In HOs we trust
How crises affect brand image and trustworthiness in humanitarian organizations

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Abstract

During the past five years the Red Cross has been involved in two different internal crises. All of them can be related to trustworthiness and brand image. Why would someone keep donating money to an organization that has been involved in fraud and suspicion of corruption?

The purpose of this dissertation is to explore how non-governmental (NGO) and non-profit (NPO) organizations rebuild their brand image and trustworthiness after a crisis. We will look at the problem from both the organization’s and the public’s point of view. The dissertation is based on theories about brand image, trustworthiness and crisis management. For the theoretical framework a model was created from these different theories. This study is conducted as a qualitative case study with a realistic philosophy.

The findings and analysis shows that the Red Cross has an elaborated crisis management with a good base that can be adapted to suit each situation. However, there are some miscommunications between the organization and the public. Therefore, we suggest three improvements that can be made: communicate directly to the public, investigate immediately when suspicions occur, communicate the internal functions to the public. The first conclusion is that their form of reactive crisis management is that they have a weak pre-emptive crisis management, which consists of diffuse guidelines. After the crisis, these guidelines are adapted to the crisis. The second conclusion is that the organizations brand image and trustworthiness was affected negatively directly after the crisis occurred. However, today both the brand image and the trustworthiness have become stronger than before the crisis. Recommendation for future research is that it can be conducted in another area and include the behavior aspects of the respondents. In addition, the crisis communication team could be investigated.

Keywords: brand image, crisis management, trustworthiness, non-profit, humanitarian organizations
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1. Introduction

In this chapter the background, problem statement, research question, research purpose, and limitations of this study will be described. At the end of this chapter the outline of this dissertation will be presented. The purpose of this chapter is to give you an overview of this dissertation.

1.1 Background

Decreased funding from Sida to the International Federation of Red Cross and Red Crescent Societies (IFRC) was one of the headlines in the Swedish newspaper Svenska Dagbladet at the 25th of March, 2014. The reason behind this decrease was that Sida had discovered a lot of inadequacies concerning inspection, insight, and anti-corruption work; there had been suspicions about corruption within the organization (SvD, 2014). Sida is an aid agency owned by the Swedish government; it receives assignments from the Swedish parliament and government, and is working with humanitarian aid to decrease poverty in the world (Sida, 2013). In addition to the suspicion of corruption within the IFRC, the Swedish Red Cross was involved in an internal crisis in 2009; Johan af Donner, the former Communications Manager of the Swedish Red Cross, was accused of fraud. He has since then been sentenced guilty, and condemned to five years in prison and pay damages (DI, 2010).

Furthermore, after the interview with Lasse Lähnn, an advisor regarding crisis management and crisis support at the Red Cross in Malmö, we were told about a more recent crisis in Falun. A woman who worked in one of their stores in Falun did not share the beliefs and values of the Red Cross. This event received a lot of attention on social media, and the Red Cross was prepared with a crisis management strategy. However, it did not go as expected. After the woman left the organization, the Red Cross received criticism and comments from the Swedish right wing, thus, their crisis management strategy was not adapted for this reaction (see Appendix D).

How did these crises affect the Swedish Red Cross’ brand image and trustworthiness? Why would someone keep donating money to an organization that has been involved in fraud and suspicion of corruption?
Nowadays media is important when humanitarian organizations (or aid agencies overall) want to become well-known to the public. During the last two decades the number of humanitarian organizations has increased and as a side effect the competition has increased as well. One important factor to manage when trying to overcome their competitors is to brand their organization, for example by deploying associations, meanings and values. Another important factor is brand awareness; to what extent the brand is recognized by the public. Brand and brand awareness become more and more important when trying to survive on the market of humanitarian organizations, due to the increasing number of competitors (Cottle & Nolan, 2007). Furthermore, due to the increased number of humanitarian organizations they now need to compete for media attention instead of the other way around. The humanitarian organizations do not decide which stories media broadcasts. Thus, crises have a way of finding the media and attract the public’s interest faster than any other sort of story or news (Cottle & Nolan, 2007).

How is brand image or trustworthiness important for humanitarian organizations? Since the Red Cross and IFRC are non-profit organization brand image and trustworthiness are crucial if they want to be successful when serving humanitarian and environmental needs, which are their main goal. The media’s role is not only to promote the charitable work but also to report when an organization does not work according to their promises (Ingram, 2014; Cottle & Nolan, 2007; Sarstedt & Schloderer, 2010; Torres, 2010).

Conclusively, this dissertation will deal with the subject of branding in correlation to scandals in humanitarian organizations; since it is related to scandals (further referred to as crisis) it is more about how to rebuild a brand rather than to build a brand. As a ramification this dissertation will also deal with crisis management since it is closely related to rebuilding a brand.

1.2 Problem statement
In today’s competitive market, the media makes a big part of what the humanitarian organizations communicate to their stakeholders, which makes it an almost essential marketing tool if you want to reach out to the public with your causes and operations (Cottle & Nolan, 2007). This indicates that brand image and trustworthiness become more and more important to differentiate your organization. Up until now, from what we have found, there have not been
any research done on connections between organizations whose focus is non-profit humanitarian aid and their brand image and trustworthiness; which are a deciding factor for donators (Michel & Rieunier, 2012; James, 2003). Such research is relevant since the humanitarian organizations are serving society with its aid and it is important that the organizations receive the funding that is needed to continue its operations. To do so they need to have a strong brand that people perceive as trustworthy and legitimate. It is essential to have a brand image that stands out, and thus differentiate themselves from other humanitarian organizations, to catch the attention of the public. However, after a strong brand has been built, uncontrollable events can occur which may tarnish that image, such as financial or ethical crises and so on. When this happens, it is essential to have an effective crisis management to limit the damage and proceed to a fast pickup.

Popoli (2011) presented a model showing the way, for a for-profit organization, to achieve a higher profit and marked the main issues as stakeholder satisfaction, brand image, brand equity and lastly profit. There are more factors that are involved with the end goal of profit but the main issues are as presented. Popoli (2011) is exploring the connection between CSR and brand image; differentiating the local aspects from the global market. A non-profit humanitarian organization may have use of the same model; however, since they are not striving to achieve a higher profit that factor can be omitted. Instead, trustworthiness can be a replacement for profit and become the main goal of a humanitarian organization since that is one of the factors that will generate donations (Michel & Rieunier, 2012; James, 2003).

Regarding crisis management, Pang (2012) has presented a paper showing a pre-emptive model from an external perspective; “how the organization projects its image leading to how others view the organization” (Pang, 2012, p. 361). This model is only theoretical and is based on case studies conducted in the USA, Europe and Asia. This pre-emptive model is used to show the entire life cycle of a brand image; from creation to reinvention and renewal. Reinvention and renewal, however, will only be applied if the chosen organization has been tainted by a crisis which forced them to shed their previous image to rebuild a new brand and reconstructing what it stands for to the company’s stakeholders (Pang, 2012); which can be needed if their trustworthiness has been damaged by unethical behavior on the humanitarian organization’s part (James, 2003). Another research that concerns crisis management has been conducted by
Thiessen and Ingenhoff (2011). They looked into the crisis communication in a for-profit organization and how that is a way of achieving trustworthiness and in the long run reputation, after a crisis.

Although there has been done research about the three different concepts, brand image, trustworthiness and crisis management, both together and separately, there has never been a research done with all these concepts in the context of non-profit humanitarian organization. Whilst Pang (2012) and Popoli (2011) have done research about brand image and crisis management, they have been done separately and in the context of for-profit organizations. On the other hand, James (2003) and Michel and Reiunier (2012) have conducted their research on non-profit organizations; however, they did not include all three concepts. We will therefore, with the help of these studies, fill this research gap.

All in all, the focus will be on brand image in non-profit humanitarian organizations to explore how these organizations achieve a brand image that conveys trustworthiness when profit is not involved. Furthermore, we will explore how a non-profit humanitarian organization strives to maintain the trustworthiness and brand image after a crisis. The contribution to the field is the process of crisis management and the strengthening of brand image and trustworthiness when profit is not the main goal of an organization and the business operations are humanitarian aid.

1.3 Research purpose
The purpose of this dissertation is to explore how non-governmental (NGO) and non-profit (NPO) organizations rebuild their brand image and trustworthiness after a crisis. We will look at the problem from both the organization’s and the public’s point of view; this will increase the credibility and the awareness since we can explore the different attitudes.

Furthermore, previous research within this field (building a strong brand and have a high level of trustworthiness) has been limited to profit-driven organizations (Popoli, 2011). Moreover, research concerning NGO’s and humanitarian organization has not been about rebuilding strong brands and maintaining trustworthiness to your brand (Sandwell, 2011; Francis & Armstrong, 2011).
1.4 Research question
What characterizes reactive crisis management in non-governmental and non-profit humanitarian organizations during a crisis, and how does it affect brand image and in turn trustworthiness in these organizations?

1.5 Limitations
The limitations of this study are that only one humanitarian organization was studied, and one location for the public interviews was selected. Another humanitarian organization was considered in addition to the one we chose; however, because of the time aspect we needed to limit it to only one. This is also the reason we could not interview people on a different location. In addition, this study did not take membership in the Red Cross in consideration when questioning the public which would be an interesting factor since the effect of the crises would have been different for these respondents in another way than those who are not regularly donating to the Red Cross.

Furthermore, the theoretical limitations concern the theories about brand image, crisis management, and trustworthiness. There are a lot more theories within these areas that we did not take under consideration that might have been a contribution to when we were creating the theoretical framework, in which we are basing our analysis. The reason for this limitation is that only recent scientific articles were taken into consideration due to the fact that the material would have been endless otherwise.

1.6 Outline of the thesis
This dissertation will consist of six chapters. The first chapter, introduction, consists of the problem background and the problem statement; these two then results in a research question and a research purpose. Thereafter, limitations are presented and as a finish this outline is presented. The second chapter gives a presentation about humanitarian organizations in general, which is the context in which we are conducting our research. The third chapter, literature review, consists of theoretical framework which includes different theoretical approaches; these will then end up in a more narrow approach to the research question. The
result of this chapter will be an elaborated model which will be the base for our analysis, and ultimately answer our research question. The fourth chapter, research method, consists of an in-detail description of choice of methods in analyzing and collecting data. The fifth chapter, empirical findings, analysis and discussion, will present the empirical data gather from the interviews with the chosen humanitarian organization and the public, interwoven with an analysis and the theories. This chapter will end in a discussion of the study. The sixth chapter, conclusion, is where the research question will be answered, in addition, suggestions for future studies will also be presented as well as the ethical implications, which will be presented as a discussion of how the result of this research will contribute to the development of social/ethical diversity or sustainability.
2. Humanitarian organizations

In this chapter humanitarian organizations will be presented in general due to the fact that our research will be conducted in this context. The purpose of this chapter is first, to give you the definition of a humanitarian organization, and second, to give you an overview of previous research within this field.

2.1 Why humanitarian organizations?

It is relevant to look into non-profit humanitarian organizations mostly because they are not focused on monetary gain. For most organizations the main goal is profit, how to generate income; not so for non-profit organizations, however, as their main goal is to serve humanitarian and environmental needs (Ingram, 2014).

Furthermore, there have been limited research concerning humanitarian organizations and branding (Cottle & Nolan, 2007; Torres, 2010). Since the number of non-profit humanitarian organizations has increased in the past two decades, branding the organization have become a more common phenomenon within this market (Stride & Stephen, 2007).

Branding is the way the organizations describe themselves and their activities to the public. Another upcoming phenomenon is brand-awareness, the organizations “seeks to differentiate the public’s awareness of particular organizations” (Cottle & Nolan, 2007, p. 865). A consequence of the increased number of humanitarian organizations is that the competition for media-space and the market positioning increases as well, a side-effect is that the organizations needs to sharpen their strategic use of communication and media space (Cottle & Nolan, 2007). One conclusion of this research done by Cottle and Nolan (2007) is that the media logic had changed, from when the media had to “chase” their stories and convince the organizations that they should broadcast their story, to today’s media logic when the organizations need to sell their story in terms of convincing the media that their story will attract the public’s attention. In addition, crises have its own way of finding the public’s attention, with the help of media; a side-effect of this is that humanitarian organizations have to focus more on trying to prevent crises and protect their brand, a pre-emptive work (Cottle & Nolan, 2007). Moreover, this research was focused in Australia; and it was focused at how they brand their organizations.
Our research will focus on how humanitarian organizations rebuild their brand image on the Swedish market.

Additionally, another research studied the branding and communication strategy within the International Committee of the Red Cross (ICRC) (Torres, 2010). Non-profit humanitarian organizations provide services, which are intangible products that are invisible before delivered. A consequence of this is that they need to work harder at making their products (services) more visible; they need trust to achieve a higher level of brand equity (an invisible product is rarely bought without trust that it will be delivered). Brand equity consists of: brand loyalty, brand awareness, perceived quality, and brand associations. Since building a strong brand is essential for non-profit organizations, having a high level of brand equity should also be a priority. The conclusion of this research is that ICRC has adopted their branding and communication strategies to today's media logic; they are using advertising campaigns, online campaigns, a web site and public communications as parts of their branding and communication strategy (Torres, 2010). Moreover, this research focuses on ICRC and their strategy for branding and communication (pre-emptive work); our research will focus on reactive work concerning brand image and crisis management (closely related to branding and communication strategies).

Conclusively, in the past two decades the focus on branding the organization in non-profit humanitarian organizations has become more and more important. One reason to this is the changed media logic. A second reason is the increased number of humanitarian organizations on the market, fighting for the donations. And a third reason is the fact that they are selling invisible products which are harder to sell than visible (tangible) products. Previous research has focused more on pre-emptive work concerning branding whilst this research will focus more on reactive work concerning brand image and trustworthiness.
3. Literature Review
In this chapter the literature review will be presented. We will look into previous research and theories about brand image, crisis management, and trustworthiness, both separately and together. In the end a conclusion, where we argue for why our research is relevant, will be presented along with a model as a framework.

3.1 Brand image
Branding has gone from being both a sign and a symbol to being a symbol, an emotion, and a partner; today, branding is the backbone of marketing and, therefore, a concern of all company departments. Branding has become an essential term within marketing and during the development of branding the phenomenon brand image has emerged (Bastos & Levy, 2012). According to Aaker (1996, p. 69) brand image is “how customers and others perceived the brand”. Brand image can be observed from several factors such as, recognition, perception, experience and emotions. Brand image is useful background information when developing the brand identity; Aaker (1996, p. 68) defines brand identity as:

...a unique set of brand associations that the brand strategist aspires to create or to maintain. These associations represent what the brand stands for and imply a promise to customers from the organization members.

This quote is highly relevant to this research since the donators of humanitarian organizations need to identify themselves with the brand; the brand needs to have a high level of trustworthiness. Trustworthiness is crucial when dealing with humanitarian organizations since most of them are non-profit and a major factor that allows them to continue their operations is the donors. If you, as a donor, cannot trust that the donations go to the cause you intended them to, the trustworthiness for that organization’s brand will decrease (Michel & Rieunier, 2012). Brand loyalty is the main goal for many organizations and trustworthiness, in the long run, will lead to brand loyalty; “Being loyal means preferring the particular object in spite of increased incentives to switch to something else” (Andreasen & Kotler, 2003, p. 157).

According to Kapferer (1997, p. 53) ”A brand is both the memory and the future of its products.”; which indicates that a crisis can damage the trustworthiness and brand image if it is
not effectively managed. The effect of a scandal can be that their brand was tarnished; the trustworthiness was affected in a negative way (Kapferer, 1997).

Brand image has not been the main focus of recent research; it is mostly described as a part of a bigger phenomenon, branding (Aaker, 1996). However, Popoli (2011) has presented a model showing how brand image will lead to profit. In this model the focus is Corporate Social Responsibility (CSR) and how it affects brand equity; the profit and brand image are only minor factors that he brings up. For Popoli (2011), the main focus is whether stakeholders’ find CSR as an important factor when considering the organization’s brand image and, thus, the effect it has on brand equity. By fulfilling stakeholder expectation will lead to a stronger brand image and, in turn, a higher profit. The difference this research is to ours is that Popoli (2011) has limited his research to for-profit organizations whilst our focus is non-profit humanitarian organizations. For our research it is more relevant to replace the profit factor with trustworthiness since it is one way of measuring the strength of a non-profit brand image (Michel & Rieunier, 2012). Popoli (2011) also mentions that his research has the weakness of being conducted only locally; there might be different results when conducted on international organizations. To strengthen this weakness we have chosen to use an international humanitarian organization to develop the model even further.

Furthermore, another research about brand image was done by Michel and Rieunier (2012) which focused on charitable donations and how that correlates with brand image. They mention that there has previously only been one research on how to measure brand image in relation to charitable giving and that their purpose was to develop it even further. Even though their research involves both non-profit humanitarian organizations and brand image, it lacks the aspect of crisis management and what effects a crisis would have on brand image. One weakness of their research was the limitation of geographical location. Their research was only conducted in France and they measured trustworthiness only from the customer perspective, whereas our research will be conducted in Sweden and both have an organizational and public perspective. Another differentiating factor is their measurement of brand image, which is charitable donations from the customer, a factor that is of minor importance to us. The measurement that will be used is trustworthiness instead. Since brand image is an intangible
asset it will require a high level of trust to be successful, therefore, we will now proceed to define the second concept, trustworthiness.

### 3.2 Trustworthiness

Huemer (1998) has brought up different definitions of trust depending on what aspect you are looking from. One aspect is trust in relation to expectations. One can say that trust is when one’s expectations have been fulfilled by the person or organization in which you put your trust. Although, he states that, from an economic perspective, trust is perceived differently. Trust, in a pure business perspective, is not based on norms and moral reasoning but only seen as a strategic outcome; if there is no punishment for acting distrustfully, businesses will not pursue the right incentives to act trustfully. This is an example of deterrent trust. However, in non-profit humanitarian organizations, trustworthiness is more than just a strategic outcome; it is more of a desirable factor since their operations require a high level of trust (James, 2003; Michel & Rieunier, 2012). James (2003) states that trustworthiness is important for private donations and non-profit organizations are perceived to be more trustworthy than for-profit organizations. However, if the behavior of a non-profit organization is not convergent with its values, its trustworthiness will be in danger; James (2003) mentions that there have been cases where the managers of non-profit organizations take advantage of the public’s trust to gain private benefits.

Schoorman, Mayer and Davis (2007) define trust as “a willingness to be vulnerable to another party” (p.347), however, they also define trust as “the willingness to take risks, and the level of trust is an indication of the amount of risk that one is willing to take” (p. 346). This means that the higher the level of trust that exists between the trustor and the trustee, the higher is the risk-taking factor is when making decisions (Schoorman et al. 2007; Colquitt, Scott, & LePine, 2007). This can be connected to Michel and Rieunier (2012) research about trustworthiness and charitable giving; the higher the trust for an organization, the higher risk we are willing to take and make a larger donation. In other words, when making a donation, there is a risk that the money does not go to the right cause. However, if the trust for the organization is high, one is more willing to take that risk, and donate a larger amount of money (Colquitt et al. 2007; Michel & Rieunier, 2012; Schoorman et al. 2007).
Omar, Williams Jr. and Lingelbach (2009) state the importance of trust and communication in managing a for-profit corporation’s reputation and as Thiessen and Ingenhoff (2011) pointed out, reputation is trust in the long run. Omar et al. (2009) presented a consumer-centric strategy framework in how to protect and enhance the firm’s reputation. Amongst the factors that were presented in the model, which can be relevant for our research is: media activities; how a firm is using the media as a communication tool, stakeholders’ perceptions; which is closely related to the brand image, and improve firm’s image and identity. Trustworthiness can thus be observed by looking into the donation habits of the public and their willingness to take risks and make a larger donation to an organization that has been tainted by a crisis (Schoorman, Mayer, & Davis, 2007).

Since we aim to investigate a humanitarian organization’s trustworthiness and brand image after a crisis, we will proceed to define the last concept, crisis management.

### 3.3 Crisis management

According to Fearn-Banks (2007) a crisis is defined as an occurrence that might have negative implications on the corporation, which will affect the organization’s everyday operations in a negative way. She states that there are two ways to prevent a crisis from interrupting the normal business operations. First, there is crisis management, which includes strategic planning to minimize the risk of uncertainty if a crisis should occur. Effective crisis management will not only alleviate and exterminate the negative effects but also, hopefully, create a better image than before the crisis. Secondly it is the crisis communication, which refers to the organization’s communication to the public before, after or during the crisis. The purpose here is also to minimize the damage and to gain control over the situation (ibid.).

Fearn-Banks (2007) mentions different theories that describe the way to manage crisis situations whereas two of them can be connected to brand image. Firstly, there is the apologia theory; which is applied when an organization is involved in a rumor or scandal. The apologia theory does not necessarily mean that the organization apologizes to the public but only that they will react to the rumors. This can be done in one of three ways. One way is the redefinition; to admit that the rumors are true but it was not done intentionally and the
organization will right the wrong. The second way is the dissociation; when you take a stand against the rumor and explain to how it does not apply to the organization. The third, and last way, is the conciliation; this last one is an actual apology. You admit that the organization did something wrong and hope the public will forgive your misdeeds. The second theory is the image restoration theory which is connected to the apologia theory. In this instance the organization can choose to either talk to the public about the rumor/scandal or to remain silent on the issue. This is a judgment call on the organization’s part but a very crucial one; a lot of research needs to be done before the decision is made. Fearn-Banks (2007) and Eriksson (2009) point out that within different subjects there are different types of crises. For instance in economics, the crisis are usually related to depressions, recessions or powerful increase in interest. Eriksson (2009) also states that crisis is not only a difficult situation that needs to be solved but also an opportunistic moment to improve by making the right choices. This is also pointed out by Nilzon (2004); he states that a crisis is not necessarily something negative and it is essential to focus on the solutions. An effective crisis management is therefore a great opportunity to improve and develop one’s brand image; if it is done right (Nilzon, 2004; Fearn-Banks, 2007; Eriksson, 2009).

There has been limited research about crisis management in reaction to a crisis; yet there is one research about a pre-emptive crisis management conducted by Pang (2012). He has created a conceptualized model of image management. The model is based on strengthening the image before a crisis hits and minimize the damage. The focus is to build up a strong image that will survive during the whole crisis life cycle. The pre-emptive image management uses the four stages of Wilcox and Cameron’s crisis life cycle: Proactive, strategic, reactive, and recovery. Pang (2012) then applies different image management tools for each stage. At the proactive stage you create and maintain an image. During the strategic stage you strengthen and transform the image. In the reactive stage is when the crisis occurs and you have to work on image repair and for the recovery stage you have to either perform an image renewal or an image reinvention depending on the damage inflicted on the image. He states that one of the weaknesses that came to mind in her research is that it is only based on theoretical data and further empirical research is most desirable. In our research we will validate the theoretical part of our research with empirically gathered material and whilst Pang’s (2012) focus was the
entire crisis life cycle, in correlation to corporate image, we will only focus on the reactive and the recovery stage of the brand image instead.

Another research that concerns crisis management has been conducted by Thiessen and Ingenhoff (2011). They looked into the crisis communication in an organization and how that is a way of achieving trustworthiness and, in the long run reputation, after a crisis. They look into the crisis communication on a micro, meso and macro level. Their research can be applicable on both for-profit and non-profit organizations. However, their research is conducted in a way that puts the cultural aspect as a factor of utter importance; larger companies that have a more international organizational structure are not taken into consideration. The difference from our research is that we will replace the crisis communication factor with brand image since that is the focus of this dissertation; the main goal of trustworthiness and reputation will remain the same.

### 3.4 Theoretical model

The subject of non-profit humanitarian organizations is relevant for research because these organizations do not have the same strategic management as profit organizations and their causes are highly important for a sustainable social environment. The profit goal can here be replaced with trustworthiness since it is the factor that will affect the donor’s giving-decisions (Michel & Rieunier, 2012). Therefore, it is desirable to conduct research about brand image since it is a management tool that can be used to convey trustworthiness. Furthermore, non-profit organizations can be involved in various crises that can affect their image negatively; since they depend on their image more than for-profit organizations, it is safe to assume that the implications of a crisis is more dire in a non-profit humanitarian organization. It is, therefore, relevant to look into crisis management in correlation to brand image as well.

In this research, we have three main concepts: brand image, trustworthiness and crisis management. By operationalizing these theories we have made them empirically testable. These concepts will be put in the context of non-profit humanitarian organizations. Previous research has investigated these factors separately; however, we have not found any research that has included all of these factors. There are some studies about branding, crisis management
in humanitarian organizations, however most have been from a preemptive point of view; our research will proceed from a reactive point of view. Furthermore, concerning trustworthiness, there has been a limited number of studies as well, though also from a pre-emptive point of view. All in all, our contribution to the field of study is a theoretical generalization based on empirical material on the subject about brand image, trustworthiness, and crisis management in non-profit humanitarian organizations, from a reactive point of view.

In conclusion, our research will be based on the following model, which will try to answer the question: how does the Swedish Red Cross react after a crisis? The model is conducted in a way to describe the process of when a crisis first occurs to the effect it has on brand image and trustworthiness, thereafter, how these two factors influences the reactive crisis management. Lastly, what are the results of the crisis management, how is brand image and trustworthiness affected?

Figure 2.1 Reactive Crisis Management model.
The following paragraphs give a description of each factor in the model and how they are related to each other; the model reveals the hierarchy of the model.

The first factor, crisis, reflects the empirical case study of the Red Cross, first the crisis in 2009 (DI, 2010) and then in addition the crisis in 2014 (SvD, 2014). We are going to look into the effect these crises have had on the organization’s brand image and trustworthiness. The relation between a crisis and brand image and trustworthiness is even more relevant to look into since we will research in the context of non-profit humanitarian organizations. It is safe to assume that a scandal of fraud in managerial level, the one in 2009, or a corruption scandal, the one in 2014, will affect the organization negatively (James, 2003); the question is to what extent.

The second and third factor, brand image and trustworthiness, goes hand in hand; if you have a strong brand image the trustworthiness of it will also increase. On the contrary, if the public distrust your brand, then the image will also be damaged. A crisis will, therefore, affect both the brand image and the trustworthiness, regardless of which one is affected first. James’ (2003) and Michel & Rieunier’s (2012) research justify that trustworthiness, as a measurement of the brand image of a non-profit humanitarian organization, is legitimate. Likewise, the research of Popoli (2011) justifies brand image as a measurement of trustworthiness. Brand image and trustworthiness will be observed from the following factors: perception, experience, recognition, and emotions.

The fourth factor, crisis management, refers to how they react after a crisis. Crisis management should be actions taken or strategy planned in case a crisis should occur. Depending on what nature the crisis has, there are different actions that can be taken. Fearn-Banks (2007) mentions different theories that are related to brand image, however, everything depends on the case. She says that the most crucial decision is whether to communicate the crisis to the public or not. Both Eriksson (2009) and Fearn-Banks (2007) agree on that effective crisis management is able to create an opportunity to come out with an even stronger image. It is, therefore, essential to have a well-thought through strategy with an effective and efficient crisis management.

The fifth and final factor, result, refers to what the outcomes of the crisis are in terms of brand image and trustworthiness. The results are not only from what the crisis have brought but also what decisions have been made in the organization’s crisis communication. The results can be
measured in numerous ways; funds, donations, followers and so on. However, the focus will be to see if the trustworthiness and the brand image have taken damage; if so, how? If, on the contrary, the organization gained a more positive image and a higher level of trustworthiness, it is desirable to look into how the crisis management has caused these changes. From the previous mentioned factors (perception, experience, recognition, and emotions) the effect on brand image and trustworthiness, from the crises, will be evaluated, and used to analyze the organization’s crisis management.

Conclusively, this model will be used as a framework in our research when exploring the relationship between crises and brand image and trustworthiness in a non-governmental and non-profit humanitarian organization.
4. Research method

In this chapter the chosen research and empirical design will be presented and justified, followed by site and participant selection. First off, there are a number of aspects to take into consideration when evaluating the research design: research philosophy, research approach, choice of theory and methodological choice. Second, when evaluating the empirical design you need to consider the choice of strategy, time-horizon, data methods collection and data analysis methods, and site and participants selection (Bryman & Bell, 2011). This chapter will explain each of the above mentioned steps and evaluate and validate our choices, as well as, justify the site and participants selection and present our interview guides. As a conclusion the concepts of reliability, validity, generalizability and authenticity will be explained and justified.

4.1 Research design

As mentioned before, when you evaluate the research design you need to consider the following factors: philosophy, approach, theory and the methodology (Bryman & Bell, 2011). The following section will present our choices.

When selecting the research philosophy you clarify from what perspective the researcher views the world, either the perspective of natural science or social science. The three most common philosophies are positivism, realism, and interpretivism; all of these three philosophies have an epistemological position. This dissertation is based on a realistic research philosophy since the main purpose was to explore the relationship between crises, brand image, and trustworthiness in non-governmental and non-profit humanitarian organizations. A realistic philosophy is from the social science perspective; it implies that our reality is ontologically independent of our conceptual schemes; truth consists in the mind’s correspondence to reality. It indicates that the reality is an exact portrait of what the human mind shows you; you try to explain something that proceeds from the reality (Bryman & Bell, 2011).

Furthermore, when the research approach was selected, whether it would be a quantitative or qualitative research, there were two factors that needed to be considered: the research purpose and the research reasoning. First, an abductive reasoning was chosen, which is a mixture of empirical and theoretical reasoning: you proceed from the theories and test the empirical data,
then you go back to the theories which might be modified or progressed (Alvehus, 2013). Second, the research purpose needed to be determined, which was to explore an empirical case. In conclusion, the research approach that was used was a qualitative research, due to an explorative purpose and an abductive reasoning (Bryman & Bell, 2011).

Since the aim of this study was to explore how NG and NP organizations rebuild their brand image after a crisis, and how it affects their trustworthiness, we used already existing theories about, NPOs, brand image, trustworthiness and crisis management. The most essential theories that we used were: Michel and Rieunier (2012) and Popoli (2011) concerning brand image, Schoorman et al (2007) and Omar et al (2009) concerning trustworthiness, and Pang (2012) and Fearn-Banks (2007) concerning crisis management.

Conclusively, the choice of methodology, as mentioned before, consisted of a realistic research philosophy, a qualitative study with an abductive reasoning and an explorative purpose. The study was based on already existing theories and models which resulted in a modified model which worked as the framework of this study.

4.2 Empirical design
Concerning the empirical design, as mentioned before, there are a number of factors to consider: choice of strategy and the time-horizon, data methods collection and data analysis methods, and finally site and participants selection. This section will present and justify our choices.

4.2.1 Choice of strategy and time horizon
When evaluating the choice of strategy there are different strategies that can be considered; ethnography, phenomenology, grounded theory, experiment, survey or case study (Bryman & Bell, 2011). Since the purpose was to explore a phenomenon thoroughly in one organization, the chosen research strategy was case study. The case we studied was a key case; we chose it because of the inherent interest of the case and the circumstances around it, and due to the
Regarding timeliness, we are referring to the recent crisis the organization has been involved in.

After the choice of strategy the time-horizon was selected. Since the research only concerned one subject of study, the Swedish Red Cross, the time-horizon was a longitudinal research design. Longitudinal is a research design which implies that data is collected on one sample on at least two occasions.

4.2.2 Data collection and data analysis methods

Furthermore, there are a number of different data collection methods: observations, interviews, focus group, document analysis, experiment, survey, and questionnaire (Bryman & Bell, 2011). After reading more about the different methods, in-depth interviews were appointed the best method when conducting a qualitative research study (Christensen, Engdahl, Grääs, & Haglund, 2010). An interview is a good choice of method when you:

- have an explorative purpose; you want to examine the underlying reasons to why it is the way it is.
- want the personal connection; if the problem area is complex it is easier to produce full answers if you meet the respondent in person.
- want to have the ability to ask follow up question depending on the nature of the case; whether the case is complex or not.
- have to consider the time-dimension; it will take less time if you meet up with the respondent instead of sending an e-mail and to wait for the answer (then you will also have the opportunity to ask follow-up questions without having to send yet another e-mail) (Christensen et al, 2010).

The data collection process was conducted in two steps. The first data collection procedure was interviewing the respondent from the chosen humanitarian organization about how they manage their brand image, trustworthiness and crisis management. The second data collection procedure was questioning the public about their attitude and perception of the organization. Furthermore, all through our research secondary data was used in search for material to support our dissertation and to expand our knowledge. The document analysis mostly covered the
description about the based theories about brand image, crisis management, and trustworthiness in general.

Concerning the data analysis method, due to the selected data collection method, in-depth interviews and document analysis, different data analysis methods were suitable; meaning condensation, meaning categorization, and meaning interpretation (Bryman & Bell, 2011; Kvale, 2008). First, meaning condensation means that you compress longer statements into shorter statements. Second, meaning categorization is when you reduce a long statement into different simple categories. Third, meaning interpretation is when you interpret beyond what is actually said (Kvale, 2008). Throughout our analysis we used our model as a framework; hence the construction of the analysis section. However, we did not analyze the concept crisis since our purpose was to analyze the effect of a crisis, not why crisis occurs.

After collecting all the empirical data, we transcribed the interviews separately; see Appendix D and E for the format of the transcriptions. All the transcriptions are in a separate document since it was too many pages to be included as appendices. In total, the transcriptions consisted of 43 pages, and it took 19 hours in total (see table 4.2.2 for more details of the distribution).

We divided the transcribed data into two categories:

- respondents from the Red Cross (the organizational perspective), and
- respondents from the public (the public perspective)

Table 4.1 The distribution of the transcriptions

<table>
<thead>
<tr>
<th>Organizational perspective</th>
<th>Pages</th>
<th>Time</th>
<th>Public perspective</th>
<th>Pages</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anders Sjöstrand</td>
<td>8 pages</td>
<td>4 hours</td>
<td>Outside “Kupan”</td>
<td>9 pages</td>
<td>3 hours</td>
</tr>
<tr>
<td>Peter Hodgson</td>
<td>9 pages</td>
<td>5 hours</td>
<td>At “Lilla Torg”</td>
<td>9 pages</td>
<td>3 hours</td>
</tr>
<tr>
<td>Lasse Lähnn</td>
<td>8 pages</td>
<td>4 hours</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>25 pages</strong></td>
<td><strong>13 hours</strong></td>
<td><strong>Total</strong></td>
<td><strong>18 pages</strong></td>
<td><strong>6 hours</strong></td>
</tr>
</tbody>
</table>

We then sat separately, to ensure that we did not influence each other and to get different viewpoints of the data, and compressed the data (see Appendix F and G); we then compared our results. As a next step in our analysis, we categorized the compressed data; these categories
were then the building blocks of the analysis (see Appendix H and I). We then proceeded with constructing two word clouds, one from each perspective: the organization’s and the public’s; these gave us a visual impression of the data (Thomas, 2011), which indicated what was emphasized from each perspective concerning brand image, trustworthiness and crisis management of the Red Cross. When constructing the word clouds, we used the material from the meaning categorizations and pasted them in a program (www.wordle.net), which constructed the word clouds. The features of the word cloud do not have any significant meaning, for example, the colors were chosen since the Red Cross’ brand is red, black and white. However, the sizes of the words reflect the most common used expressions, the bigger size the more frequently used. The next step of this analysis was to try to interpret beyond what was actually said; was there a deeper meaning to their statements? A final step of the analysis was to discuss the crisis management and make suggestions on improvements.

In the conclusion we answered our research question, what characterizes reactive crisis management in non-governmental and non-profit humanitarian organizations during a crisis, and how does it affect brand image and in turn trustworthiness in this organization?, and fulfill our research purpose.

### 4.3 Site and participant selection

The participants in this research were both from an international humanitarian organization and the public. The chosen humanitarian organization was he Red Cross; its mission is to help people that have suffered from war and conflicts (see Appendix A). When we chose the humanitarian organization, we took three aspects into consideration:

1. Organizational form – to be a non-governmental and non-profit organization,
2. Recognizably – to be a well-known humanitarian organization, and
3. Actuality – to be mentioned in at least one crisis on the news in the recent years.

An e-mail was sent to the human organization asking if someone would be interested in participating in this research study. The first participant was Anders Sjöstrand; he works as an advisor with first aid-teams, and is the Chairman of “Unionen” at the Swedish Red Cross. We interviewed him at the 5th of May, from 13.00 to 14.00. The second participant was Peter
Hodgson; he is a project coordinator for voluntary Red Cross hosts. We interviewed him at the 6th of May, from 11.00 to 12.00. The third and final participant was Lasse Lähnn; he is an advisor concerning crisis management and crisis support. We interviewed him at the 6th of May, from 13.10 to 14.00 (see Appendix F). All of these three participants have different assignments within the Swedish Red Cross which lead to a higher level of validity and reliability due to their different perspectives of the crises (Bryman & Bell, 2011). We asked a fourth participant, Elisabet Nylander, an advisor at the Swedish Red Cross in Malmö, but she did not have time for an interview until later, and due to time considerations we had to decline.

The participants from the public were selected from two areas: outside a Red Cross store named “Kupan” in Kristianstad and in the central area of Kristianstad called “Lilla Torg”; this generated two sets of participants: one who had a clear connection to the Red Cross and one who did not. The data was collected during two occasions, Wednesday the 7th of May and Saturday the 10th of May; we chose these two occasions due to the fact that it was one workday and one holiday. We also used different time periods at day to gather the data: before noon and afternoon. These decisions were based on the assumption that it will generate a higher variety of participants (Kvale, 2008).

At both occasions our expectation was to interview 15 respondents from each location, which would generate 30 respondents from each location, in total. At the 7th of May, we stood outside “Kupan” from 10.00 to 12.00, during this time period we interviewed 15 respondents. In the afternoon we stood at “Lilla Torg” from 13.00 to 15.00, during this time period we gathered 10 respondents; due to bad weather and, as an effect, less people in that area, we decided to call it a day before we had gathered 15 respondents. At the second occasion, the 10th of May, we started off at “Lilla Torg”. We stood there from 10.00 to 12.00 and interviewed 12 respondents; since we planned to relocate to outside “Kupan” in the afternoon we decided we now had enough interviews from “Lilla Torg”. In the afternoon we stood outside “Kupan” from 13.00 to 14.00; we interviewed 7 respondents; we decided to call it a day since we then had the same number of interviews from each location (see Table 4.2.1). Furthermore, the participants were selected from a randomized selection (Bryman & Bell, 2011). Concerning the participant selection, we selected every third person who left “Kupan”. And, at “Lilla Torg”, we selected every third person leaving the central area, not every third person passing us in any direction.
When we asked the public to participate in our study, some turned down the request. In sum, at the Red Cross store in Kristianstad, two thirds of the people that were asked to participate turned down our request; the equivalent number of turndowns from the central area of Kristianstad was half of the asked (see Table 4.2).

Table 4.2 Site and participant selection

<table>
<thead>
<tr>
<th>Location</th>
<th>Weekday</th>
<th>Time at day</th>
<th>Number of respondents</th>
<th>Number of turndowns</th>
</tr>
</thead>
<tbody>
<tr>
<td>Red Cross’ store</td>
<td>Wednesday 7/5-14</td>
<td>10.00-12.00</td>
<td>15 respondents</td>
<td>10 people</td>
</tr>
<tr>
<td>“Lilla Torg”</td>
<td>Wednesday 7/5-14</td>
<td>13.00-15.00</td>
<td>10 respondents</td>
<td>5 people</td>
</tr>
<tr>
<td>“Lilla Torg”</td>
<td>Saturday 10/5-14</td>
<td>10.00-12.00</td>
<td>12 respondents</td>
<td>6 people</td>
</tr>
<tr>
<td>Red Cross’ store</td>
<td>Saturday 10/5-14</td>
<td>13.00-14.00</td>
<td>7 respondents</td>
<td>4 people</td>
</tr>
<tr>
<td><strong>Locations:</strong> 2</td>
<td><strong>Occasions:</strong> 2</td>
<td><strong>Hours:</strong> 7</td>
<td><strong>respondents:</strong> 44</td>
<td><strong>Turn downs:</strong> 25</td>
</tr>
</tbody>
</table>

Conclusively, we have chosen this humanitarian organization because it is a non-governmental and non-profit organization; it is relevant to see how a non-profit organization manages its brand image. In profit-driven companies there has been previous research about how to gain profit with brand image as one factor. Furthermore, another reason was that the Swedish Red Cross was mentioned in the media recently concerning internal crises. In addition, there were two reasons to why we chose Kristianstad to be the location of our survey. First, one of the Swedish Red Cross’ stores is located in Kristianstad, and second, we are students at the University of Kristianstad.

4.3.1 Interview guide: the Red Cross

The goal was to conduct three or four in-depth interviews with different individuals working within the Swedish Red Cross. These interviews consisted of questions about their operations, brand image, trustworthiness and crisis management (see Appendix B). In addition, they were semi-structured since we expected to receive answers that need developing or answers that may give rise to other questions not thought of before the interview. Most of the questions were open-ended; the respondent could develop and explain their thoughts and answers (Denscombe, 2009). The interviews were recorded and transcribed. In addition, this interview guide is
operationalized according to the theoretical model on which this research is based, and is divided into sections accordingly.

The first section consisted of introduction questions where the purpose was to warm up the respondents; to make them feel comfortable and relaxed. These questions mostly made the respondents describe their organization and their position in the organization. The questions here were more concrete and did not force the respondents to give their own opinion before they were ready (Denscombe, 2009).

The second section consisted of questions about brand image and trustworthiness where the aim was to gain information about how the organization views itself as well as understand how they want to be viewed by the public. Here, we also mentioned the crises that have occurred in the organization since they are related to the brand image, although, crises management was not mentioned until later. Here it was important that we gathered a sufficient amount of information to answer the key questions (Denscombe, 2009).

The third section consisted of questions about crisis management. The intention was to gain a better understanding of their crisis management both pre-emptive and reactive. We wanted to investigate how they took action during and after the crises in 2009 and in 2014 in relation to their brand image. The questions were open-ended since they required a more elaborate answer than a resolved question (Denscombe, 2009).

The fourth and final section consisted of the ending questions. Here we wanted to ensure the respondent that we value their contribution and that we are thankful for their participation and wanted to give them the opportunity to vent further thoughts and opinions. The end of an interview should be conducted in a way to show the respondent that they have said everything they wanted and not only answered our questions (Denscombe, 2009).

4.3.2 Interview guide: public
The questioning to the public was conducted with participants from two different locations, outside “Kupan” and “Lilla Torg”. We looked into recognition, emotions, perception (attitude), and experiences. The purpose of questioning the public was to explore what their attitude and
perception of the Swedish Red Cross is, as well as, what effect the recent crises have had on the public’s image of the Red Cross (see Appendix C). We informed the respondents about what crises we are referring to by giving them a short description of them. This interview guide is, in similarity to the one with Red Cross, also an operationalization of the theoretical model since we are testing the theories empirically.

The first section consisted of introduction questions with the purpose to establish if the respondents have any experience with the Red Cross. In addition, if they have any pre-knowledge (recognition) about the logo of the Red Cross (we showed the Red Cross’ logo and the respondent was asked to name the organization) or the organization as a whole, and what feelings they have about the Red Cross.

The second section consisted of questions about brand image with the purpose to evaluate if it has changed since the recent crisis and if, in what way. What do they have for perception of the organization today? The purpose of the questions about trustworthiness was to evaluate if the respondent have trust in the Red Cross today. Have their trust in the organization been affected by the recent crises?

The third section consisted of questions about crisis management where the purpose was to generate an understanding of the public’s perception and emotions of the crisis management of the Red Cross. We wanted to see if the public has noticed that the Red Cross has been trying to build up its brand image and if its efforts have permeated the society. In addition, a higher credibility was achieved since the subject was observed from two perspectives; thus the research became more trustworthy (Denscombe, 2009).

The fourth and concluding section did not include any pre-prepared questions. Here, the purpose was to thank the respondent; not to ask if they want to add something (Denscombe, 2009).

4.4 Validity, reliability, generalizability and authenticity

Since a qualitative research is more focused on observing rather than measuring, it is hard to create a high sense of external validity. As Bryman and Bell (2011) points out, the external
validity is the ability to generalize a concept over different social settings, which is a problem due to the fact that case studies and small samples are very typical choice of methods for a qualitative research. External validity is also known as transferability. On the other hand, qualitative research will have a higher level of internal validity, which is the congruence between observations and theory also known as credibility. This is one strength of a qualitative research since their prolonged time spent with one subject (case studies) will generate a more compatible match between observed results and theoretical ideas. Kvale (2008) mentions validity as a standard objection to conducting interviews, which is one of the most common ways to collect data for a qualitative research. The objection is that “Interviewing is not a valid method, it depends on subjective impressions” (p. 87) and he counters that by saying that validity is up to the researcher and is based on checking, questioning and interpreting the data collected continually. Bryman and Bell (2011) also mentions the term respondent validation or member validation which is a further way to gain a higher level of credibility. The term entails that the researcher will present the research study to the subject on which the study was based as a confirmation that they have understood them correctly.

Reliability can be separated into internal and external as well. Internal reliability refers to whether more than one observer in a research team agrees on what is being observed. This is similar to inter-observer consistency, which is whether more than one observer were involved in the recording and translating (transcribing) activities of the research.; if so then there is the possibility that the consistency will be reduced. Furthermore, external reliability is a concept that is hard to achieve in a qualitative research since it refers to the degree to which a study is replicable. Since a study of a social setting is hard to “freeze”, it is equally hard to compare a study to the original one if the social setting is not the same. Therefore, it is easier for a qualitative research to strive for internal reliability (Bryman & Bell, 2011). However reliability is more related to quantitative research and can, according to Bryman and Bell (2011), be substituted by dependability, which entails that the researcher keeps all the documents and records throughout the whole researching process. The reliability of interviews, however, can be questioned due to the fact that interviews can consist of leading questions which will render the results unreliable. Nevertheless, Kvale (2008) presents an argument for conducting interviews in a reliable way, which is to systematically place the leading questions in way to test the reliability of the interviewee’s answer.
Generalizability is a main component in external validity and mostly used in quantitative research. This term refers to the concern about being able to apply the results of a research beyond the subjects of a study, which is hard to qualitative research to achieve since their samples are usually small (Bryman & Bell, 2011). However, Kvale (2008) counters this fact by saying that in social sciences, instead of having the goal of global generalization, it is more desirable to have a “transferability of knowledge from one social setting to another, taking into account the contextuality and heterogeneity of social knowledge” (p.87). However, it is not impossible for a qualitative research to be replicable even though it is not generalizable. Bryman and Bell (2011) suggests that a qualitative researcher can replicate a research by adopting the same social role and settings as the original research.

Bryman and Bell (2011) also mentions another criterion in assessing qualitative studies, authenticity. To reach authenticity there are a few issues that need to be fulfilled to calculate the political impact of the study:

- Fairness, which entails that the subject is studied from different perspectives and includes the viewpoint from various members in the society.
- Ontological authenticity, which is a criterion that is fulfilled when the study has given the society a better understanding if a particular social environment.
- Educative authenticity refers to the fact that the study has helped the society to appreciate the different perspectives of a social setting.
- Catalytic authenticity suggests that the study has affected people to take action and change their circumstances.
- Tactical authenticity is similar to catalytic authenticity and refers to if the study has enabled people to engage in action.

Case studies and interviews are common ways of conducting a qualitative research and as mention in research strategy also the case for this research. The quality of a case study…:

…depends less on ideas of sample, validity and reliability and more on the conception, construction and conduct of the study. It depends on your initial idea, the ways that you choose your case, the thoroughness with which you describe its context, the care you devote to selecting appropriate methods of analysis and the nature of the arguments you deploy in drawing your conclusions (Thomas, 2011, p. 71).
It is hard to gain a 100% validity, reliability, and authenticity on a research. However, we have taken the appropriate measures to ensure a high level of all these qualities. When conducting a case study you need to evaluate the validity, reliability, and generalizability of the research as well as the transferability, credibility and authenticity. To ensure a high level of reliability and validity we used a large variety of respondents, which we will present in the section about site and participant selection. This research has also achieved respondent validation since we offer the study to the respondents that participated in the study, however, only from the organizational viewpoint. Regarding if the study is transferable instead of generalizable (Kvale, 2008), you can transfer the knowledge gather from this study and apply it on any organization, non-profit or for-profit, that has suffered from an internal crisis. Even though our research does not fulfill all the criteria for authenticity, it does include fairness since we will observe the social setting from both the organizational and the public perspective. This will, in turn, lead to ontological authenticity; since the Red Cross will receive the completed study they will gain a better understanding of the public’s opinion. Educational authenticity will also be achieved because the matter of internal crisis is a very controversial subject and our research will provide a better appreciation of both the perspective of the Red Cross and the public.

4.5 Ethical considerations

When conducting research ethical aspects must be taken into consideration. There are criteria that need to be considered at all times such as plagiarism, falsifying information, credibility and reliability (Yin, 2014). However, it is not always easy to differentiate between right and wrong when conducting social research. Different people have different views on what is considered right and wrong. Therefore, it is important to weigh the pros and cons, and come to a balance to what is considered ethical. For example, many researchers have conducted experiments that were deemed unethical but justified the research by saying that the gained knowledge will be of help to humankind (Thomas, 2011).

The ethical aspects in qualitative studies are especially important since they often include one subject of study for a long period of time. Due to the fact that the most commonly used methods are case studies and interviews. Especially when the context is in non-profit organizations, the researcher needs to be open to contradicting facts if such were to come up
during the process (Yin, 2014). In addition, in research that includes a human factor there are always ethical conundrums that need to be considered. First of all, there need to be consent from the respondent. All the participants need to give their consent to being included and they need to give an informed consent, which is that they know what they are agreeing to. Second of all, the researcher cannot discriminate respondents and exclude them due to their gender, age or origin, if it is not specifically explained why in the research methodology (Thomas, 2011; Yin, 2014).

When collecting our data, we used opting in consent, which is when the respondent makes an active choice about their willingness to participate. When questioning the public, we started every encounter with a short presentation, followed by a short description of what they will contribute with their participation. We made sure that they knew that it will be anonymous and that they gave their consent to be recorded. The same considerations were used when conducting the interviews with employees at the Red Cross. However, since we needed their names and job titles to achieve a higher level of credibility and validity, we asked for their consent in this matter.

Regarding the discrimination aspect of ethical considerations, we followed a randomized system in choosing the participants when interviewing the public. Here we approached the respondents regardless of gender, age or origin since we do not have a target audience. However, when choosing the participants from the Red Cross, we did not need to take discrimination into consideration since we were not the one choosing whom to interview. Instead, we were given a set of names the organization thought would provide us with good and relevant information. Thereafter, we got in touch with these people and interviewed those who agreed to meet us.
5. Empirical findings, analysis and discussion

In this chapter the empirical findings, analysis and discussion will be presented. The empirical findings are integrated with the analysis together with the theories presented in the literature review. The outline of the analysis will be presented in the following order: brand image affected by crisis, trustworthiness affected by crises, brand image and trustworthiness affected by crisis management, and crisis management. As a conclusion a discussion will be presented, which will correlate the different concepts and perspectives.

5.1 Analysis of empirical data

Now the actual analysis of the empirical data will be presented. This section is based on our model. We are not going to analyze the concept of crisis since we are going to investigate the effects of a crisis rather than the reason why crises occur.

According to Aaker (1996), brand image is “how customers and others perceive the brand” (p. 96) and can be observed through recognition, perception, experience and emotions. All of the respondents from the public recognized the Red Cross by the brand; which indicates that the brand has a high level of recognition. Furthermore, concerning the three remaining factors, Hodgson claims that it is hard to get a clear idea of the organization. To support his statement, when asked what the brand Red Cross stands for, the three respondents from the Red Cross had both different and similar answers. In summary, from the organizational perspective, the Red Cross stands for security, protection, support and equal rights and values. This was, however, not perceived by the public who were more concrete about their experience and perception of the organization. To summarize, from the public’s perspective, the Red Cross is a worldwide aid organization, which helps people in need.

*Brand image is what we stand for, what we do and with whom...*¹ - Lasse Lähnn

Even though their answers are not congruent, the organization’s true meaning is still implicit. Their answers are on different levels; the respondents from the organization were more general

¹ All the empirical data is originally in Swedish. However, we then translated the empirical data to English for the analysis.
when describing the brand image, whereas the public’s respondents described what they actually do.

What follows is an analysis, based on our model, on how brand image and trustworthiness is affected by a crisis and how crisis management has been executed and how it has been developed after the crisis. In addition, an analysis on the result of the crisis is conducted.

In 2009 the Swedish Red Cross experienced an internal crisis when Johan af Donner embezzled a large amount of money from the organization. Furthermore, in 2014, it was involved in two other crises. First, Sida halved the funding due to suspicion about corruption within the organization. Second, an employee in one of its stores in Falun did not share the values of the organization, which, received a lot of attention in social media. How has their brand image and trustworthiness been affected by this crisis?

### 5.1.1 Brand image affected by crises

According to Kapferer (1997, p.53) “A brand is both the memory and the future of its products”, however, this statement cannot fully be applied to this case study. Most of the respondents were aware of the embezzlement in 2009, though, they needed a reminder of the incident. This indicates that the time has had its course which has made some people forget. Nevertheless, this crisis has affected the brand image since almost half of the respondents from the public mentioned that they have been affected negatively by that crisis. However, a higher number of respondents claimed they were not affected by the crisis (see table 5.1); we interpreted that the respondents that did not know, was not affected. Thus, the accuracy of Kapferer’s (1997) statement depends upon the situation and the respondent.

<table>
<thead>
<tr>
<th>Were you affected by these crises?</th>
<th>Not affected</th>
<th>Do not know</th>
<th>Affected negatively</th>
</tr>
</thead>
<tbody>
<tr>
<td>19</td>
<td>2</td>
<td>18</td>
<td></td>
</tr>
</tbody>
</table>

(Based on Appendix F)

Furthermore, Popoli’s (2011) model shows that fulfilled stakeholder expectations will lead to a stronger brand image and an increase in profit. In this case study, stakeholder expectation is
mainly that the donations go to the right cause, and trustworthiness replaces profit. His theory is in coherence with Michel and Rieunier (2012), who state that donations are a major factor if a non-profit organization wants to continue its operations; to receive donations you need to have a strong brand image and a high level of trustworthiness. This is reflected in the empirical findings since the Red Cross’ brand image was affected negatively by the crisis in 2009, which was indicated by the actual losses from the organizational perspective: a loss of members and a couple of millions loss in revenues from donations (see Appendix F). However, a higher number of the respondent from the public claimed that they were not affected by the crises (see table 5.1). When asked if their perception of the Red Cross after the crises has changed, they stated that:

No it has not. I think that the thing with Donner was certainly unpleasant for those who worked at the Red Cross but otherwise it has not affected m. – respondent 3

Not really – respondent 24

No, I was not affected by that. I think that there are so much positiv anyways – respondent 9

This indicates that the crisis is not the only reason to why there were losses in members and donations. One reason can be that people are using the crisis as a pretext to not donate money even though they still think that the Red Cross has a strong brand image and is trustworthy.

5.1.2 Trustworthiness affected by crises

In coherence with both Popoli (2011) and Michel and Rieunier (2012), Huemer (1998) also states that trust is when one’s expectation has been fulfilled by the organization. His theory is from an economical perspective and concerns deterrent trust. By embezzling money Johan af Donner committed a crime and was sentenced according to Swedish law.

...they should have acted and fired that person... – respondent 20

I wished that he would have been put on trial for what he has done, and was sentenced according to common legislation... – respondent 21

They have to remove those people who are not trustworthy... – respondent 30
Although, he was punished and had to pay damages, it did not reach the public’s attention, therefore, his actions can be construed as deterrent trust. Even Hodgson, from the organization, was aware of this inconvenience:

*What did not affect the public’s view of the Red Cross? He was caught, arrested, and sentenced. The insurance gave back a bigger part of the money. He also had to pay damages; it was basically a profit for the Red Cross – Peter Hodgson*

This misunderstanding has led to a loss of trust in the organization from the public; Since these theories, Popoli (2011), Michel and Rieunier (2012) and Huemer (1998) stated that trust is when one’s expectations are fulfilled; if it is not fulfilled the opposite effect will occur, which is a loss of profit/donations. Thus, the empirical findings, once again, support these theories, that a fulfilling of expectations (both stakeholder’s and organization’s), will positively affect the organization in donations (profit), trust and a stronger brand image. This statement is supported by the interviews with the respondents when asked what the organization needed to do to rebuild its brand image and trustworthiness:

*... they do not need to do anything else besides be more serious and show that the donations go to where it is intended... – respondent 21*

*Maybe more openly speak about where the money goes... - respondent 19*

These statements indicate that the stakeholder’s expectation is that the donations go to the cause it was intended. In addition, he organization can regain a strong brand image and trustworthiness and in turn more profit/donations if it has any means of communicating this information to the public.

Although, unfulfilled expectations will not always lead to negative effects. James (2003) mentions that non-profit organizations are perceived to be more trustworthy than for-profit organizations; however, there have been other cases where the managers have taken advantage of the public’s trust for their own gain. This can be related to the crisis in 2009 with the embezzlement; many people lost trust in the whole organization since its actions were not congruent with its values (James, 2003). However, since the incident was a crime committed by one person some of the public’s opinion differ from James’ (2003) point of view. These
statements reflect some of the public’s opinion about the embezzlement incident in the Red Cross; not everyone blame the whole organization for this incident:

…it is individual people that are the culprits in such situations not the organization, the Red Cross – respondent 23

...just because one is bad does not mean that all are bad... – respondent 27

5.1.3 Crisis management

Fearn-Banks (2007) mentions two ways to minimize the damage to the organization’s operations: crisis communication and crisis management. Crisis communication refers to the organizations communication with the public before, after and/or during a crisis. In the Red Cross, the communication department is the one responsible for taking action when a crisis occurs (see Appendix F):

Had a crisis commander organization for 15 years – Lasse Lähnn

A clear communication plan in the communication department – Anders Sjöstrand

Even though they have an elaborate communication plan, the respondents from the public have shown that they have not received sufficient information about the crises. When asked what the Red Cross could do better, externally, the majority (31 out of 44 respondents from the public was not aware of any actions taken by the organization towards the public, see appendix I) mentioned that they did not experience any action from the organizations part, and that more information was desired:

I have not experienced that they have narrated anything – respondent 5

I have not noticed, they are quiet – respondent 24

These statements indicate that the Red Cross needs to be better in the crisis communication towards the public. Hodgson states that giving the right information at the right pace is crucial, however, their endeavors was focused on their volunteers and not the general public (see Appendix F). In addition to the crisis communication, the organization also has a form of crisis
management. Although there is no policy of what actions need to be taken in case of another crisis, it is more thoughts about how to act (see Appendix F).

*A crisis team function – Anders Sjöstrand*

The management knows their position and has the possibility to open up for quick meetings – *Anders Sjöstrand*

This indicates that they have a prepared crisis management but they do not have exact guideline that shows how to act in a crisis. They adapt the crisis management depending on the nature of the crisis. This can be seen after the crisis about Sida came out in media; the organization prepared a media plan and prepared the right information, which shows that they have improved from the crisis in 2009. Although this crisis did not receive the media attention the organization were expecting, nevertheless it had a crisis preparedness.

Furthermore, Fearn-Banks (2007) claims that the organization needs to make an important decision when a crisis occurs, either to remain silent on the issue or communicate it to the public. The organization choose to communicate, there are three different ways on how to act after a crisis depending on the organization’s position. The one that is applicable to the case of the Red Cross is conciliation, where the organization admits that it did something wrong and apologizes for the misdeeds. Whether or not the organization has apologized, it has not reached out to the public (see appendix I) for example:

... *that it was wrong to embezzle money and maybe they could admit their mistakes – respondent 7*

... *that they can apologize for what has happened and show for improvement – respondent 27*

The organization has the ambition to communicate the right information to the public but once again, it has chosen to only distribute the information to the volunteers, for them to pass it on. The problem with this strategy is that only those who seek to gain more information will contact these volunteers, thus, a majority of the public will miss the information.

However, crisis management in reaction to a crisis does not need to strongly affect the brand image negatively. Pang (2012) states that if an organization works on strengthening its brand
the damages will be limited; this is the strategic stage of a crisis management. A couple of respondents from the public share this view of the Red Cross which indicates that the organization has worked on their strategic crisis management:

*I have always thought that the Red Cross is a very good organization, a worldwide organization... even if there is someone who tries to make money; I still think they are doing a very good job... media always tries to enlarge things.* – respondent 28

*I think it is a pretty strong brand since before* – respondent 34

According to Pang (2012) the reactive stage comes after the strategic phase in the crisis life cycle. This can also be seen in the Red Cross since it hired a consultant to work on strengthening the brand after the crisis, in 2009, has occurred (see Appendix D).

### 5.1.4 Brand image and trustworthiness affected by crisis management

As a result of crisis management, a stronger brand image and improved trustworthiness are desired. According to Pang (2012) the next step in this crisis life cycle is the recovery stage: you either apply image renewal or image reinvention, depending on how dire the crisis was. Since the Red Cross had a strong brand originally, according to the public (see Appendix I), an entire renewal of the brand image is not needed. Nevertheless, the Red Cross has tried to reinvent the brand by changing the way of collecting money. The organization has tried to strengthen the brand image to regain trustworthiness by using face-to-facers, as an external action. They are people within the organizations that are informed about the organization and its operations, and educated in the way of presenting and talking; they have all the information they need to face the public. This transition from collecting money on the streets to the face-to-facers is explained by Hodgson:

*We call it face-to-facers, stand and reason and discuss with people and it is an instant consequence from the crisis with Johan af Donner. We need to meet people’s ignorance about what we actually do with our money* – Peter Hodgson

A second action taken by the Red Cross, to recover from the crisis was to introduce the whistle-blowing function, which was an internal action.
After the incident with Johan, we activated the whistle-blowing function; you can go to your closest director if you suspect something to be wrong, unless it is your closest director you are suspecting. You always have the right to skip, and go to the General Secretary. In addition, we have an outside company which we can contact if we feel something is extremely wrong – Lasse Lähnn

This indicates that they are constantly developing their crisis management, to avoid similar situations in the future.

In addition, Omar et al. (2009), has presented a model on how an organization can improve and uphold their reputation, which is trust in the long run (Thiessen & Ingenhoff, 2011). One of the factors in the model was media activities; how the organization uses the media to communicate with the public. The Red Cross’ ambition is to openly narrate what happened and where the money goes, in addition, they have an elaborate media strategy (see Appendix D). Nonetheless, its communication has not reached the public’s attention, which indicates that the organization’s work with media can be improved if they want to uphold their reputation. If the organization succeeds with the media strategy, it will lead to an improved stakeholder perception, which is another factor in Omar et al.’s (2009) model. Both an active media strategy and an improved stakeholder perception will lead to a stronger brand image, and in turn improved trustworthiness (ibid.).

On the contrary, a crisis is not necessarily something negative and might even improve the brand image, however, when managing a crisis it is essential to focus on the solutions (Fearn-Banks, 2007; Eriksson, 2009; Nilzon, 2004). This statement is both inaccurate and accurate regarding the crisis in 2009. Right after the crises, the organization suffered from losses, both of members and in revenues from donations. A lot of respondetns from the public has mentioned that they were affected by the crisis when it first occurred, but it has now faded with time:

Right then, with this man who usurped so much capital, then the trustworthiness decreased – respondent 6

Right after maybe, but now I think they have a better awareness – respondent 7
This indicates that the organization was affected negatively by the crisis directly afterwards. However, today the organization has more members and receives more donations than they did before 2009. This indicates that the effects of the crisis did not last in the long run.

*Improved our trustworthiness from the bottom levels, to higher than it was before 2009... – Anders Sjöstrand*

*The monthly donators are a new feature, went from 200-300 a month to 10 000 a quarter... – Anders Sjöstrand*

### 5.2 Discussion

The results from the analysis indicate that the Red Cross has an elaborated crisis management with a good base that can be adapted to suit each crisis better. Even if it is a good starting point they have failed to implement it successfully. The failure is due to the communication to the public; the public is not aware of their reactive actions. As Fearn-Banks (2007) mentioned it is a crucial decision for the organization, whether it should communicate the crisis to the public or not; thorough research needs to be done before deciding accordingly. After the crises, the organization’s ambition was to give the right information at the right pace to the public. The analysis indicates that this was not accomplished, which is a necessity when an organization wants to improve the brand image and trustworthiness. As a summary of this analysis, three ways to accomplish this objective were found.

The first result from the analysis shows that it is important to communicate directly to the public; do not use volunteers to manage the communication. Volunteers only distribute information to those who are interested or involved in the organization, not to the public in general. The general public will only perceive what is presented in the media. Therefore a good communication with the media is also essential to preserve trustworthiness and brand image, which Omar *et al.* (2009) mention as an essential factor as well.

The second result from the analysis is, when there are suspicions of internal fiddle, investigate them immediately. The analysis has shown that when the organization waits too long, the damage will be too severe; the higher the damage, the harder to improve the trustworthiness. In
the public’s eye it will be questionable how it can have proceeded for such a long time, before someone reported it.

And thirdly, the analysis shows that it is important to communicate even the internal functions to the public, for example concerning the whistle-blowing function. Make the common man aware of all your actions against wrong doing, not just the official actions, externally. By doing this a higher level of trustworthiness can be achieved. The analysis has shown that if the organization neglects this factor, the public will form a negative impression of the organization without having all the information. In accordance with Michel and Rieunier (2012), the analysis shows that the donations decreased after the crisis in 2009, which is an indication of lost trustworthiness and weakened brand image. In addition, James (2003) also agrees that trustworthiness is important for donations, however, if the organizations actions is not congruent with its values, the trustworthiness will be in danger.

In conclusion, the analysis shows that if the organization manages the crisis communication; to make the common man aware of the situation and the actions taken, the damage to trustworthiness will be limited, and in turn the brand image will not be severely affected. In coherent with Fearn-Banks (2007), Eriksson (2009), Nilzon (2004) and Pang’s (2012) theories, an effective crisis management is essentail when dealing with a crisis. The following figures (figure 5.1 and 5.2) are presenting a visualization of the empirical data from the two perspectives. These show which phrazes was used most frequent, and was emphasised in the analysis concerning brand image, trustowrthiness and crisis management.

Figure 5.1 Visual impression of the organizational empirical data
You can gather from figure 5.1 that the organization emphasizes an elaborated crisis management and a reactive management. This indicates that they have the tools that Pang (2012) emphasized, but by implementing them more thoroughly the organization will achieve a stronger recovery after a crisis. However, miscommunication is also emphasized which relates to Thiessen and Ingenhoff (2011), effective communication of the crisis to the public is essential to keep the trustworthiness in the long run. Furthermore, escalating effects, actual loss and comeback are also emphasized by the organization. This indicates that the organization has suffered severely by the crises; though, recovery is emphasized by the organization. This is also stated by Pang (2012), who claims that the recovery stage is important when rebuilding the brand image. This is also according to the analysis, when the Red Cross tried to reinvent their image by using face-to-facers and introducing whistle-blowing function.

![Figure 5.2 Visual impression of the public empirical data](image)

In coherent with the previous conclusion, you can gather from figure 5.2 that the public emphasizes that they have no knowledge, and that they request crisis management towards the public. This indicates that the information from the Red Cross has not caught the attention of the public, and as an effect the public is not aware of the actions taken within the organization to manage the crises. As Fearn-Banks (2007) mention, it is crucial for the organization to investigate all the factors before communicating with the public. Furthermore, the public also emphasizes internal changes, actions towards the public and internal crisis management, the same factors that the organization emphasizes. These factors will lead to a more positive outcome from the crises, which according to Nilzon (2004), Eriksson (2009) and Fearn-Banks
(2007) is an indication of an effective crisis management. This is in coherence with the analysis, due to the fact that the Red Cross suffered from actual losses directly after the crisis in 2009. However, today the organization has more members and receive more donations than before 2009.

As a summary of the results, the analysis indicates that the Red Cross has the right tools, but the organization needs a more effective way of using them.
6. Conclusion

In this chapter a summary, a conclusion, ethical and practical implications are presented. In addition, suggestions to future research are presented. The propose of this chapter is to answer our research question, and to invite to future research.

6.1 Back to the question

What characterizes reactive crisis management in non-governmental and non-profit humanitarian organizations during a crisis, and how does it affect brand image, and in turn trustworthiness in these organizations?

This dissertation is aimed towards answering this research question. A qualitative research has been conducted to collect empirical data for analysis, to support our theoretical model. This research has taken both the organizational and public perspective into consideration, to create a better understanding of the phenomenon of brand image and trustworthiness after a crisis. In addition, the crisis management of a non-governmental and non-profit humanitarian organization was also investigated. Following the analysis and discussion in the previous chapter, a conclusion will now be drawn.

6.2 Conclusion

The purpose of this study was to explore how a non-governmental and non-profit humanitarian organization rebuilds its brand image and trustworthiness after a crisis. After conducting a case study of the Red Cross, it shows that its brand image and trustworthiness was affected negatively directly after the crisis had occur, but today it has a stronger brand and improved trustworthiness than before 2009, according to internal measures at the Red Cross (see Appendix F). This is confirmed by the empirical finding gathered from the public’s perspective. At the time of the crisis in 2009 the public was affected negatively, however, today the perception of the Red Cross is no longer tainted and the organization has regained and improved its brand image and trustworthiness.
Furthermore, we interpreted that concerning the reactive crisis management, this case study has revealed a crisis management that consists of loose thoughts and guidelines of how to act if a crisis occurs. Though, based on the results from the analysis, its form of reactive crisis management is that the organization has a weak pre-emptive crisis management, which consists of diffuse guidelines. After a crisis, these guidelines are adapted to the crisis, which makes it a reactive crisis management for future incidents.

Conclusively, there is not one way of handling a crisis within a non-governmental and non-profit humanitarian organization; the reactive crisis management needs to be an effect of the pre-emptive crisis management and the nature of the crisis. To sum up, if the Red Cross wants to have an effective crisis management, there are three factors that need to be improved:

- communicate directly to the public, no middlemen,
- seize an upcoming situation immediately, and
- communicate all actions taken, even the internal.

### 6.3 Ethical implications

The ethical implications of this dissertation is that the public will gain a better understanding in how the humanitarian organizations are working with the donations it has collected. This will support the ethical development in charitable giving since more people will understand the significance a donation has and the misunderstanding about where the funds go will diminish.

The contribution this dissertation has to the organizations is how they can act to sustain a higher level of trustworthiness in addition to a strong brand image. These factors are essential to gain donations which, in turn, are essential so survive on the humanitarian aid market. What is more important is that these organizations are serving society with its humanitarian aid and are crucial for a sustainable world. Therefore, this dissertation has a societal development value.

This dissertation will serve society in a way that the conclusion and analysis are transferable, which indicates that the knowledge can be implemented in similar cases, both in for-profit and non-profit organizations.
6.4 Practical implications

The aim of this study has been to explore the importance of brand image and trustworthiness in a non-profit humanitarian organization to fill the gap that previous research has shown. Furthermore, the study has been focused on how the brand image and trustworthiness has been affected by an internal crisis and in turn what characterizes the crisis management in a humanitarian organization.

Previous research on humanitarian organizations has not focused on the brand image in the sense of crisis management and, in turn, the research that has been conducted on crisis management has been in the context of for-profit organizations. Therefore, this dissertation’s contribution to the field will be a model showing the process of an internal crisis occurring in a non-governmental and non-profit humanitarian organization and the effects it has on the brand image and the trustworthiness.

In addition, previous studies have been conducted from either the organization or the customer perspective, unlike this research which includes both perspectives. The contribution of the analysis and conclusion will therefore be of use for both the humanitarian organizations and the public. The organization will achieve a better understanding of how the public perceive its brand image and crisis management. In turn, the public will also gain an insight on how the organizations work with its brand image and crises. That information will add to the organization’s trustworthiness since most of the public is pro openness and frankness.

6.5 Future research

This study has been conducted as a case study of the Swedish Red Cross, from both the organization’s and the public’s perspective. The crises we chose to investigate were all internal crises, although they were different in nature: embezzlements, corruption, and political. Suggestions for future research are:

First, regarding the public’s perspective, a future research could investigate the behavioral aspects of the respondents. To gain a better understanding on how they react towards a crisis in
relation to their donation habits. Second, regarding the organizational perspective, a future research could investigate the crisis communication team, since they are more involved in crisis management. Third, future research can be conducted on another humanitarian organization within the same field, to generate a more generalized knowledge. In addition, crisis communication is essential for a successful crisis management. Fourth and final, future research can also be conducted in another area, since opinions can be affected by the location and environment.
7. References


8. Appendices

8.1 Appendix A: The Red Cross, who are they?

Here are some information about the chosen humanitarian organization; about what they do and what they work towards.

The Red Cross has a unique mission within the Geneva Conventions (the international humanitarian justice). The mission is to help humans that have suffered from war and conflicts; there is no other organization that has that exact same mission. They work towards making the combatants to respect the laws of the war so that the consequences of war decrease (Rehnberg, 2010). The Red Cross works with seven fundamental principles which work as a guidance within their organization all over the world:

- **Humanity**: to prevent and relieve human suffering, to protect life and health but also to protect the respect for human dignity
- **Impartiality**: not to have a distinction between nationality, ethnic affiliation, religion, social position or political opinion.
- **Neutrality**: not to take a stand about politics, ethnic affiliation, religion or ideology; to be neutral to preserve the human trust.
- **Independence**: to be an independent organization, but to help the state within the humanitarian field
- **Voluntary service**: to give voluntarily and selfness, both towards the donor and the receiver.
- **Unity**: there are only allowed to be one unit of the Red Cross or the Red Crescent Movement per country, that unit should be open for everyone and embrace the whole country.
- **Universality**: it is a worldwide organization and all units have the same responsibilities and rights to assist each other (Röda Korset, 2010).
8.2 Appendix B: Interview guide – the Red Cross

This interview will be conducted with one of the contacts from the Swedish Red Cross. It will consist of questions about their operations, brand and crisis management. The interview will be semi-structured since we expect to receive answers that need developing or answers that may give rise to other questions not thought of before the interview. Most of the questions will be open where the respondent can develop and explain their thoughts and answers (Denscombe, 2009). The interview will be recorded for transcribing. In addition to recording the interview, we will take notes describing the manners and actions of the respondent during the interview (Denscombe, 2009; Alvehus, 2003).

Introduction

1. What position do you have in the Red Cross? (Vad har du för position inom Röda Korset?)
2. What does the Red Cross stand for? (Vad står Röda Korset för?)
3. What attracted you to work for the Red Cross? (Vad lockade dig till att arbeta för Röda Korset?)

Motivation: The purpose of these questions is to warm up the respondent; to make them feel comfortable and relaxed. These questions will mostly make the respondent describe their organization and their position in the company. The question here will be more concrete and will not force the respondent to give their own opinion before they are ready.

Brand image and trustworthiness

4. What does the Red Cross’s brand image stand for today? (Vad står Röda Korsets varumärke för idag?)
5. What does the Red Cross want to convey with their brand image? (Vad vill Röda Korset föremda med deras varumärke?)
6. How does the organization work to strengthen your brand image? (Hur arbetar organisationen för att förstärka ert varumärke?)
7. How does the organization measure the value of the brand image since you are a non-profit organization? (Eftersom varumärket är en immateriell tillgång, hur mäter ni då värdet av det?)
8. How was the organization’s brand image affected by the crisis in 2009? (Hur påverkades varumärket av krisen 2009? ex. donationer)

9. …respectively in 2014? (…respektive 2014?)

10. Please describe the relation brand image has to trustworthiness. (var snäll och förklara förhållandet varumärke har till trovärdighet.)

11. How does the organization work to strengthen the trustworthiness? (Hur arbetar organisationen för att förstärka er trovärdighet?)

Motivation: The purpose here is to gain information about how the organization views itself as well as understand how they want to be viewed by the public. Here, we will also mention the crises that have occurred in the organization since they are related to the brand image; although, the crises management will not be mentioned until later. This section will be a base for our inquiry for the public; here it is important we obtain a sufficient amount of information and to get a grasp of the key questions (Denscombe, 2009).

**Crisis Management**

12. Is there any pre-emptive crisis management at the moment? How does it look like? Is it related to any previous crises? (Har ni i nuläget någon krishantering i förebyggande syfte? hur ser den i så fall ut? Är den relaterad till några tidigare kriser?)

13. How have the organization reacted externally (to the public) after a crisis has occurred? (Hur har organisationen reagerat utåt (till allmänheten) efter att en kris har inträffat?)

14. How did the organization manage the crisis in 2009 in relation to your brand image? (Hur hanterade organisationen krisen 2009 i relation till varumärket?)

15. How did the organization manage the crisis in 2014 in relation to your brand image? (Hur hanterade organisationen krisen 2014 i relation till varumärket?)

16. How have the Red Cross developed their crisis management after these crises? (Hur har Röda Korset utvecklat deras krishantering efter dessa kriser?)

Motivation: The purpose of these questions is to gain a better understanding of their crisis management both pre-emptive and reactive. We want to investigate how they took action during and after the crises 2009 and 2014 in relation to their brand image. The questions are open since they require a more elaborate answer than a resolved question.
**Concluding part**

Thank you for participating in this interview. Of course, you have the opportunity to take part in the result so if you want we can send the finale report to you! (Tack för att ni har deltagit i den här intervjun. Ni har självklart möjlighet att ta del av resultatet så om ni önskar kan vi skicka det till er när den är färdig!)

We have saved this section for any follow-up questions that we have not thought of beforehand, thus there are no questions

**Motivation:** The aim of this section is to ensure the respondent that we value their contribution and that we are thankful for their participation. The end of an interview should be conducted in a way to show the respondent that they have said everything they wanted and not only answered our questions (Denscombe, 2009).
8.3 Appendix C: Interview guide - Questioning the public

The questioning to the public will be conducted with participants that are on one hand related to the humanitarian organization and on the other hand do not have any connection to the humanitarian organization. We will look into recognition, emotions, perception (attitude), and experiences among some. The purpose of questioning the public is to examine what their image of the Swedish Red Cross is. In addition, if the recent crises have affected their image of the organization. We will make the public aware of what crises we are pointing at through giving them a short description of them.

Introduction


Motivation: The purpose of the introduction is to inform the participant of the aim of this study and to convince them to participate.

Brand image and trustworthiness

1. Do you know whose brand this is? (Vet du vems varumärke detta är?)

2. What do you know about their brand and organization? (Vad känner du till om deras varumärker och organisation?)

3. Have your view on the Red Cross changed due to the crises? If yes, how? (Har din syn på Röda Korset förändrats efter de senaste skandalerna? I så fall hur?)

4. How do you think their brand image and trustworthiness has been affected by these crises? (Hur tror du att deras varumärke och trovärdighet har påverkats av dessa kriser?)

5. What do you think needs to be done to rebuild their brand image and trustworthiness? (Vad tror du behöver göras för att återuppbrygga deras varumärke och trovärdighet?)

Motivation: The purpose of the questions about their brand image is to evaluate if it has changed since the recent crisis and if, in what way. What do they have for perception of the organization today? The purpose of the questions about trustworthiness is to evaluate if the respondent have trust in their organization today. Have their trust in the organization been affected by the recent crises?

**Crisis management**

6. How have you perceived the Red Cross’s work with the crisis? (Hur har ni uppfattat att Röda Korset har arbetat med krisen?)

7. Do you think they could have managed the crisis differently? (Tycker ni att de kunde hantera det på ett annat sätt?)

Motivation: The reason behind these questions is to generate an understanding of the public’s perception and emotions of the crisis management of the Red Cross. We want to see if the public has noticed that the Red Cross has been trying to build up their brand image and if their efforts have gone through. In addition, a higher credibility will be achieved when a matter is observed in two perspectives; thus the more trustworthy the research is.

**Concluding part**

Motivation: the purpose of the concluding part is to thank the respondent; not to ask if they want to add something.
8.4 Appendix D: Interview with Lasse Lähnn

Date: the 6th of April, 2014. 13.10 – 14.00

Amanda (A): Vår intervju tar ca 45 minuter till 1 timme, det är i alla fall vad de andra har tagit men du kanske har mer att berätta.

Lasse Lähnn (LL): Eller så är jag mer kortfattad, vi får se.

A: Intervjun består av fyra delar. Först en inledande del, sen är det om varumärke och trovärdighet och sen krishantering och sen bara en kort avslutande del. Och vi vill bara börja med att fråga vem du är och vad du har för roll inom organisationen?

LL: Jag är Lasse Lähnn, namnet har ni väl klart, jobbar med krisberedskap och krisledning, det är väl det som står på papper tror jag och hållit på beredskapsverksamheter i 15-17 år kanske någonting sånt… 20 kanske kommer inte ihåg riktigt.

A: Vad innebär Röda Korset för dig?


A: Vad var det som lockade dig till att arbeta här?

LL: Som sagt, det ligger nog mycket i skolning och uppföstran och så. Så det var på nått sätt att man började som frivillig, man var aktiv i föreningen och så blir man erbjuden för att det var någon som skulle lämna så det har jag egentligen aldrig funderat på.

A: Så det var bara naturligt?


A: Vad står varumärket Röda Korset för idag?

LL: För mig eller vad vi står för?

A: Både och.

viktigt att vi är störst, det är mer en ambition för att stråva framåt. Det viktigaste är att vi är
bland dem bättre, det är kaxigt att säga bäst men bland dem bättre.

A: Vad vill ni förmedla med ert varumärke?

LL: Varumärket är en trygghet. Att man ska kunna vända sig till Röda Korset när man behöver
hjälp, när man inte känner sig trygg och även om man vill hjälpa dem som inte känner sig
trygga av olika skäl. Det finns massa formella ord och så i varumärke och plattform finns det
alltid värdeord till höger och vänster. Det säger ju inte så mycket om man inte sätter det i sitt
sammanslag och för mig är det än trygghet. Bara gå ut och titta i väntrerummet och på personer
som ska in på RKC här inne som jobbar med torterade flyktingar. Många av dem har troligtvis
haft kontakt med Röda Korset under deras flykt ifrån otryggheten och nu får dem adekvat
behandling av professionella psykologer och läkare för att få rätt på dem kränkningar som dem
har fått via tortyr. Vi är tillbaka till tryggheten. Man kan nog säg att tryggheten är ett väldigt
starkt…

A: Hur arbetar ni med att förstärka varumärket?

LL: Genom att hela tiden tänka på hur vi skriver, hur vi talar. Mycket är ju skrivna ord idag
med sociala medier, med hemsidor, med utskick, med annonser och liknande. Att vi använder
vissa värdeord som har bestämt att dessa ska vi trumfa igenom och väver in dem i sina teater
och så vidare även när man pratar med människor men det får inte heller bli en rams som man
ska rabbla upp för då tappar det liksom trovärdigheten utan varje person måste känna sig trygg
med det och känna att det är mina ord som ligger i det. Vi gör det med våra face-to-face, som
jobbar ute på staden, och dem som då rekryterar även genom att knacka dörr dem har också
samma metodik dem använder. Man använder logotypen i sin helhet och renhet och man
använder dem ord och dem fraser invävda i det språket man har och då vet man samtidigt att
man är rätt på det och stämmer inte dem med det man gör så kan man börja fundera på då gör
vi kanske inte rätt saker. Så mycket är att, väldigt medvetet och väldigt struktureellt använda ord
helt enkelt.

A: Hur mätter eller värderar ni ert varumärke?

LL: Dels så kan vi ju måta det internt med då kan det bli ganska flummigt för det är ju som att
mäta sig själv. Vissa parametrar kan man se om man får in mer pengar när man samlar in
pengar till exempel. Om man får fler medlemmar, om man får mindre antal påhopp i sociala
medier, mindre dåliga insändare men rent tekniskt så har vi ju ett företag eller vad man ska
kalla det som göra mätningar och jag vet till och med vad dem heter. Novus, heter dem och det
är ett företag som gör mätningar. De går in och tittar på massmedia och jag kan tänka mig att
det är samma tekniker som när man räknar marknadsförstånd av ett företag och sen då intervjuer
och då får man en mätning som jämför den med andra organisationer som dem också mäter på. Då
kan män väldigt tydligt se upp och ner.

A: När vi pratar om kriser som pratar vi om interna kriser. Då är det, hur påverkades ert
varumärke efter krisen 2009 och då är det de här med Johan af Donner.

LL: Ja det var ju en komplex historia som började med att man kom på den här händelsen och
det är ju så att när sådana här händelser drar igång beroende på vad det är så börjar man att roat
i allting annat också. Framförallt i massmedia och framförallt delar av kvällsspecter när man har
rapporterat första händelsen så är den ju slut och då försöker man nyska och spinna på andra
saker, om det är några lik i garderoben. Och då har vi ju en del saker som vi alltid får stå till svars för, att vår generalsekreterare har en hög lön, tycker då tidningarna och att vår ordförande har en hög lön, tycker då tidningarna. Då drar man ju upp det, och det gjorde man här också och det i kombination med att någon hade snott pengar och då blir det en väldigt intressant vinkling i detta. De här lönerna är ju satta av våra medlemmar, man har sagt att vad generalsekreteraren för Röda Korset det menar kompetensmässigt ungefär som att vara riksdagsman, att sitta i riksdagen och därför har då generalsekreteraren det samma som då de tre-fyra hundra som sitter i riksdagen och sen har då ordförande, eftersom det är en arbetande ordförare om det är 60 % eller 70 % av vad den andra har och det man räknar på hur mycket den jobbar och så där. Och det där är inte så lätt att förklara för fru Jönsson som står ideellt och skamlar in pengar i en Röda Kors krets på ett torg som då jobbar gratis och så får hon reda på att en anställd, i hennes ögon, troligtvis mer lön än vad hon någonsin haft på en månad. Och där har vi alltid haft problem och vi måste göra så, ska man få kompetent personal för att leda organisationen så måste man betala lön, den tiden är förbi när man kunde ha folk som jobbar ideellt, rika människor som då kunde jobba med ja wellness som man i princip säger, som man fortfarande har till viss del i till exempel USA har man ju fortfarande, der är ju status att göra lite sådana här picknick partyn och liknande. Den här krisen gjorde ju så att vi förförande på andra parter. Den summan som man stäl från oss, ett par miljoner, den fick vi ju tillbaka via försäkringar så det var ju ingenting i det och det var det absolut minsta i sammanhanget. Nu har jag inte siffran och jag vet inte om ni har fått några siffror från de andra men för jag har inte dem fullständigt klara men det kan ni google men det rör sig om tiondelsmedlemmat som lämnade. Det var antal miljoner kronor i intäkter i insamlingar och liknande. Det var många av våra månadsgivare som sa upp sin månadsdel och vi tappade utöver… vi har ju medlemmar, dem flesta medlemmar är ju inte aktiva, de betalar för att stötta och sen har vi frivilliga, det är dem som arbetar praktiskt, en hel del slutade ju där också för att dem var så besvikna, för att dem inte orkade ta spott och inte som man fick ute på staden och det gjorde ju i princip att vi halverade nästan personalkåren, alltså de anställda, ungefär halften blev uppsagda för att det fanns inga pengar för att betala lönerna helt enkelt. Eller jo, det fanns väl pengar till att betala lönerna men man ska ha en viss stock av medel för att kunna ha ett visst antal människor anställda och det tog så mycket på kapitalet så det gick inte. Så vi fick börja om i princip ny kula och bygga upp det igen. Så det var en väldigt stor ”impact” på det.

A: Har ni känt av någonting från de i mars när Sida halverade sitt stöd? Har det blivit några konsekvenser av det?


A: Men ändå i rubriken löd det ju att det var ett halverat stöd till Röda Korset.


A: Hur ser förhållandet ut mellan ert varumärke och er trovärdighet? Hur viktigt är det med trovärdighet för ert varumärke?


A: Och hur jobbar nu då för att förstärka ert varumärke, för att behålla trovärdigheten?


A: Har ni i nuläget någon krishantering i förebyggande syfte?


A: Hur har ni reagerat utåt till allmänheten efter krisen 2009?

men folk glömmer, gudskelov. Samtidigt så hade vi en vaccinationsinsats som var något år efter, massvaccinationen, med viruset. Då frågade staten oss om vi kunde hjälpa till på vårcentral och liknande för det var så mycket folk som skulle genom och vara värdar liksom och hjälpa folk tillrätta och det gjorde vi ju och det var fler som gjorde det, pensionärsorganisationer och allt möjligt som var ute och hjälpte till. Men vi var ute med en tre och ett halvt tusen frivilliga ungefär under två månader och då hade våra västare på oss och var synliga och då var det väldigt hands on, här står en person från Röda Korset och håller mig i handen medans jag får en spruta i axeln som jag egentligen är livrädd för. Och det fick vi väldigt mycket positivt för, att vi var ute och att vi syntes och att vi inte gick undan utan… så där hade vi tur på det viset. Det var till vår fördel. Men mycket är en ganska långsiktig strategi. Det är en klyscha, det gör oehört fort att bli av med det men det inte lång tid att bygga upp och det har vi ju sett.

A: Har ni agerat på ett speciellt sätt med Sida?

LL: Nej, men nu är jag inte riktigt rätt person att svara där eftersom jag blev så aktiverad av den här händelsen i Falun direkt efter så satt så stabsledare där i ett par dygn.

A: Men om vi tar den istället då? Hur agerade ni där?


A: Nu är det sista frågan. Hur har ni utvecklat en krishanteringsplan nu i efterhand, efter de här kriserna, och har ni gjort det?

LL: Ja det har vi gjort i allra högsta grad. Vi har haft en krisledningsorganisation i femton år. Från början var vi en massa olika distrikt. 24 distrikt i landet och var och en hade sin sen år 2000 blev vi 10 regioner istället och var och en hade sin i dem 10 distrikten och sen ett antal är tillbaka så är dem också väck och nu är vi tre kontor i Sverige och det var efter den här Johan
Amanda & Lisa

24/4-2014

tjohejsan när allting bröt ihop. Så nu har vi en organisation som gäller för alla oberoende på
om man nu sätter den i Malmö, Stockholm eller Göteborg där vi har kontor för den är flexibel
och vi har alltså som jag berättade en stabsadministratör och en stabsledare, fyra av var sort.
Man har alltså fyra team som kan växla om och vi har fyra TIB. Så TIBen är aldrig inne i
stabsorganisationen för den ska ju vara löst och ledig och ta emot fler saker som händer utifrån.
Det kan ju händer än en händelse samtidigt eller att händelsen ändrar karaktär och då måste
TIBen står utanför så att den inte är inbäddad i alla problem. Sen har vi ett dataverktyg, ett
stabsverktyg, som heter crisis commander, det finns en massa olika sådana men det är bara IT
för att göra det lättare och att få slippa, komma ifran lite papper och penna och sådana saker.
Vi övade två gånger om året, olika stabsövningar. Jag ansvarar för att det fungerar hela tiden.
TIBarna för sig och stabsledarna och administratörerna för sig och utöver det träffas någon dag
om året så att man inte har glömt hur saker fungerar och det är inte vart är vi behöver gå i
stabsläge men nu har vi gjort det två gånger under en kort tid och det är väl så att vi sticker ut
hakan mycket hårdare nu. Vi är aggressivare att skydda dem mänskliga värdena. Vi tar helt
enkelt strid mot högerkrafter och vänsterkrafter var dem nu kommer ifran och då får man på
truten helt enkelt. Sticker man ut hakan så får man ta smällen så därför måste vi vara mer på
tärna att ha en snabb organisation som kommer att agera både på hot och på svängningar. För
det svänger oerhört snabbt till exempel på den sociala median och en händelse kan på bara 12
timmar skapa en folkstorm och vi har ju personer som sitter på kommunikationen som har som
uppgift att sitta och spana. Sitter på dem sociala medier och tittar och läser och skriver
givetvis. Vi har ju en aktiv Twitter och en aktiv Facebook mot Röda Korset, sitter och bevakar
vad som kommer och vilka trender som ligger och går runt och tittar på dem mörka sidorna och
så. Det måste man ha idag tyvärr. Så vår beredskap är väl på det viset att vi har en
omvärldsbevakning varje timme i princip eller inte varje timme, under kontorstid. När jag är i
TIB så sitter jag inte och tittar på CNN hela nätterna men vi har bättre koll.

A: Har ni någon intern koll eftersom det som hände med Johan af Donner var internt.

LL: Ja, eftersom vi har ett 90-konto på insamlingssidan så har vi ju en statlig revision och
kontroll men det är på dem insamlade medlen sen har vi ju en revisionsfirma som internt
kontrollerar oss hela tiden. En stor erkänd, noterad som helt enkelt ser till det för det är ju ingen
skillnad på oss och på ett vanligt företag ur ekonomisynpunkt. Vi är ett antal anställda och vi
har ett antal miljoner som rullar runt i månaden och vi samlar in en 150 miljoner utöver det som
ligger i budget så den biten kontrolleras av revisorer och så.

A: Ibland kan det vara att det tar hårdare på er om det skulle komma fram att något inte
stämmer.

LL: Ja, det tar hårdare på oss och vi kan inte heller vara rimliga i vårt ekonomiska tänk om man
säger så. Man kan inte vara kreativ precis utan man får vara väldigt by-the-book för det kan inte
finnas en chans. Men vi har journalister som varje dag kollar oss, vad är det för medel som har
kommit in, det är ju inte offentliga handlingar för vi är ingen myndighet men vi har en öppen
redovisning. Vi mörkar ingenting utan vi presenterar våra årsbokslut offentligt och så vidare
och då måste man vara säker på foten och det är det vi har lärt oss de sista åren att, det går
inte att mörka någonting. Det kommer fram med dunder och brak.

A: Vi tacka för att du tog dig tid till denna intervjuen. Om du vill ta del av våra resultat så kan
vi skicka dem till dig när de är färdigställda.

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LL: Ja de kan göra.
8.5 Appendix E: Interview with the public
(Outside a Red Cross store)

Respondent 6:

1. Röda Korset

2. Dem är väldigt duktiga på att hjälpa människor i nöd men jag känner också till att det har varit mycket oegentligheter inom Röda Korset, det är ju brott ju kan man säga och det är ju tråkigt för det är dålig badwill för Röda Korset men det är ju något år sen nu så det kommer väl att lägga sig kan man tänka.

3. Just då med den här mannen som tillskansa sig så mycket kapital då sjönk förtroende får jag säg men sen så ser man ju att det var ju ett verkligt brott som han har begått och som han är dömd för så sen får man kanske få tänka om och att dem som jobbar kvar gör allt för att det ska bli bra igen.

4. För varje gång det uppdagas oegentligheter så sjunker ju varumärket under en tid i alla fall.


6. Nej, det har jag ingen uppfattning om.

7. Nej det kan jag inte heller uttala mig om.

(In the central area of Kristianstad)

Respondent 29:


2. Ja, de verkar över hela världen.


4. Jag tror att det har skadat ganska illa faktiskt.

5. De får nog visa att de sköter sig.

6. Jag tycker att det, det är som de allra flesta, de försöker sopa det under mattan så länge det går.

7. Ja ge fan i att förskingra pengar, ja de skulle naturligtvis erkänt direkt och satt in nya på de platserna.
8.6 Appendix F: Meaning condensation: the organizational perspective

The questions are stated in the interview guide. However, since it is a semi-structured interview some questions will be categorized as sub-questions and are asked to make the respondent to further motivate their answers. We omitted the introduction questions since they did not generate any relevant information for this analysis. The statements are written from the organizations perspective; we, in this case refers to the respondents from the Red Cross.

Q1: What does the Red Cross stand for?

Anders Sjöstrand (AS):

- More than just a brand
- Symbol of protection in war and conflicts
- Promises security and assurance

Peter Hodgson (PH):

- A war organization
- The ideas of the Red Cross are politically and religiously neutral
- Puts the most in need in focus

Lasse Lähnn (LL):

- Values are extremely important
- Equal rights and values
- Humanity

Q2: What does the Red Cross’s brand image stand for today?

AS:

- New brand promise: “nobody is left alone in a catastrophe”
- Guarantee that you can feel safe and welcome

PH:
• Hard to get a clear idea of the organization
• Cross symbol leads to misunderstanding of a religious organization
• In Sweden, hospital organization
• Not obvious they are a war organization
• Collecting money, knitting and sewing, visiting the elderly
• First aid activities

LL:

• Protection for people who are vulnerable in all situations
• Brand platform; to be the largest preparedness organization, the largest humanitarian network etc.
• Ambition to strive forward

Q3: What does the Red Cross want to convey with their brand image?

AS:

• The Red Cross flag: you can receive help here
• Help people to gain control of their lives
• A place to turn to when in need of help, advice or support
• Hope and respect as a base

PH:

• That they are there for the most vulnerable people
• The Red Cross exits as a voice, as a partner that gives hope or a silver lining to the day.
• Try to be in the most vulnerable areas

LL:

• The brand is a security
• Turn to the Red Cross when in need of help and does not feel secure; also when you want to help those in need.
Q4: How does the organization work to strengthen the brand image?

AS:

- In media terms: big campaigns on television and newspapers
- Planned fundraisers each year for catastrophes around the world
- New part of brand image: work with simple statements
- Have volunteers on events: concerts, galas and sports events
- To be in the areas where things happen

PH:

- Marketing information
- Social media: Facebook, Twitter
- Working on website
- A policy about appearing on debates on television
- Fundraising campaigns
- People trained to present the Red Cross to canvass monthly donators; build an ambassador course
- On a municipal level: meet politicians, officials and other organizations

LL:

- Always think about how we write and speak in social media, websites, mails and ads
- The use of value words
- Each person representing the Red Cross needs to be comfortable when speaking about the Red Cross to ensure the trustworthiness
- Face-to-facers that works in the downtown areas
- Use words consciously and structurally

Q5: How does the organization measure the value of the brand image since you are a non-profit organization?
AS:

- The logotype, the red cross, will never be loaned to anyone or any organization
- Special emblem group checks companies and products to see if anyone is using the red cross without license

PH:

- FN investigation shows the Red Cross logo always in top 3 in recognition
- Refugees get to know first handed what the logo means to them
- Rehabilitation centers for tortured and those wounded at war; not easy to convey for those who have not been in those situations

LL:

- Measure internally: blurry since it is like measuring oneself
- Parameters: higher donations, more members, less attacks on social media, less negative letters
- Another company does the technical measurements: Novus
- Same as measuring market value in any other company, look into the mass media

Q6: How was the organization’s brand image affected by the crisis in 2009?

AS:

- Criminal action committed by him and his companions; the public did not see it that way
- The volunteers suffered more than the officials
- Not only Johan af Donner; started to question the commission for the chairman (Bengt Westerberg), the salary for the secretary-general (Christer Zettergren)
- The whole industry got affected → lowered trustworthiness → harder to get donations
- Detected by a coworker not an auditor
- Internal whistle-blowing function
- The secretary-general did not take immediate action → the situation escalated → could not handle the pressure from media
- The secretary-general and chairman did not reach out to media quick enough to say that the matter was reported to the police
- The top management needed to be more proactive

PH:

- Crisis of trust
- Affected all organizations that collect donations
- People got suspicious
- Internal system to detect problem with financials did not work
- Real damage; constantly in media
- Media reports were well balanced: “could happen to any organization”
- Copious amount of comments by network trolls
- Affected by the embezzlement, affected by the trolls → lost a lot of members
- What did not affect the public’s view of the Red Cross: he was caught, arrested and sentenced. The insurance gave back a bigger part of the money. He had to pay for damages → basically a profit for the Red Cross
- Needed to reduce the personnel
- Build up new organization and brand: dramatically different, more modern

LL:

- Started to spin and unravel other things
- Too high of a salary to the secretary-general, too high of a salary to the chairman, combined with someone that took money
- The salaries are determined by our members
- The secretary-general; competences equal to a member in the Swedish parliament → salary equal to the 300-400 members in the parliament
- Working chairman’s salary is 60-70 % of secretary-general’s salary
- Need to pay to get competent personnel; not easy to explain to volunteers
- The amount of money was repaid by the insurance
• Lost tens of thousands of members
• A couple of millions loss in revenues from donations
• A lot of monthly donators ended their monthly subscription
• A lot of volunteers quit because of disappointment and tire of being scorned by the public
• Halved the number of employees: certain stock of resources to have a certain amount of employees; the crisis took too much of the capital
• Started from scratch to build up again

Q7: In the end of March, and the beginning of April, Sida revealed that they halved their financial aid to the organization. Did it affect you in any way?

AS:

• Affected operationally
• Cut subsidy to the federation; corruption case in different national associations, not attended to; money not been narrated
• Rightful criticism towards the federation about economic governance
• Some planned operations gets canceled \( \Rightarrow \) affects third person all over the world
• Corrupt countries mirrors in that countries Red Cross
• Federation need higher requirements
• Did not affect the trustworthiness in Sweden
• People need to be familiar with relief aid to question the matter

PH:

• Not the same attention in media
• The book has helped in the situation with Johan af Donner
• Not mentioned by the volunteers
• Better prepared since the other incident
• Affected the possibility to work internationally

LL:
- Had a mass media plan; managed and prepared but nothing happened
- A couple of colleagues around the world needs to return home; federations money that pays for their assignment abroad
- No change in trust
- The international part; 15 or 30 thousand out of 240 million that has not been narrated
- Right after an interesting incident happened in Falun:
  - Shows how things can happen fast and different
  - Social media retorted from the right faction
  - Got called “opinion fascist”
  - Never any protection against something you do not know about

Q8: Please describe the relation brand image has to trustworthiness.

AS:

- Extremely important
- Improved our trustworthiness from the bottom levels (since incident in 2009) to higher than it ever was before 2009
- Measuring in the communications department
- Monthly donators: a new feature. Went from 200-300 a month to 10 000 a quarter.
- The brand image is not that damaged anymore

PH:

- Improved considerably last years
- Measuring service: stronger not only for us but for the whole industry
- Public interest to contribute financially has increased
- Means that we have kept doing good things → operations are working fine
- My volunteers seldom hear criticism about the Red Cross anymore
- An operation that is demanded by patients and politicians

LL:

- Brand image is part protection symbol
- Use the protection symbol with our name
- Protection symbol is protected in constitutional law
- Brand image is what we stand for, what we do and with whom
- Riding on the protection symbol for recognition
- Brand survey each year for the most recognizable: the Red Cross in the top with McDonalds and Shell amongst other
- You do not seek help if you do not believe that we will deliver

**Q8.1: You mentioned something about a measuring service for trustworthiness.**

**PH:**

- Measures different brand image in companies, agencies and volunteer organizations
- Able to see trends and compare
- A way to calm our volunteers and partners

**Q9: How does the organization work to strengthen the trustworthiness?**

**PH:**

- Modern marketing; more modern channels: social media
- Municipal websites → changed computer server → fewer updates: this can be improved
- First aid apps
- Not just collecting money but showing what we do
- Face-to-facers; easier to recruit if people can discuss it first

**LL:**

- Taking action in incidents like in Falun
- If something is not right with the economical books → report immediately
- Whistle-blower function: report to your nearest director.
- Contact a company outside the organization if something is amiss
- Right to report anonymously
Q10: Is there any pre-emptive crisis management at the moment? How does it look like? Is it related to any previous crises?

AS:

- Every unit has one in charge of security
- We belong to crises and preparedness

PH:

- Release information in proper pace.
- Transmit the information to my volunteers
- Feedback from the volunteers to channelize back to the organization

LL:

- Abandoned weeks ago
- TIB-function; “tjänstemän i beredskap” (officials in preparedness)
- Separate number; around the clock
- TIB’s role to evaluate the calls; only work with people. Right to take action if secretary-general is not contactable
- Crisis commander organization: staff director and staff administrator. No executives in the crisis commander organization.
- Advisers have the knowledge and an executive should lead
- Should be able to take action without everything else falling apart

Q11: How have the organization reacted externally (to the public) after a crisis has occurred?

AS:

- Media strategy: media was handled by the press on duty and secretary of the press
- Brought up the chairman’s commission and the secretary-general’s salary
Many question if the chairman needed the commission since he had pension from the parliament

Two different budgets; donations and salaries

Not everybody reads the annual report, which states where the money goes

PH:

Were ten regions; each region worked as an individual unit. Started to become nationalized

Unified information delivered constantly

Used consultants (specialists) to help express ourselves and give a good presentation

LL:

Consultants help us with work with brand image

Worked with information to the volunteers

Let the time do its work; time is important

If lucky public’s focus to some other incident

At the same time, mass vaccination → very hands on → positive to be seen outside

Strategy in the long run

Q12: How did the organization manage the crisis in 2014 in relation to your brand image?

AS:

International department needed to rethink their operations

Capital reserve that can be used

Ask our constituencies to send in more money

PH:

Not a big interest

We got new updates on which key points to pass on to the volunteers

Latest information is very important

Correct information from our crisis commander team
Q 12.1: If we take that incident instead, how did you act there?

LL:

- Acted immediately
- Helped the constituency in the decision to let the lady go
- We did what we were supposed to but there were powers against us
- Election time = political powers
- Needed to fight the internet trolls; spammed our website
- Many people read those and form judgment without personal experience

Q13: How has the Red Cross developed their crisis management after these crises?

AS:

- No policy but a thought of what if it happens again
- Chairman need a more active role, refute arguments, emphasize what actually happened, give a clear picture to the public
- A clear communication plan in the communication department
- The management knows their position and have the possibility to open up for quick meetings
- An easier and faster way to work

PH:

- A crisis team function
- TIB-team; around the clock
- Preparedness thinking
• Prioritize what is important

LL:

• Had a crisis command organization for 15 years
• 24 districts → 10 regions → now, 3 headquarters in Sweden
• Organization that is flexible and independent
• We have a staff administrator and a staff director; four teams to take turns.
• TIB is never in staff organization; need to be available to receive information about new incidents
• Computer tool, staff tool, called crisis commander; less paper and pen work
• Staff exercises twice a year
• More aggressive to protect the human values
• Faster organization to act on both threats and turbulence
• External environment monitoring

Q13.1: Do you have any internal checks since the incident with Johan af Donner?

LL:

• 90-account on the collected money → government auditing from a large and acknowledged audit office
• Nothing different from a normal company from an economical perspective
• Cannot be creative; very by-the-book
• Open narrative; do not hide anything
• Annual financial statement is open to public
8.7 Appendix G: Meaning condensation: the public perspective

The questions are stated in the interview guide and it is a close-ended interview. Some of the questions were cut out from the interview due to the fact that the respondent did not have any knowledge about the crises.

1. Do you know whose brand this is?
   - Red Cross (44)

2. What do you know about their brand and organization?
   - aid organization (9)
   - second hand (9)
   - worldwide (7)
   - helps with water, food and gifts at disasters, wars and emergencies (6)
   - help people in need (6)
   - not much (4)
   - volunteers (3)
   - helps poor people in developing countries (2)
   - founded in Switzerland (2)
   - the Red Crescent within Muslim countries (2)
   - fundraising (2)
   - international aid organization (2)
   - residual money goes to poor countries (2)
   - drink coffee (2)
   - sometimes shop clothes (2)
   - helps children in different countries
   - irregularity
   - the funds goes to people in need
   - nursing education
   - URK
   - Charity
• headquarter in Genève
• saving lives
• aid organization for children
• 8-90 position
• helping countries who needs it
• establish schools
• are also operating in Sweden
• nursing program
• nothing
• nursing

3. Have your view on the Red Cross changed due to the crises?

Not affected (19)

• no reason (4)
• cannot judge a whole organization for one single persons actions (2)
• embezzled, but still doing a good work
• does money go to the right cause?
• know they help poor people
• but still unpleasant
• chose Red Cross when donating gifts since they will come and fetch the clothes
• insight in the organization needed, became more distrustful
• when you work with a lot of staff they are not always 100% with you
• everyone can make mistakes
• still good trust in them
• those who work voluntarily are good – there are always those in the top
• well-known organization –still doing a good work
• so much positive anyway, not typical for the Red Cross – happens everywhere
• moved from Sweden in 2009 – still have a strong trust for the organization
Affected in negative a way (18)

- directly after the crisis (4)
- I do not donate to the Red Cross anymore (3)
- canceled my membership (2)
- lost trust in them (2)
- does the money go to the right cause (2)
- the single person who is the villain – not the organization (2)
- honesty is 100%
- it was an actual crime
- come here to drink coffee
- more conscious when donating to non-profit aid agencies
- do not like that they embezzles money
- scandals within an aid organization is never good
- gets suspicious
- the Red Cross is an organization you can trust – still you have doubt
- depends on how severe it was
- not good when the money goes to the wrong cause – rich instead of the poor

Do not know (2)

4. How do you think their brand image and trustworthiness have been affected by these crises?

Yes in a negative way (28)

- lost trust in them (8)
- directly afterwards (5)
- irregularity is bad for you reputation (2)
- what is done is done
- it will haunt them
- because he was in the top within the organization
• but people still know they do good
• it is enough if one person is bad
• pretty bad
• a lot of talking about it
• it have not been better
• affects other aid organizations in a negative way as well

No (6)
• it was one single person who embezzled the money (2)
• it was a strong brand originally
• there are not corruption within the whole organization
• if it has been enlarged in social media like Facebook and Twitter – quick to judge and not critical of sources
• not overall
• people still shop in their stores – it is cheap

Perhaps (5)
• no religious ties
• do not know
• depends on who you are asking

Do not know (1)

5. What do you think needs to be done to rebuild their brand image and trustworthiness?
• Show/prove where the money goes – that they goes to the right cause (5)
• keep up their good work (5)
• make the common man aware of what they do in the world (3)
• display and talk more about their organization (3)
• will be a tough task (3)
• do not care about them anymore, show what they do (3)
• The money should go to the poor ones, not as salary to the “höga gubbarna” (the ones in the top of the organization) (2)
• replace the management (2)
• show that they are behaving (2)
• openness
• frankness
• fundraising - have a bad reputation now
• more members and coworkers
• more volunteering
• do not know
• insight in the organization needed
• prove the new one in his position is honest
• act in a trustworthy way
• be serious
• stop putting money on publicity and advertisements
• show for a long-term reliability/trustworthiness
• they could have uttered more about the first crisis
• it is an aid organization – those who wants to help are good people
• the people within the organization needs to make amends
• avoid future crises
• fire him
• control those who tries to line one’s own pockets
• but if they want to have qualified coworkers they need to pay them accordingly – you cannot expect everyone to work voluntarily
• do not know
• takes time

6. How have you perceived the Red Cross’s work with the crises?
• Nothing or have not noticed (31)
• openness and frankness (2)
• have to act
• there are probably people who wants to work voluntary
• put the lid on but act accordingly
• they have apologized but it did not have any results
• they are quiet about it
• some have been forced to quit
• do not trust everything within the newspaper
• they tried to sweep it under the table
• have not thought about it
• do not see it as a crisis
• not so conversant
• have not noticed the crises.

7. Do you think they could have managed the crises differently?
• to narrate the event – what did happened and why (6)
• do not know (6)
• apologize (4)
• make the common man aware of what they do in the world (3)
• mention more about it (3)
• do not embezzle money, admitted it, replaced the management (3)
• fired him (2)
• they should not have those people inside the organization
• more supervision of the managers
• openness and apologize for his misbehaving
• reveal where the funds goes
• make sure it will not happen again
• that he would be put on trial according to current law.
• do not know how they have acted after the crisis
• show how the organization is build
• no difference
• will be a tough task
• they are a very good worldwide organization which works for a good cause – media enlarges the events
• more controls
• the more attention the more wrong it goes
• we need to think – one single person is not the whole organization
• work hard to rebuild its trust for the common man and members
• focus on the next target – do not entrench in the crises
• make it right
• hire more trustworthy coworkers managing the money
• prove they are behaving nowadays – regain the lost trust
8.8 Appendix H: Meaning categorization: the organizational perspective

1. Brand image and trustworthiness:

Security and protection

- Symbol of protection in war and conflicts
- Promises security and assurance
- Guarantee that you can feel safe and welcome
- Protection to people who are vulnerable in all situations
- New brand promise: “nobody is left alone in a catastrophe”
- Try to be in the most vulnerable areas
- The brand is a security
- Turn to the Red Cross when in need of help and does not feel secure; also when you want to help those in need
- A war organization

Support

- The Red Cross flag; you can receive help here
- Help people to gain control of their lives
- A place to turn to when in need of help, advice or support
- That they are there for the most vulnerable people
- The Red Cross exist as a voice, as a partner that gives hope or a silver lining to the day
- First aid activities

Values

- Equal rights and values
- Values are extremely important
- Humanity
- Hope and respect as a base
- Puts the most in need in focus
• Politically and religiously neutral

2. Brand image and trustworthiness affected by the crisis in 2009:

Escalating effects

• Not only Johan af Donner; started to question the commission for the Chairman (Bengt Westerberg) and the salary for the General Secretary (Christer Zettergren)
• The whole industry got affected → lowered trustworthiness → harder to get donations
• The General Secretary did not take immediate action → the situation escalated → could not handle the pressure from media
• Affected all organizations that collect donations
• Started to spin and unravel other things
• Too high of a salary to the General Secretary, too of a salary to the chairman, combined with someone that took money

Embezzlement incident

• Crisis of trust
• Copious amounts of network trolls
• People got suspicious
• Detected by a coworker, not an auditor
• The General Secretary and chairman did not reach out to the media quick enough to say that the matter was reported to the police
• The top management needed to be proactive

Internal functions

• Internal whistle-blowing function
• Internal system to detect problems with financials did not work
• Build up new organization and brand, dramatically different and more modern
• Started from scratch to build up again

Miscommunications
• Criminal actions committed by him and his companions; the public did not see it that way
• What did not affect the public’s view of the Red Cross: he was caught, arrested and sentenced. The insurance gave back a bigger part of the money. He had to pay for damages \( \rightarrow \) basically a profit for the Red Cross
• The amount of money was repaid by the insurance
• The salaries are determined by our members
• The General Secretary’s competences are equal to a member in the Swedish parliament
  \( \rightarrow \) salary equal to the 300-400 members in the parliament
• Working chairman’s salary is 60-70 % of General Secretary’s salary
• Need to pay to get competent personnel; not easy to explain to volunteers
• Two different budgets; donations and salaries
• Not everybody reads the annual report, which states where the money goes

Actual loss

• The volunteers suffered more than the officials
• Affected by the embezzlement, affected by the trolls \( \rightarrow \) lost a lot of members
• Needed to reduce the personnel
• Lost tens of thousands of members
• A couple of millions loss in revenues from donations
• A lot of monthly donators ended their monthly subscription
• A lot of volunteers quit because of disappointment and tired of being scorned by the public
• Halved the number of employees, certain stock of resources to have a certain amount of employees; the crisis took much of the capital

3. Brand image and trustworthiness affected by the crisis with Sida in 2014:

Actual effects

• Affected operationally
• Federation need higher requirements
• Did not affect the trustworthiness in Sweden
• Affected the possibility to work internationally
• No change in trust

Suspicion of corruption:

• Cut subsidy to the federation; corruption case in different national associations, not attended to; money not being narrated
• Rightful criticism about economic governance
• Better prepared since the other incidence in 2009
• The international part, 15 or 30 thousand out of 240 million that has not been narrated
• A couple of colleagues around the world need to return home; federations money that pays for their assignment abroad got cut

Side effects

• Some planned operations gets cancelled \(\rightarrow\) affects third person all over the world
• Corrupt country reflects corrupt Red Cross

Expected effects

• Not the same attention in media
• Not mentioned by the volunteers
• Had a mass media plan, managed and prepared, but nothing happened

4. Trustworthiness in relation to brand image

Comeback

• Improved our trustworthiness from bottom level (since the incident in 2009) to higher than it ever was in 2009
• The brand image is not that damaged anymore
• Improved considerably last year
• Volunteers seldom hear criticism about the Red Cross anymore
• Monthly donators, a new feature. Went from 200-300 a month to 10 000 a quarter
• Public interest to contribute financially has increased
• Means that we have kept doing good things → operations are working fine

Symbol and beliefs

• Brand image is part protection symbol, the red cross
• Uses the protection symbol with our name
• Protection symbol is protected in constitutional law
• Brand image is what we stand for, what we do and with whom
• Riding on the protection symbol for recognition
• You do not seek help if you do not believe that we will deliver

Measure trustworthiness

• Measuring trustworthiness is in the communications department
• Measuring service shows that trustworthiness is strong not only for us but for the whole industry
• Brand survey each year for the most recognizable; the Red Cross in the top with McDonald's and Shell amongst some
• Measuring service, Novus: measures different brand image in companies, agencies and volunteer organizations, able to see trends and compare, and a way to calm our volunteers and partners

Ways of strengthening trustworthiness

• Modern marketing; more modern channels: social media
• First aid apps
• Not just collecting money but showing what we do
• Face-to-facers; easier to recruit if people can discuss it first
• Taking action in incidents like in Falun
• If something is not right with the economical books → report immediately
• Whistle-blowing function: report to your nearest director.
• Contact a company outside the organization if something is amiss
• Right to report anonymously

5. Crisis management

Pre-emptive

• TIB-function; “tjänstemän i beredskap”, officials in preparedness, separate number around the clock
• TIB’s role to evaluate the calls; only work with people. Right to take action if the General Secretary is not reachable
• Crisis commander organization consists of staff director and staff administrator. No executives in the crisis commander organization
• When a crisis occurs: advisers have the knowledge and the executives should lead and distribute work
• The organization should be able to take action without everything else falling apart

Media’s action in 2009

• Brought up the chairman’s commission and the General Secretary’s salary
• Many question if the chairman needed the commission since he had pension from the parliament

External factors (2009)

• If lucky, public’s focus to some other incident
• At the same time, mass vaccination → very hands on → positive to be seen outside
• Let the time do its work; time is important

Reactive management (2009)

• Media strategy: media was handled by the press on duty and secretary of the press
• The organization consisted of ten regions; each region worked as an individual unit. Started to become nationalized
• Unified information delivered constantly
• Used consultants (specialists) to help express ourselves and give a good presentation
• Consultants helped us with work with brand image
• Worked with information to the volunteers
• Strategy in the long run

Reactive management (2014)

• International department needed to rethink their operations
• Capital reserve that can be used
• Ask our constituencies to send in more money
• We got new updates on which key points to pass on to the volunteers
• Latest information is very important
• Correct information from our crisis commander team
• Acted immediately
• Tell the international federation to present the accounts

External factors (2014)

• I (Lasse) got activated by the incident in Falun
• Not a big interest of the crisis over all

Reactive management in Falun (2014)

• Acted immediately
• Helped the constituency in the decision to let the lady go
• We did what we were supposed to but there were powers against us
• Needed to fight the internet trolls; spammed our website. Many people read those and form judgment without personal experience

External factors (Falun, 2014)

• Election time = political powers

Elaborated crisis management
• No policy but a thought of what if it happens again
• Chairman need a more active role, refute arguments, emphasize what actually happened, give a clear picture to the public
• A clear communication plan in the communication department
• The management knows their position and have the possibility to open up for quick meetings
• An easier and faster way to work
• A crisis team function
• TIB-team; around the clock
• Preparedness thinking
• Prioritize what is important
• Had a crisis command organization for 15 years
• 24 districts → 10 regions → now, 3 headquarters in Sweden. Organization that is flexible and independent
• We have a staff administrator and a staff director; four teams to take turns.
• TIB is never in staff organization; need to be available to receive information about new incidents
• Computer tool, staff tool, called crisis commander; less paper and pen work
• Staff exercises twice a year
• External environment monitoring

Elaborate internal control after the crisis in 2009

• 90-account on the collected money → government auditing from a large and acknowledged audit office
• Nothing different from a normal company from an economical perspective
• Cannot be creative; very by-the-book
• Open narrative; do not hide anything
• Annual financial statement is open to public
8.9 Appendix I: Meaning categorization: the public perspective

When transcribing and categorizing the interviews, each respondent can have more than one answer to a question, thus, there may be more key points than respondents.

1. Recognition and association

Worldwide

- worldwide (7)
- founded in Switzerland (2)
- the Red Crescent in Muslim countries
- headquarter in Geneva
- also operating in Sweden

Aid organization

- aid organization (9)
- volunteers (3)
- fundraising (2)
- international aid organization (2)
- nursing education
- URK
- charity
- aid organization for children
- nursing program

“Kupan” – Red Cross store

- second hand (9)
- drink coffee (2)
- sometimes shop clothes (2)

Helps people in need

- helps with water foods and gifts at disasters wars and emergencies (6)
- help people in need (6)
• helps poor people in developing countries (2)
• residual money goes to poor countries
• helps children in different countries
• the funds goes to people in need
• saving lives
• helps countries who needs it
• establish schools
• nursing

Trust

• irregularity
• 8-90 position (90-account)

No knowledge

• not much (4)
• nothing

2. Brand image and trustworthiness

Affected in a negative way

• directly after the crisis (9)
• I do not donate to the Red Cross anymore (3)
• canceled my membership (2)
• lost trust in them (2)
• does the money go to the right cause (2)
• the single person who is the villain –not the organization (2)
• irregularity is bad for you reputation (2)
• honesty is 100%
• it was an actual crime
• come here to drink coffee
- more conscious when donating to non-profit aid agencies
- do not like that they embezzles money
- scandals within an aid organization is never good
- gets suspicious
- the Red Cross is an organization you can trust – still you have doubt
- depends on how severe it was
- not good when the money goes to the wrong cause – rich instead of the poor
- what is done is done
- it will haunt them
- because he was in the top within the organization
- but people still know they do good
- it is enough if one person is bad
- pretty bad
- a lot of talking about it
- it have not been better
- affects other aid organizations in a negative way as well

Not affected

- no reason (4)
- cannot judge a whole organization for one single persons actions (2)
- Embezzled, but still doing a good work
- does money go to the right cause?
- know they help poor people
- but still unpleasant
- chose Red Cross when donating gifts since they will come and fetch the clothes
- insight in the organization needed, became more distrustful
- when you work with a lot of staff they are not always 100% with you
- everyone can make mistakes
- still good trust in them
• those who work voluntarily are good – there are always those in the top
• well-known organization – still doing a good work
• so much positive anyway, not typical for the Red Cross – happens everywhere
• moved from Sweden in 2009 – still have a strong trust for the organization
• it was a strong brand originally
• there are not corruption within the whole organization
• if it has been enlarged in social media like Facebook and Twitter – quick to judge and not critical of sources
• not over all
• people still shop in their stores – it is cheap

Others

• Do not know (4)
• no religious ties
• depends on who you are asking

3. Rebuilding brand and trust

Internal changes

• keep up their good work (5)
• display and talk more about their organization (3)
• The money should go to the poor ones, not as salary to the “höga gubbarna” (top management team) (2)
• replace the management (2)
• more members and coworkers
• more volunteering
• insight in the organization needed
• be serious
• stop putting money on publicity and advertisements
• show for a long-term reliability/trustworthiness
• the people within the organization needs to make amends
• avoid future crises
• fire him
• control those who tries to line one’s own pockets
• if they want to have qualified coworkers they need to pay them accordingly – you cannot expect everyone to work voluntarily

Actions towards the public

• Show/prove where the money goes – that they goes to the right cause (5)
• make the common man aware of what they do in the world (3)
• show that they are behaving (2)
• openness
• frankness
• prove the new one in his position is honest
• act in a trustworthy way
• they could have uttered more about the first crisis

General opinions about rebuilding

• will be a tough task (3)
• do not care about them anymore (3)
• do not know (2)
• fundraising have a bad reputation now
• it is an aid organization – those who wants to help are good people
• takes time

4. Crisis management

Internal crisis management

• do not embezzle money, admitted it, replaced the management (3)
• fired him (2)
• some have been forced to quit
• they tried to sweep it under the table
• they should not have those people inside the organization
• more supervision of the managers
• make sure it will not happen again
• that he would be put on trial according to current law
• more controls
• focus on the next target – do not entrench in the crises
• hire more trustworthy coworkers managing the money

Crisis management towards the public

• to narrate the event – what did happened and why (6)
• apologize (4)
• make the common man aware of what they do in the world (3)
• mention more about it (3)
• openness and frankness (2)
• put the lid on but act accordingly
• they have apologized but it did not have any results
• they are quiet about it
• do not trust everything within the newspaper
• openness and apologize for his misbehaving
• reveal where the funds goes
• show how the organization is built
• prove they are behaving nowadays – regain the lost trust
• work hard to rebuild its trust for the common man and members

General opinion about the crisis

• have to act
• there are probably people who wants to work voluntary
• will be a tough task
• they are a very good worldwide organization which works for a good cause – media enlarges the events
• the more attention the more wrong it goes
• we need to think – one single person is not the whole organization
• make it right

No knowledge

• Nothing or have not noticed (31)
• do not know (6)
• have not thought about it
• do not see it as a crisis
• not so conversant
• have not noticed the crises.
• do not know how they have acted after the crisis