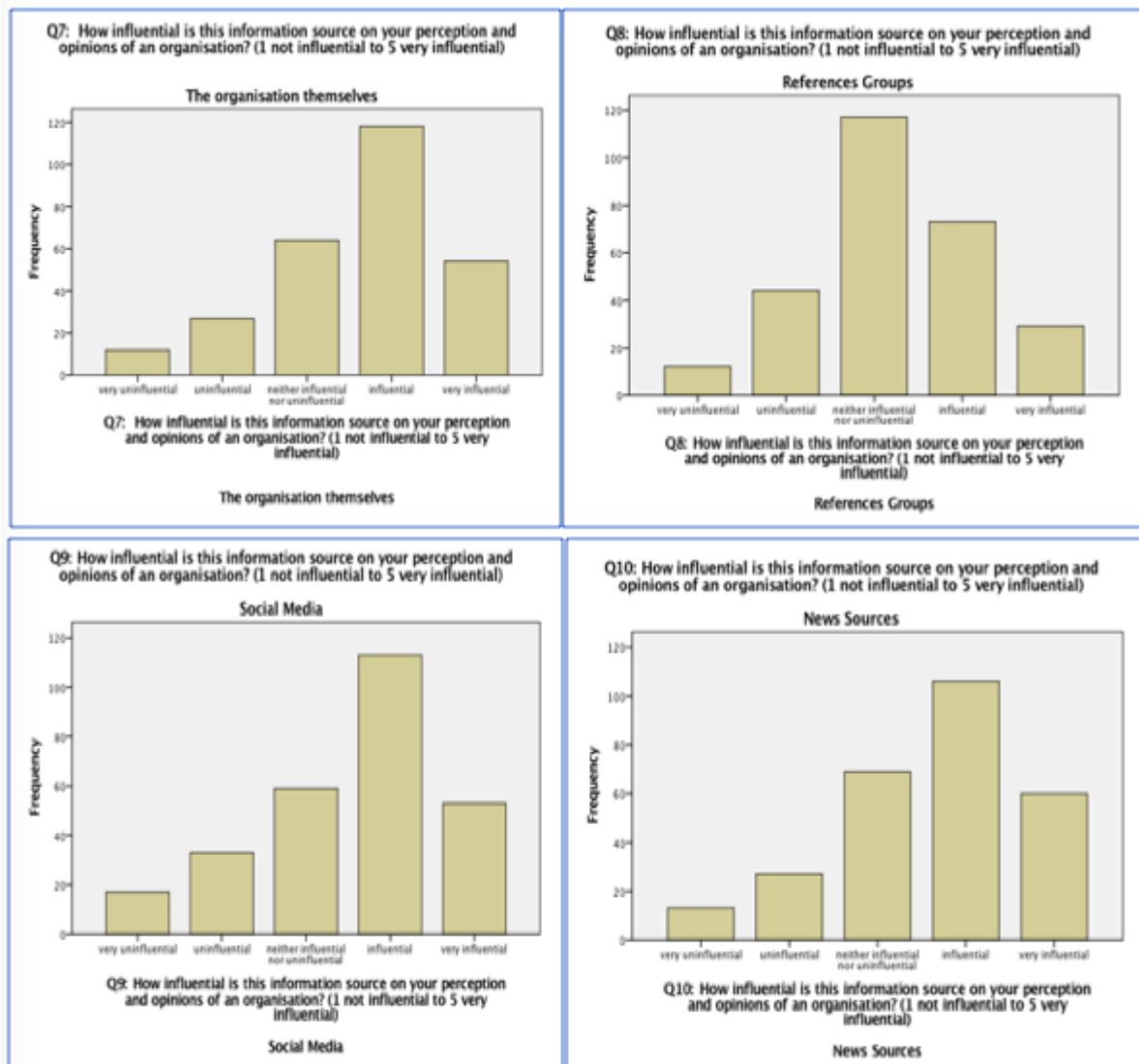


Figure 9.18: Likert Scale (Author Own, 2018).

### Likert Scale 3

A basic analysis for a Likert scale is to measure the mode of the most frequent responses, the best way to display the distribution of responses is to use a bar chart (University of St Andrews, 2018). The four bar charts below show the responses for each question, in which all gained 275 responses.

As can be seen on the charts below, in reference to the human characteristics questions, Q15 indicates that people agree with the statement ‘most people will tell a lie if they can gain from it’. Q16 majority agreed that ‘people pretend to care more than they actually do’. Q17 majority of participants completely agree that ‘In today’s world some people will take advantage of an honest person’. Q18 majority neither agreed nor disagreed that ‘most individuals only think of themselves’. Lastly, Q19 ‘most people dislike putting themselves out to help others’ in which

the most common answer was neither agree nor disagree, however closely followed by disagree.

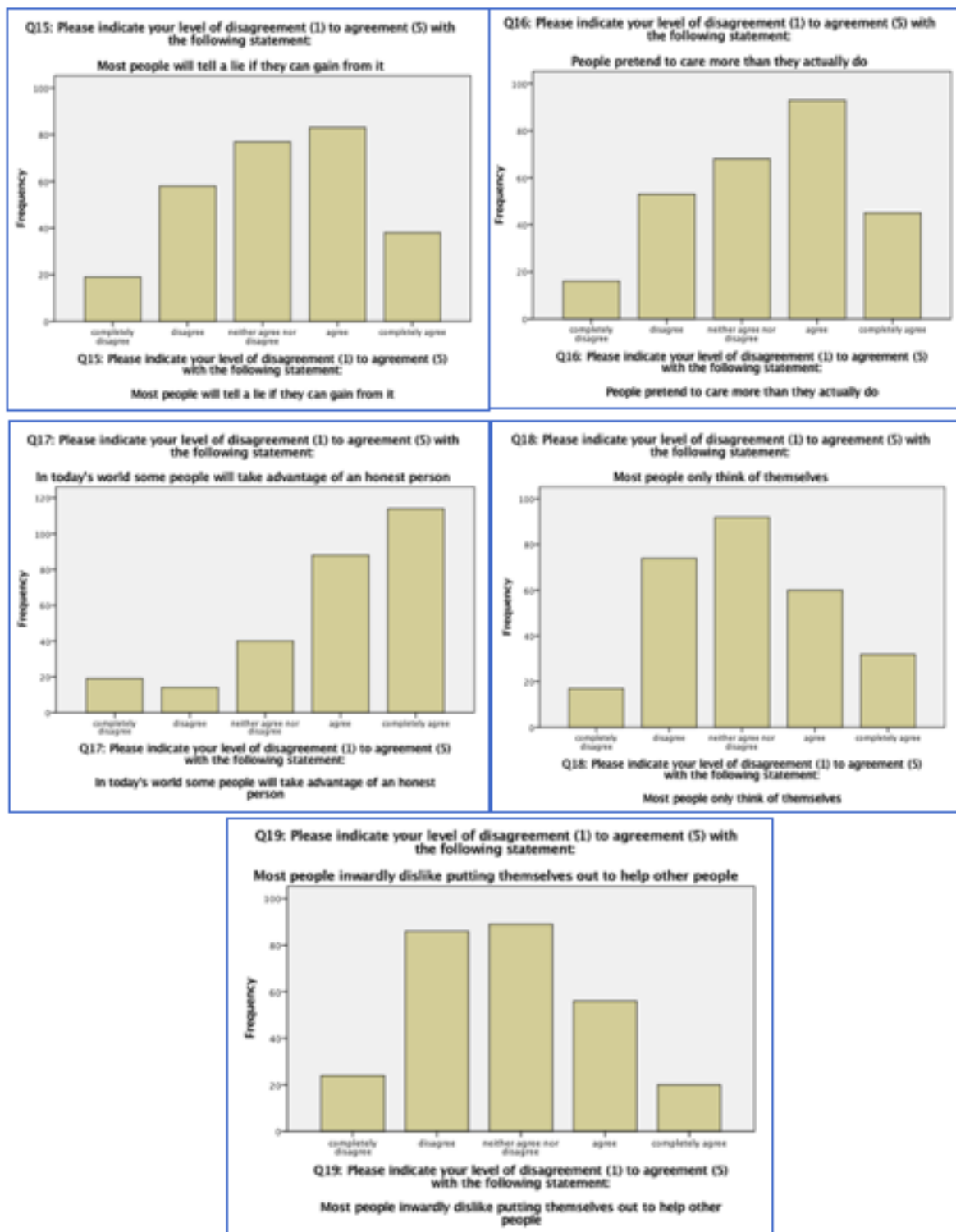


Figure 9.19: Likert Scale (Author Own, 2018).

## Open-Ended Questionnaire Responses

The open-ended responses can be seen below (Table 9.20) key terms where selected for further analysis in which interview questions were formed to gain opinions.

<b>Table 9.20 – Questionnaire Open-Ended Responses</b>	
1	A more transparent approach, release their accounts to the public and pay their executive board less money, spend less on branding and advertising and more money going to those in need
2	A willingness to accept mistakes and deal with them in an open and honest manner. Don't fall in to the same trap as the Church.
3	Admit their wrong doings and implement justice for them and then move on forward and ensure strategies are put in place to gain trust of the public for donations again.
4	Advertise by Pie chart in each shop; A/ The percentage of income which goes where B/ Large print and photo boards showing current projects
5	Advertise what they are good at with statistics that back them up
6	Allow another charity to take over.
7	Apologise and sack all who were involved or knew about it going on
8	Apologies, share information, truthful.
9	apologise be transparent in all dealings bring to court wrong doings
10	Apologise publicly, remove staff who were part of the scandal
11	Apologise, explain how it happened and make it abundantly clear how they are going to fix things and with a valid time scale.
12	Appoint a new CEO
13	As with all charities they are made up of their people. Relying on volunteers makes it hard to build a positive culture. At the top end, more needs to be done to instil a culture of decency but in situations of chaos, it's very, very hard to find people who are incorruptible. Improvements in diversity at senior level? Would women have behaved in this appalling manner? A strong culture are people invested in the overall vision and rewarded effectively? It's one of the most distressing stories I've heard in a long while. Charity workers actually assaulting and abusing those in their care.
14	Be a little more transparent
15	Be clear & trustworthy
16	Be clear about changes they have made and continue to make
17	Be completely honest about recent issues. Clear out of all senior personnel. Much more due diligence in the people they employ on the ground
18	Be honest & upfront about their dealings
19	Be honest and transparent
20	Be honest and transparent. That includes how much of every £1 donated actually goes to good causes. Too many charities have well paid directors and spend too much on administration
21	Be more honest and give more to the people they say they are instead of using the money in corporate.
22	Cease existence.
23	Change all rules
24	Change CEO and change management of regional centres where abuse occurred. Provide evidence of abuse for prosecutions. Publish previously withheld reports. Openly take full responsibility for previous abuses. Put in place fully independent inspections to confirm practices which allowed previous abuses to occur have ceased.
25	Change of CEO and greater transparency
26	Change regulations, government need more involvement.
27	Charities overall need to be more open, they are doing a service that involves spending the public's money therefore need to be open, transparent and honest.

28	Clean sweep new management structure Open ness on salaries and how they spend their money Also how have the victims been treated and who of abusers have been punished
29	Clear information on how donations are used and clarity on salaries paid
30	Communicate all the good they do better and shoe where the money goes
31	Communicate their efforts to prevent a reoccurrence of the scandal and improve staff vetting and supervision
32	Compare numbers of staff involved in the scandal to overall staff number I.e. 5 out of 5,000 Show that the good work done outweighs the bad hugely. Show that action has been taken against wrong doers
33	Complete overhaul of staff, trustees and guarantee complete transparency
34	Complete transparency
35	Confirm what action they have taken and what changes they have made to make sure things improve
36	Corporate transparency, on a social and financial scale.
37	Dismiss all staff that had direct involvement in the scandal and any others that had sufficient knowledge to do something about it when it happened.
38	Explain the importance of their work in disadvantaged countries. Review their policies and practices to demonstrate every effort will be made to detect and prevent further abuse.
39	Fire all of the people that tried to cover up the scandal, openly apologise to the public for their behaviour, and begin again rebranding with the focus being in raising money for those in need rather than appearing commercial and dishonest.
40	Firstly, a complete overhaul of senior members, and anyone who was involved in the scandal and cover up- including anyone who it is proved knew about the exploitation of vulnerable people and did nothing. Secondly, an accountable plan of what they are doing to change the culture of the charity, particularly in the areas affected by these immoral people, including any support given to the victims, and thirdly more publicity around the good work they do around the world, as this has been clouded by the scandal.
41	Focus on social problems and poverty in Britain more.
42	Focus on their work and not their image and slowly trust will be rebuilt.
43	For the managerial board to not take salaries over £100k!!!
44	Fulfil their vision statement & focus on doing rather than telling. Stop relying on volunteers while paying executives huge salaries
45	Fund projects in Britain
46	Further demonstrations of how donations have sustainably helped those in poverty
47	Give compensation to those people who were directly affected by the two scandals
48	Give full transparency over the case and make changes accordingly
49	Government need to be stricter, more involvement, company investigate employees, research any strange expenditure
50	Have fundraisers possibly in lap dancing/ strip clubs
51	Have more control on all departments on what happens in the organisation.
52	Have to regain trust first. They did and still do a good job but it can be better if they are more honest
53	Honesty & transparency - greed 'at the top' always seems to take over at some point.
54	Honesty and transparency of where the donations are going, show staff wages on an annually basis
55	Honesty, integrity, transparency, simplicity.
56	Honesty. Employ more women across the organisation (they tend not to abuse sexually,)
57	Honesty. Transparency. Someone to take control of the situation. Apologies.

58	I don't know. I was unaware there had been any scandal until taking part in this questionnaire. Since taking part, I'm still unsure what the scandal was, or how it affects me.
59	I don't know, I think the damage has been done now!
60	I have never trusted them since the early seventies when there were another financial scandal and which people seem to have forgotten about. If all fat cats were removed and they get back to basics and be clear and open about all their expenditures things might change but like so many charities the fat cats use the charity as a career stepping stone for themselves and have to travel everywhere 1st class and stay only in best hotels. As a previous professional fund raiser, I have seen this sort of thing first hand and was sad as I and my many volunteers weren't raising funds for that but for the people for whom the charity and donors mean money to go to. It's quite a scandal and I get disgusted as sadly so many are the same.
61	I spent 5 years working in Africa, I saw representatives of Oxfam and British Red cross living lavish lifestyles at the expense of charitable people, I work in the oil and gas industry and they had more expensive vehicles and apartments than us. In my opinion charities such as these benefit the western expats "working" more than the people they are there to help
62	I think that a closer monitoring of their charity workers when out representing Oxfam in poverty-stricken areas would be of benefit to the charity. So almost like a management structure. Showing a level of control and responsibility for their charity workers could only be beneficial for communities but perception of brand of Oxfam.
63	I think they need to be more transparent but the majority of people will forget about the scandal in months/years. The scandal has made choose other charities over Oxfam and made me think about who Oxfam actually help.
64	I think you might be wanting to get ideas for how they could improve the public's perception of them ... so will answer in that way... they need to upfront about any bad behaviour that they are aware of and have clear disciplinary processes that they have followed. they need to separate themselves from the behaviour and emphasise the good work that has gone on in the same area better filtering in the recruitment cycle and better support for volunteers who are facing very difficult and stressful situations where their judgement may be clouded but overall continue to share the stories of the work
65	Improve transparency.
66	Keep working to relieve poverty
67	Large companies tend to recover from these types of scandals
68	Learn from mistakes and continue to deliver much needed help with caring and trustworthy people who are allowed to be rewarded for the effort they do in a clear and transparent way. I don't think anyone believes £10 donation solely goes directly to the end user... but goes to funding a genuine strong organisation who work for change and running that organisation has a cost. Evidence that malpractice and misconduct is not acceptable. Many thanks.
69	Maintain transparency at all times, avoid denying what happened, accept that a mistake was made and will not happen again in the future
70	Make a clear statement then show by their actions that they have reflected, made changes, and are truly sorry.
71	Make all aspects of their work as transparent as possible.
72	Make drastic internal changes and increase transparency
73	Make information more accessible to the public
74	make sure individuals working within the organisation are ethical
75	More transparency
76	More transparency over spending and the reason for their allocations
77	More transparency, less waste of money on advertising and mailshots. More realistic pricing in charity shops.

78	More transparency. Ensure all guilty parties are sacked and made public. Not sure if legal proceedings could be brought against them - was what they did illegal or just abuse of their duty of care?
79	N/a
80	Name and shame the culprits
81	New CEO
82	Not pay large salaries to top staff and vet staff more carefully and encourage other staff to report staff abusing their position
83	Not sure
84	Not too sure
85	Nothing
86	Nothing it's damaged now!
87	Nothing. The laws need to change in regards to what the public can see regarding wages, donations etc.
88	Offer full disclosure and put in place procedures and guidelines to ensure this scandal would never take place again.
89	Oxfam is a huge organisation who are likely to recover, the people responsible need to be held responsible.
90	Public apologies, acts of public goodwill
91	Public apology and a change of board members
92	Publicly address and apologise for the issue, make changes I.e. to staff and be clear with the public what they are doing to assure them it won't happen again
93	Punish the exact people that did wrong not tarnish an entire charity where the majority of work is very good. Those that committed crimes or were part of it should be held account
94	Punish the people responsible
95	Put regulatory measures in place to ensure such scandals are not repeated. Change their senior staff responsible
96	Rebuild trust with the public
97	Reduce their overheads, streamline the management structure and increase the %age of donation to end result.
98	Reprimand wrongdoers and encourage a caring culture within the organisation and a sense of respect to those in the countries it aims to help.
99	Sack the people involved in the scandal and put in place measures to ensure such misconduct doesn't happen in future.
100	Sadly, my trust in Oxfam has never recovered when I discovered over thirty years ago how much they take in administration fees. Never supported the charity. Always chose Save the Children FUND
101	Send in people to check what they are doing
102	Share examples of investment in successful projects. News stories rather than social media - well, with smart phones and alerts that seam between 'news' & 'social media' is blurred anyway!
103	Show individual stories of the lives they have helped
104	Show more of the positive impact of their work. Highlight the sacrifices that aid workers and volunteers make in order to try and help people.
105	Show more transparency on funds received and spent
106	Show publicly the expenditure and where the money actually goes that they receive
107	Show the public where the money is being spent
108	Somehow stop their employees from doing things other than what they should be doing... but I don't know how this would be possible!

109	Spend as much energy as possible earning the trust of the public back by exorcising its demons and showcasing all the positive work it stands for. It should be able to re brand its mission and values and report back regularly on how it is working towards these. Independent evaluators of the same should be sought but not sourced from the corrupt public or voluntary sectors.
110	Stop paying fat cat salaries and exorbitant expenses.
111	stop paying high end staff CEOs etc 100's 1000's of pounds .... simple
112	Stop paying massive salaries to top personnel. Cut costs to allow more donations to actually get to the people in need. Ensure that there is no corruption or misdirection of funds.
113	Stop paying ridiculous amounts of wages to CEOs. Be honest.
114	Stop spending so much money on its own staff and increase spending to those who need the money. Not admin fees and an extra dessert because Bob is still hungry on his plane ride there. No hotels. Camp in a tent.
115	Stop using prostitutes from disaster-ravaged countries when they are there to help. Don't lie to the public about it either.
116	Strick laws are needed. Information should be shared.
117	Tell us what they will do to prevent a similar situation arising
118	The charity needs to be made more accountable for its actions, as do all charitable organisations. All placement of funds, should be made public and easily accessible, including wages and pay gaps. The good work that is carried out would benefit from positive media interactions. Chart showing the profit from each UK shop on the same document, would benefit the organisation and to be published so easily accessible.
119	The scandal will blow over as people forget
120	They appear condescending, righteous and patronising. This scandal only scratches the surface of what atrocities are carried out in the name of Charity. Also, Oxfam shops and volunteers are put under huge amounts of pressure to produce high profits. Management are expected to work at least 10% of their hours unpaid, whilst pressuring and guilt tripping volunteers into extra hours. Middle management ignore volunteers and executives seem oblivious to everything apart from their job title. Oxfam are a political and bureaucratic machine, not the humanitarian charity of famine relief that was started in 1942. They need to rethink their presence on the world stage and reassess what Oxfam are actually trying to achieve!
121	They are a huge organisation, but the public forgot about scandal's quickly, which is a shame as what Oxfam's staff have done is awful
122	They are a large company who will recover. People forget.
123	They have become too corporate. Some years ago, they ran cinema adverts with models exclaiming that they had only spent £50 on their 'vintage' Oxfam dress. This was the slippery slope. They have become greedy and cynical in my opinion.
124	They have to be more transparent and have a full investigation and explain to the public why it happened and what they will be doing in the future to make sure it doesn't happen again. All the people involved from the perpetrators to the people who covered it up should be held accountable
125	They must be more transparent about how much the top people in their organisation receive from the charity. Obscene amounts of money have been rumoured to be paid. How does that benefit the charity?? This only serves to destroy any reputation they may have built up in other ways.
126	They need to communicate the changes they are making publicly and give regular updates of the progress they are making, they need to admit to their mistakes and not just sweep them under the carpet.

127	Too late
128	Total clear-out if senior leaders, transparency on standards expected of all those delivering service in their name and action taken on those who were responsible or involved in cover up
129	Transparency
130	Transparency is very important
131	Transparency on how donations are spent
132	Transparency, honest, less business more charity
133	Transparent updates of how Oxfam plan to update their services to people in need and how they are portrayed. Apology to those affected by the scandal in the press. Change of CEO
134	Transparency
135	Use more funds to help poor countries and the UK

### Appendix 9.11 – Qualitative Findings

Due to limitations of the word count not all data collected could be presented in the main body of the study. Therefore, the data has been presented below for further reading and understanding as to why the themes were developed and information provided by the respondents involved.

#### Transparency

The first theme that developed was transparency, as it is important to the research and the proposed rebranding model to gain views on the topic. It became apparent that every respondent had many opinions on transparency, “Transparency is very important because if you’ve got nothing to hide why not let people see it. If you can’t be transparent that’s because you’ve got something to hide and don’t want people to know” (R3) which was very similar to R1’s point of view that “When dealing with a scandal the best approach is transparency. If you are transparent you are able to answer any questions thrown at you, therefore proves that you are not hiding what’s taken place in a scandal and openly discussing it when asked a question, therefore the importance of taking the allegations onboard and head on”. Which subsequently links that “transparency is openness, honesty and sharing information. It is vital because it is the only way that people are exposed if they are cheating, fiddling or are corrupt” (R4).

The importance of transparency in charities cases is that “all charities need to be transparent and have a governing body that maintains ethical standards and moral obligations” (R1), and every though “Transparency hasn’t done Oxfam any favours now but need to more open, sharing information of the scandal, as I now wouldn’t give money to them. Going to have to be more transparent if they want to recover.” (R3). “I have donated to Oxfam in the past but I wouldn’t rush to donate now as other charities that have more obvious and transparent way of using the money need the money more” (R5). Therefore “Honesty leads to being trustworthy – more likely to hand over hard earned cash to them if they are open” (R7). As its “made me focus on charities and where the money goes, and when donating who is actually benefiting, it is the cause” (R1). Ultimately “the public have to be able to trust charities” (R4).

#### Publicity

Leading on from transparency and that developed the next theme was publicity and essentially the need for all organisations to publicise information especially when it is concerning to the public.

“In organisations they should take things head on, keeping the public continuously involved in the process and what they are doing to rectify the situation” (R1). This view was shared by R2,

“more upfront with dealings on situations, publicise and share information”. Essentially, “consumers should know where the money is actually going, who and what it is supporting. For example, some adverts tell you, saying if you buy a blanket it goes to these people (in the advert)” (R5). “You’d be better off putting it in the news yourself, telling the public that we’ve just found out, we are dealing with it and will keep you informed” (R3).

“After the Oxfam scandal, in the weeks following the release there was extensive media coverage of the scandal” (R6). In which the same respondent developed their thought further by stating that “I think they should have been truthful from the beginning, taken full responsibility for what happened and not hidden details when disclosing information in reports” (R6). “I think I’d have had less of a problem if it had been released with more transparency. I think that they need to give the public information on what they are now doing differently and why” (R7). Therefore, this makes this respondent and probably others “makes me think twice about donating to them” (R7).

“Summarising their next steps, first of all it will be what happened to the people that have done it and the preventative methods going forwards. So, public know what happened to the people that did it and you get the reassurance of the new process and methods of stopping that particular thing happening again. Need more than just an apology and that it won’t happen again – as how do we know it won’t happen again” (R3).

When the researcher asked for details on where the participants research or read about headline stories, the responses were “broadsheet newspaper and BBC News” (R1), “The Daily Mirror” (R2), “Has to be from a broadcasting station, BBC News, don’t pay any attention to Facebook” (R3), “broadcasting newspaper, particularly Sky News as independent therefore generally they are politically bias” (R4), “BBC News” (R5), “Broadcasting stations, BBC and newspapers” (R6) and lastly R7 gave a more in-depth answer replying “I take into account things that organisations have release as well as various news articles to back it up with my own research – My own research, depending on topic and whether money was involved I would conduct research background into the companies as well as financial background checks”.

#### Management

Another theme that constantly arose was the handline and management of the Oxfam scandal, in which one respondent stated that “I think that they should be made a public example of and I think that even though they are a charitable organisation, I don’t think that they should be an

exception to any rule of law” (R7). The first point of call for the management “should always be an apology” (R3).

When considering Oxfam “the employees are taking advantage of vulnerable people. The employees should go on some sort of list therefore all Charities know of their history” (R5). Therefore, they should be “fired disgracefully” (R3) or “striking off” (R2), which was also stated by R5, “fired definitely and not able to work in the charity sector” (R5). “The mission leader and other staff should know better and investigations should be done into him and the others involved. It is also important that they never work in the voluntary sector again” (R2). “The actions of a few employees brought the whole organisation into dispute” (R4).

A recurring point was that “employees should be punished and CEO/Senior Personnel should be banned for holding similar positions for life. It is vital, because any previous records would come to light” (R4). “I think the CEO should be held responsible, because he’s the person that’s in charge and has the responsibility to understand how the business works and understand all the elements of all business, putting managers in place to keep things running the way you want it to, and if it’s not then ultimately it’s still your [CEO] fault because people are doing wrong things and you’re not checking up on them” (R5) this view was shared by R3.

Through some probing question, future recommendation for Oxfam and the handling of a scandal would be, “don’t have any males working, but that discriminatory and holds that against males, maybe a vetting programme, CRB check. Also, female workers working with female victims” in which they developed further by raising another point “female victims, need female staff, put men in the background. Essentially need more women in charge in general” (R2). Another recommendation was suggested that “I think they should have been truthful from the beginning, taken full responsibility for what happened and not hidden details when disclosing information in reports. There is no excuse for what happened to the people who should have been receiving help and support” (R6).

“Future screening needs to be much more vigorous. What changes in personnel has occurred and again why! Also, how the screening processes have changed to ensure it won’t happen again” (R7) in which R1 and R2 stated similar points.

#### Internal Strategy

The third theme that developed from the handling and management issues in which participants made recommendation that organisations could apply, one pointed was that they “need vital internal changes and then reflect it to the public on what’s been implemented” (R7).

“New CEO to be appointed as people might think they will bring new brand and new strategy which could make a proper difference, because how its working now it’s not setting out their strategic goals, big changes are needed for their goals” (R5). Another point suggested that a “Complete overhaul of the whole board of executives in effect becoming a new company, complete transparency and possible more women at the helm from ethical backgrounds, maybe including race and victims of abuse, essentially come away from a corporate, male dominated society” (R4). This links well with R2, to have “more women in charge, women are more trustworthy, women are more supportive of women’s rights as they understand it. Men seem to be the problem. Overhaul of new people in charge” (R2).

Though “they are a charitable organisation and are not politically motivated, they are there for charity related reasons” (R3) and “ultimately the majority of people helping are good people” (R1). However, with the public if “they are clear about what they are going to do and how they are going to prevent it in the future” (R3). A suggestion was developed that “Other industries have to be so transparent and right in what you are doing. Businesses are audited. Charities don’t seem to have as many check-ups and if they are having them done inform the public that they have had them done so the public is aware” (R5).

#### Brand Image

Brand image and the perception of organisations has been developed as a theme as participants were very vocal with their opinions. “my opinion of Oxfam as an organisation has only slight deteriorated. As the good out ways, the bad. As you get ruthless, ignorance, selfish people in any organisation and a few people shouldn’t out way the good work that they do as a whole” (R3). This shows they are very passionate about the case however they are not letting it cloud their judgement on the whole organisation.

“Damaged reputation is worse in private companies. However, in this case they are using public money” (R1) and “the bigger the company the more arrogant they are so therefore less trustworthy” (R7).

“An image that has been badly damaged makes you less likely to trust them. Which is why I’d choose to donate somewhere else” (R4). “Although they have done a lot of good work previously something as bad as this scandal shows that it can lose your trust in the charity. When there are other charities that are doing things that aren’t tricking consumer, you’d much prefer to donate to those charities that are using the money correctly” (R5).

“There are so many charities that when a scandal happens, I believe it to be harder to recover as there are so many competitors for donations”, which the respondent developed further by suggesting that there are “certain charities I personally believe are above conducting discretions (hopefully) example would be cancer research as they have genuine people that you have an inbuilt trust with – professional, doctors” (R4). Subsequently “maybe better for other charities and people that used to donate to Oxfam might lead them to other charities than are more transparent” (R5).

“Oxfam need to get away from their old image. As eventually people tend to forget about things but it will take a good few years to recover from the scandal” (R2). Which R5 made the suggestion that “physically if the shops were developed and rebranded to be different, so when people see them, they recognise that something has changed. Therefore, won’t be linked as much with the media scandal articles. If they had an image change wouldn’t be as linked, look a little different, than the information that has been in the press for bad publicity” (R5).

#### Brand Logo & Name

The theme brand name and logo developed from the correlation (Table 4.8) and due to the slight relationship was the reason it was not included on the proposed framework. However, due to the slight relationship discovered, rebranding was questioned, in which brand name and logo terms were raised, “*rebranding, you assume that includes a new logo, strategy, new name which could lead to new direction for a clientele*” (R2). “*A proper rebrand would involve changing or adapting the logo. Developing what the business stands for, maybe the mission statement should be adapted. Incorporating and considering all stakeholders*” (R5).

However, a contradicting view was that “*Organisations logo and name, it’s really just toying with it without doing any of the hard and necessary work. That’s just the pretty parts. It needs vital internal changes and then that can be reflected to the public on what’s been implemented*” (R7). This relates to Kay (2006) that is it difficult for the brand managers to position the image that is consistent with the customers perception. However, an investment in the company’s brand name if built correctly can yield a loyal customer base (Aaker, 1996).

Rebranding can incorporate a change of name or logo to revitalise however this will only translate into customer perception (Lomax, Mador and Fitzhenry, 2002). “*In Oxfam’s case changing the logo it couldn’t be a complete change but something that would be a little different, maybe different coloured logo, so it looks like they are trying something new*” (R5).

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Therefore, due to this discover it shows that it is a deeper issue that just changing the name and logo, internal change need to happen in which after that is conducted a slight change could help so that there has been an internal change.