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CSR IN AID ORGANIZATIONS

Facing scandals and criticism

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Abstract

Corporate social responsibility (CSR) is a term that is developing and becoming more relevant over the years. The increased demand among consumers is driving organizations to be more socially responsible and involved in environmental and social issues. Moreover, since aid organizations implement CSR in their everyday work, this study will include how aid organizations use CSR to achieve their social mission. What is more relevant for this study is how scandals and critique are faced in aid organizations and how CSR can be used in order to regain a respectful position. Therefore, the research question for this dissertation is “How can CSR be used when facing scandals and critique in aid organizations?”

In order to answer our question, a qualitative method will be conducted. Interviews with four different aid organizations will be used as the method of our data collection, in order to discover different aspects of working with CSR.

The results of our research is that critique occurs, since the social attitude among individuals is changing. The difficulty of separating aid organizations from each other is a fact, which indicates an inefficient knowledge and awareness among society. A scandal that occurs in one aid organization, affects the other aid organizations trustworthiness within the same market. Moreover, the brand suffers and CSR is therefore used when rebranding and wining back societies trust.

Keywords: CSR, Aid organization, Criticism, Scandals, Trust, Brand, Rebranding, Image, Social mission

Acknowledgment

Corporate Social Responsibility (CSR) has developed tremendously over the years and has captured the attention among companies and society. When we started our research, aid organizations immediately caught our interest. The fact that aid organization use CSR daily developed a curiosity to investigate in how it is used as a strategy to face scandals and criticism.

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1. Introduction

This chapter introduces the background, problem formulation, research question and theoretical limitation. Finally, an outline of the rest of this study will be included.

1.1 Background

As a result of a widening gap between social classes and more violent, sudden and destructive changes in the environment, we witness today growing activities among aid organizations. (SvD, 2013). However, even though the aim of the aid organizations is to decrease poverty, they have not escaped critique for being inefficient and sometimes for being involved in illegal activities. Since the aim of an aid organization is to help people in need, they are extremely sensitive to financial scandals. Critique against aid organizations is widespread due to high expectations and demands. Not only do these demands include the good actions made by an organization but also how social responsible they are, how they are coping with their social mission, how the employees are treated and how environmental issues and human rights is dealt with. The list has become more extensive over the years and by neglecting these demands, a scandal might occur which leads to tremendous damages for the organization. It is therefore of great importance for an aid organization to always think about the impacts associated with decision-making. Even though scandals in aid organizations are few in general, they are long lasting and have an immediate effect on societies' trust in the long term, which damages the image (Wu, 2011). One example is Red Cross's tarnished brand image after the scandal of 2009, where the former fundraising manager Johan Af Donner was accused of swindling the organization of 5.2 million kronor and taking an additional 2.5 million kronor from the Swedish Cancer Society (Levin, 2010). This scandal has haunted the organization and has resulted in mistrust and unwillingness among people to contribute, since the whole organization was viewed as dishonest (Levin, 2010). Consequently, countries depending on donations have suffered (Levin, 2010; Wu, 2011).

Trust in this context can be explained as how reliable an organization is. Organizations need to win the trust of others so that a long-term relation can be built (Oxford dictionaries, 2014). When people lose confidence in an organization, the organization's brand will be directly affected. Brand is explained as what makes an organization unique. It clarifies the corporate culture that has been established as well as what the organization stands for, what the business is about, how the products are managed and the professionalism of the company (Klein, 2006).

A critique that aid organizations had to face in 2009 by the minister of international development corporation, Gunilla Carlsson, was concerning the swindling of money. Gunilla Carlsson claimed that Swedish aid organizations have a high acceptance when money disappear. Individuella Manniskohjalpen proved Gunilla Carlsson wrong by confirming that this is not tolerated in their organization. Even though they knew a scandal might lead to fewer donors, they chose to report the two workers that were responsible of swindling money from their organization (Lönnaeus & Orrenius, 2009).

When wanting to achieve consumer trust, develop a stronger brand and gain competitive advantages, many organizations tend to introduce corporate social responsibility (CSR). The direct translation of the concept is a company's social responsibility. This can further be identified as a strategy to reduce negativity on their activities taking place in the natural, cultural and social environments (Borglund, De Geer, Sweet, Frostenson, Lerpold, Nordbrand, Windell, 2012) Additionally, several companies use the concept CR (corporate responsibility) to indicate that their responsibility is outstretched and that the focus lays only on the social part. Other companies chose to use the concept SR (social responsibility), where they specify a broader responsibility towards society (Borglund, et al., 2012). CSR is defined by the European commission as "the responsibility of enterprises for their impacts on society" and encourages that enterprises "should have in place a process to integrate social, environmental, ethical human rights and consumes concerns into their business operations and core strategy in close collaboration with their stakeholders" (European Commission, 2014). Numerous authors have identified CSR as having a positive influence on customer identification and trust towards organizations. CSR allows organizations to be associated with a responsible and ethical image, which signals credibility and stimulates a trust-based relationship among society (Martínez & Rodríguez del Bosque, 2013).

To be clear, this is not a dissertation on criticizing aid organization. However, the main goal is to analyze the outcome of a financial scandal, while improving the understanding on how an aid organization can use CSR in order to win back their brand image and societies trust.

1.2 Problem formulation

In earlier research of CSR, the most common method is through hypothesis, indicating quantitative research method (Martínez & Rodríguez del Bosque, 2013; Géraldine & Reunier, 2012; Vlachos, Tsamakos, Vrechnopoulos, & Avramidis, 2009). However, this study is qualitative since the aim is primarily to gain a deep understanding of how CSR is used in aid organizations when facing scandals and critique, in order to regain a respectable position. Moreover, earlier research has mainly been about CSR in companies, where the strategies, usage of CSR and what it contributes with in different sectors has been discussed (Géraldine & Reunier, 2012; Skarmas & Leonidou, 2013; Martínez & Rodríguez del Bosque, 2013; Vlachos et al., 2009). In our literature study, we have not found any studies focusing on how CSR is used as a repairing strategy, from aid organizations' point of view. The focus will be on aid organizations since they differ from companies, regarding not only the legal standards but also what they contribute with to society, which leaves a gap in this subject.

In order to define, clarify and understand how brand and image is used in this research, the focus will lay on branding from the framework of "company image". To understand "company image" and "brand image", Brodie, Whittome, & Brush (2009) argue that the theoretical framework connects brand personality to individual personality character, which customers associated with the brand. Moreover, what is specific for "company image" is the influence of customer's perspective on the organization's service and product (Brodie et al., 2009). We may not forget that a brand is the reflection of what society associate it with (Keller, 1993). This means that the association to the brand image is built by the customers' opinion, which is reflected by the emotions that people connect to the brand (Brodie et al., 2009).

Aid organization's norms and values are expected to involve social responsibility in every part of the organization, since they contribute with social value creation for the society. Whilst in companies, CSR is simply a part of the value given to the customers. The significant difference between aid organizations and companies creates a gap that is appealing to explore. For this reason, it is interesting to study how CSR is used to restore trust after fraud in aid organizations and not only how it works in companies.

1.3 Research question

Since the aim of this study is to locate the effect of CSR as a strategy to restore an aid organization's trust and brand image, the research question is:

How can aid organizations use CSR to face scandals and critique?

1.4 Limitation

Our main limitation is that only Swedish respondents have been interviewed. If we were able to contact international aid organizations overseas, the results of our study might have differed. Moreover, we did not include the donor's point of view, which could have enabled a connection between what the aid organizations believe and what the donors believe. The fact that CSR is a broad topic, we were not able to cover everything in this subject. The same applies on branding, which is a complex topic where only certain elements that are relevant for the study were selected. Due to the regional location of some aid organizations, we conducted a convenience sample of respondents for the pilot studies, while telephone interviews covered long distant organizations.

1.5 Outline

This study contains six chapters. Chapter one includes a background, problem formulation, research question and limitation. Chapter two includes the theoretical framework that consist of the theories behind CSR, aid organizations, brand and image. Chapter three introduces the methodology used for this study, which includes the research design and philosophy, research approach, sample selection, data, the respondents interviewed and the ethical considerations. Chapter four consists of the presentation of the interviewed aid organizations. Moreover, chapter five discusses the empirical analysis and results. Finally, chapter six presents the conclusion and suggestion for future research.

2. Theoretical framework

This chapter will include the effects an aid organization has on a brand, what the main differences are that separates a company's way from an aid organization's way of handling occurring problems. Moreover, how CSR is connected to trust will also be explained. Since aid organizations work with CSR daily, the main part of this chapter will include CSR.

Furthermore, since trust and brand are connected to aid organization, these topics will also be discussed. Finally, a part of rebranding will be introduced, since it is a part of what aid organizations need to do after a scandal.

2.1 CSR

CSR is a term that can be defined as how social responsible businesses work, which means how a company can obtain social responsibility (Borglund et al. 2012). The term can further be clarified by Carroll's CSR pyramid model that consists of four categories, economic, legal, ethical and philanthropic responsibilities. According to Carroll, these categories are viewed as factors that enables an organization to reach social responsibility (Carroll, 1999).

When the modern CSR first emerged in 1950, the focus was on companies' responsibility toward society (Bowen, 1953). It was about the good actions companies pursued (Bowen, 1953) and how their visibility could increase by using CSR (Vlachos et al., 2009). Moreover, in the 1960s, the attitude towards CSR changed, as it was important to ensure the public that CSR is not only used as a way to benefit companies' profit. CSR had a more significant meaning that indicated that society's economic and human resources needed to be considered (Davis, 1960; Frederick, 1960; McGuire, 1963). A decade later, Friedman (1970) claimed that "social actions are acceptable if they are entirely justified within the firms' own self-interest". CSR issues were dealt with by applying traditional management functions. However, in the 1980s new aspects of CSR were introduced that complemented what Friedman argued about. Business was now accompanied by social interest and the importance in pleasing the stakeholders (Jones, 1980; Preston and Post, 1981).

CSR came to be used as a communication tool between businesses and society, in order to increase the investments (Vlachos et al., 2009). In the beginning, pure marketing was the main focus for the use of CSR (Murphy & Schlegelmilch, 2013; Vlachos et al., 2009). However, how CSR increases the value for stakeholders and how the companies respond to the demand in society was something researchers focused on (Murphy & Schlegelmilch, 2013; Vlachos et al.,

2009). CSR became accepted worldwide in the 1990s by international organizations, governments and non-governmental organizations. However, CSR was still used as a strategy (Carroll, 1999; Wood, 1991).

The meaning of CSR was still about companies' success as late as in the 2000s. CSR started as being a concept about ethics and sustainability in a macro-social, but was now operating in an organizational level. With time, research started to develop and became wider and more complex, where the diversity of CSR began increasing due to new emerging perspectives (Murphy & Schlegelmilch, 2013; Vlachos et al., 2009). The focus and the direct relationship started to be about the relationship between CSR, stakeholders and the customers (Vlachos et al., 2009). CSR became a subject, not only used for marketing but also something companies wanted to believe in and follow. Additionally, the concept developed into an interesting research field to look deeper into, but had to meet critical eyes and skepticism along the way (Murphy & Schlegelmilch, 2013; Skarmeas & Leonidou 2013; Vlachos et al., 2009). Research came to be more about the motivation and the underlying reason to use CSR, as to questions on how to create motivation (Murphy & Schlegelmilch, 2013; Vlachos et al., 2009). Perceptions were made about what value CSR brings to stakeholders and consumers and what level of influence CSR has in creating customer's attraction and consumer's trust (Vlachos et al., 2009). Other perspectives within CSR in business are factors such as customer's loyalty and customer's satisfaction (Martínez & Rodríguez del Bosque, 2013).

The current perspective of research about CSR is changing, where studies today are specific about what field the research is located. Moreover, the areas that are currently existing are mainly on how and what CSR is responsible for (Murphy & Schlegelmilch, 2013), linked to companies Corporate social irresponsibility (CSI) (Murphy & Schlegelmilch, 2013; Windsor, 2013). Beside this perspective, it is important to the current research what Martínez and Rodríguez Del Bosque (2013) claim, which is that an increasing amount of companies, create a higher competitive environment and a growing customer's expectation. This is the reality for aid organizations too, since a growing amount of aid organizations create higher competitiveness. Moreover, Martínez & Rodríguez del Bosque, (2013) talk about how this growing interest drives the demand on companies to use CSR, in order to take responsibility towards society. The discussions about CSR usually involve customer's identification, consumer's satisfaction (Martínez & Rodríguez del Bosque, 2013) and CSR's importance to both the stakeholders and customers (Putrevu, McGuire, Siegel & Smith, 2012). However, the

most common identification with CSR is trust and loyalty (Martínes & Rodríguez del Bosque, 2013).

A company can be affected by customer's trust, which can be increased by using CSR. There has been earlier researches that indicate a positive relationship between CSR, customer's trust and brand image, which strengthen our research (Martínes & Rodríguez del Bosque, 2013). Why it is important to look at trust towards aid organization is because, most of the donors turn to well-known organizations, since they are associated with trustworthiness (Géraldin & Reieunier, 2012). Nevertheless, this study look at CSR from the perspective of how an organization act during crisis and what affect it has on the social mission. Therefore, the research will focus on one field, marketing, since the underlying measurement is the effect a scandal has on a brand. We will analyze how an aid organization can obtain social responsibility after a scandal and how CSR can be useful when it comes to repairing the brand.

2.2 Social mission

Since aid organizations use CSR daily, it is the foundation of achieving their social mission. Quarter & Richmond (2001) claim that unlike companies, aid organizations have a social mission that defines them. Companies are considered to be "social responsibility firms" and aid organizations are described as "truly trust-worthy mission-oriented organization" (Antoci, Galeotti, Russu & Zarri, 2006). Weerawardena, McDonald, & Mort (2010) explain this by arguing that aid organizations offer a social value to society and point out that customers therefore expect more from aid organizations. Aid organizations meet the demand of satisfying our social responsible needs, which means that aid organization do things that people cannot do themselves, even though there is a desire (Griffiths, 2005). Another aspect that aid organizations struggle with is the high risk of being accused for gaining profit for personal benefits, since they do not have to meet the demand the same way a company has to. In order to meet the demands, an aid organization has to be viewed completely as a social responsible organization (Griffiths, 2005). Therefore, a difference can be found since unlike companies, aid organizations have to constantly justify what they do. However, when it comes to satisfying the social mission, aid organizations generate services that involve different levels of social value. The complexity of separating aid organizations from companies is mainly because they operate

in the same market (Quarter & Richmond, 2001). Moreover, because of an aid organization's social mission, having a strong and representable brand is vital.



2.3 Brand

Merrilees & Miller (2013) mention that brand is a wide subject, therefore this research will be niched to the strategy and perspective of corporate branding and not product branding. This is mainly because corporate branding is more linked with corporate reputation and brand identity than with the actual product. Additionally, this perspective also applies to the social goals that are wanted to be reached by companies. The authors claim that the best way of looking at a brand's different aspects, is by splitting it into different components, for example an external point of view and an internal point of view. However, the challenge of splitting brand into different component creates an even bigger challenge, which is linking and involving every division in a company, including stakeholders, clients; staff and manager into one unite that stand for one single corporate brand (Merrilees & Miller, 2013). In the external point of view, the corporate structure and the organization's perspective are affected (Merrilees & Miller, 2008).

An aid organization's brand cannot be identified the same way as a company's brand does, even though it is a common mistake (Griffiths, 2005). An aid organization faces more problems than a company, when rebuilding their brand. This is because their existent is mainly to solve problem not to meet demands, which make their strategy differ from a company. The main difference lays in the basic understanding of the commercial world and the ability to deliver the

changing factors due to the perception (Griffiths, 2005). Furthermore, the growing amount of aid organizations indicates a growing competitiveness, which leads the brand to become higher valued, higher desired and more important (Griffiths, 2005). Brand shall therefore give aid organization an opportunity to describe what they stands for, the reason to why they are offering help, to whom help is offered and finally, what changes it will make. Additionally, what an aid organization needs their brand to deliver is something that “captures hearts and minds through passion and belief” (Griffiths, 2005, p, 122). The growing amount of aid organization requires a higher brand creation, which demands specific behavior in each aid organization, which can reflect their specific beliefs and social mission. Moreover, unlike companies with profitable motivation, all brands within aid organizations have something in common, which is the social value they supply. What also differentiate an aid organization from a company is the demands they meet, which is decreasing poverty, inequality and injustice. Therefore, what an aid organization try to deliver to society is that everyone can do something to prevent poverty, which is the image they are interpreting to donors (Griffiths, 2005).

Furthermore, individual image is becoming highly important. Today, many things in people’s daily life can reflect image. The awareness and interest of image has become highly significant to individuals, since media is growing. This puts a higher demand on both the individual and the companies, to be good representative (Putrevu et al., 2012). Another aspect of image, which is relevant for this research is the “image motivation” Ariely, Bracha, & Meier, (2007) describe this as “the desire to be liked and well regarded by others”. They define image as the behavior that people make visible to others. Moreover, the authors claim that “image motivation” is a way to make people do good things, which makes it important to motivate their behavior. The authors also claim that if individuals are searching for social approval in what they do, they will try to find the good behavior, based on social values and norms. Additionally, the authors explain that people show more generosity in public, when society is watching, than in private. This point has been proven by other authors and explains why contributions are made visible for society. An example of how social approval influence customers behavior to be more generous in public is by wearing a bracelet for an aid organization such as the “ fuck cancer” bracelet or wearing a pin for the breast cancer foundation. Additionally, the authors claim that most charity organization depend on private contributions, in the form of monetary gifts volunteer efforts, or other contributions, such as blood donations. However, the amount of charity can be affected if a scandal occurs.

2.4 Critique due to financial scandals

Struggle with critiques that aid organizations has to face are not few. In earlier research, it is implied that the critique that aid organizations have to face is about the amount of money they spent on branding, society's attitude towards their existing, how they shall retain the organizations integrity and finally the purpose and achievement in an approved interpretation (Griffiths, 2005). Further clarification can be made by indicating that an aid organization is criticized if they spend a large amount of money on their brand. This is because people do not accept this kind of spending and are critical toward aid originations spending money on things that are not directly used to help people (Griffiths, 2005). This imply the wide perspective of criticism, but the one we will focus on is the critique after a financial scandal and how it can damage an aid organization's image. In Red Cross's case, the scandal of Johan af Donner resulted in a rising problem in saving the complete image of the aid organization, in order to survive the scandal (Bartlett, Dessain, & Sjoman, 2006). This scandal resulted in decreased trustworthiness towards the organization, which reflected on their image and social mission. It is therefore highly important to perform through CSR, since it can help an organization to obtain a trustworthy image (Antoci et al., 2006).

Moreover, when facing a scandal, an aid organization need to rebuild their brand in order to regain their trustworthiness. However, the need of having a strong brand that makes aid organization exceed themselves is desired in all kinds of aid organizations.

2.5 Rebranding

Merrilees & Miller (2013) claim that the strategy of rebranding is a sign of new possibilities that can lead to a more beneficial social brand and a better income for the organization. In 2008, Merrilees & Miller (2008) explained that rebranding is different from branding, since it addresses the change between "an initially formulated corporate brand and a new formulation" (Merrilees & Miller, 2008, p, 173). This means that the rebrand needs to re-shape every part of the organization strategy and operations (Merrilees & Miller, 2013). What rebranding means to an aid organization is the need of a new visual identity that do not leave a gap for misunderstand their work. Therefore, it is beneficial to increase the understanding on why they for example need external stakeholders (Stride & Lee, 2007). This is due to the value-based organization strategy that they need to use, but also due to the legal standard they have to follow. Moreover, the main reason why it is important for an aid organization to be clear with what they do, explain

how they do it and diminish the focus on what they do not do, is to increase and show that they do help people (Griffiths, 2005; Merrilees & Miller, 2013). Merrilees & Miller (2013), also assumed, based on Grounds & Harkness (1998) that everyone in an aid organization have to participate so that they can be able to develop a good charity brand (Merrilees & Miller, 2013).

A struggle when trying to brand themselves is when facing people that accuse the aid organizations of having too much money. The critique involves stating that if an aid organization can spend a huge amount of money on branding, their existence in people's eyes change from being an aid organization with the purpose of helping the world through their social mission, into being an ordinary company (Griffiths, 2005). Furthermore, an aid organization may use a strategy to gain attention, known as "the shock tactic", which mean that commercial can involve pictures that society is not used to, such as pictures of hunger and disasters. This makes people wanting to become donors to help the organization fulfill their social mission. Another strategy that is used to build a brand is through a partnership with companies that allows good commercial reputation, strength and strong appearance (Urde et al., 2013). Merrilees & Miller (2013) point out one other important thing about strategy which deals with the consequence of how mistreating employees gives the organization bad reputation, which further affects the brand. To avoid this, the organization incorporate a value-based approach, which can be reflected on the brand. Moreover, an aid organization need to manage the weak relation between rebuilding the vision of the brand, attract the stakeholders in invest and marketing the new brand. If this brings confusion, the brand and marketing will suffer, which means that it is highly important to narrow down the interpretation that others may have on the aid organization. Trust might decrease for the new aid organization's identity and the organizations might lack on ambition to create a new vision, which can be due to the resistance from the employees to pursue changes. Merrilees & Miller (2013) argue that this is the most important challenge to re-brand an aid organization. At the same time, they claim that aid organizations usually fail to accomplish a new vision to the brand and their company. An aid organization have the potential to develop a value-based brand identity with the strength of the passionate employees, voluntary, customers and others that want to help. The value of the social responsibility these people take creates a value that is the same as the purpose to help others. What this mean is that it is hard to create a strategy and structure that will transform the value making into a brand value. Moreover, it is important to have the right employees in the organization and the right stakeholders to cooperate with, in order to develop a strong brand. To make employees involved is the challenge. The support is easier to gain and so is the

willingness, but to involve employees that will be related to the new brand is a struggle. This is because it demands a highly involvement and stronger connection to the re-brand (Merrilees & Miller, 2013).

2.6 Summary

In the 2000 century, authors still believed that a brand for an aid organization is a developing research area (Merrilees & Miller, 2013). At the same time, the importance of brand and image for aid organizations is increasing (Michel & Rieunier, 2012). This statement shows that both research areas are still up to date and relevant. When it comes to CSR in Sweden, it is relatively new, comparing to America that started to use the modern CSR in 1950. This research area has developed fast the latest years and the importance for companies to use CSR has increased (Putrevu et al., 2012). In this paper, the focus lies on how scandals and critique effects aid organizations. Moreover, rebuilding the organization's brand and trust, while maintaining the image by using CSR as a strategy. This interesting aspect provides this research area with a new perspective. The subject is viewed from companies' point of view, but we will also look at aid organizations that constantly work with CSR.

3. Methodology

With this chapter, we want to develop an insight and understanding, while using data in order to answer our research question. Since this research's main aim is to investigate and develop a deep understanding in whether CSR can be a way for aid organization to recover after fraud, qualitative methods will be used. Different elements in the research methods such as, research design and philosophy, research approach, sample selection, data, the respondents and methodological consideration and research technique will be introduced and explained.

3.1 Research design and philosophy

In order to answer our research question, a qualitative research has been conducted. This is because the aim of this study is to investigate how CSR can be a way for aid organizations to face scandal and criticism. Since there are previous researches existing about CSR for other purposes, the analysis will be based on secondary data. Interviews with relevant respondents in different aid organizations will be conducted as one way to collect our data. Moreover, a descriptive research is viewed as the ultimate research design for this study, since it provides the understanding on how aid organizations participate in CSR.

There two major research philosophies, positivism and phenomenology (Saunders et al., 2009) However, in the field of phenomenology, social construction is presented in mainly qualitative researches. Reality in this ground is viewed as “socially constructed”, no objective reality exists. This means that many experienced aspects in our world are simply a result of the social reality, for example behavior and culture.

The approach of this dissertation is closest to the social construction philosophy since it's mainly about beginning with a taken-for-granted truth and go further with it, taking it to a new level, which will lead to creating an “aha” experience (Alvesson & Sköldbberg, 2010). Having a foundation on CSR and its' effect on companies and consumers trust, we will further investigate on the effect on aid organizations after a scandal. Having a foundation on CSR and its' effect on companies and consumers trust, we will further investigate on the effect on aid organizations after a scandal. With the help of this philosophy, CSR is viewed as a phenomena defined by us, which means that knowledge about the subject is constructed instead of created. The basic knowledge of CSR depends on the consequences of reality, which can lead to a change of meaning. Furthermore, social construction enables us to use our interpretation, which enables us to interpret the interview accounts.

3.2 Research approach

According to (Bryman & Bell, 2011), there are two different research approaches introduced, the deductive and the inductive research. When using a deductive approach, existing theories will be used in order to formulate the research question and analyze the research through hypothesis. However, using the inductive approach means building up a theory entirely from collected data out of observations. This approach is linked with qualitative research and uses interviews and focus groups to grow a theoretical understanding.

There have been previous studies in the field of CSR, but not about the affect it has on aid organizations, when trying to face scandals and criticism. We have not started exploring without investigation on the subject, nor have we entirely been using existing theories. Therefore, a mix of both approaches, abductive research, will be used in this dissertation. Our research starts with an already existing theory about CSR, but through the collected empirical data, can present new results.

3.3 Sample selection

The interviewees taking part in this study represents different sectors of the aid organizations. This selection was made in order to get different aspects regarding their work with CSR and how it is viewed. This means that people in the 7-aid organization and 3-second hand stores were contacted, where 4 aid organizations and all second hand stores accepted the participation in the interviews.

Aid organizations such as Red Cross, Erikshälpen, UNICEF and Individuella Människohjälpen, were interviewed. Additionally, the second hand stores of Erikshälpen, Individuella Människohjälpen and Red Cross were visited for a pilot study. The main goal is to by asking the right questions, develop an understanding about the employee's concerns and thoughts about their work. We want to gain an understanding of the respondents view on their CSR work and how they define it. There is always a risk that companies can be unwilling to collaborate if the wrong approach is made by the researchers. Therefore, we decided to conduct a pilot study before we started collecting information for our study. The main reason for this was that we wanted to be more involved in the subject. In addition, we want to get a close relationship to the aid organizations and gain experience when interviewing people involved. Through more experience, we would be more ready for the open questions we are using in the interview, which could help us to collect deeper material about scandal and critics. Moreover, in order to gain a wide perspective, the experience and research material was needed. This was also needed in

order to see the differences and similarities between the arguments and information from the organization to what the papers claimed. It was therefore important for us to put our own assumptions aside, in order to get a fair picture about the subject and invite the respondents to be open with their answers. Having this openness in the interviews, enables unexpected information to emerge, which is the most interesting part according to us.

Furthermore, it is interesting to see what they think about scandals that has happened and how they have been affected. The collected data from the interviews will be analyzed and managed so that no irrelevant information can encourage confusion.

3.4 Methodological consideration and research technique

3.4.1 Interviews

In order to fully understand the meaning behind using CSR and how it can be used as a way face scandals and critics, Interviews will take place. The reason behind this choice is that unlike quantitative research, the interest lies heavily on the interviewee's point of view and what they believe is relevant regarding CSR (Bryman & Bell, 2011). The main goal of conducting a qualitative interview is to by having open questions, a discussion can be created in order to get the deepest and most detailed answers for this research. Therefore, we decided to have a pilot study in the second hand stores of some aid organizations before we interviewed people from the "main office" that is meant to be used in our analysis.

3.4.2 Design

In order to answer our research question, we designed interview questions regarding how CSR is viewed as a concept and how it is communicated and used at the different aid organizations. While our study included people on different organizational levels and positions, the questions were designed to fit the individual interviewed (see appendix 1). Some respondents had short answers, which enabled us to ask follow-up questions, while others gave us detailed and long answers that not all questions were needed to be asked. When managing the questions, it was important to overcome the risk of asking misleading question, in order to get a as much justified answer as possible. Moreover, since this is a qualitative study, it is important that the questions at the interviews are linked to our analytical section, in order to gain relevance throughout the whole report. Furthermore, by operationalizing the interview questions, the reliability of the report is strengthened (Bryman & Bell 2011). The answers are later combined with operationalized theoretical concepts, in order to explain the work of CSR.

3.4.3 Data collection

According to (Bryman & Bell 2011), there are two kinds of interviews in qualitative researches, which are unstructured interviews and semi-structured interviews. In the unstructured interview, the interview can be based on one single question that is answered by the interviewee. Additionally, the interviewer can follow up on the most important points said, which will immediately create a flexible discussion. However, in a semi-structured interview, a list of questions are prepared, which will be asked in the preferred order. In addition, if needed, more questions can be asked, if the interviewer wants to learn more about something that was said.

Even though both methods are somewhat flexible, the semi-structured interview was the chosen approach for the data collection. The main goal of the research is to gain an insight on how employees in aid organizations perceive their work with CSR, its function in aid organizations and the possible use of it when facing scandals and criticism. Therefore, a possibility was created to give the interviewer the chance to explain as much as possible, which can be easier with some sort of monitoring that the semi-structured interview approach allows. Through the semi-structured interview, questions has been prepared in advance. We did not believe that it was relevant to introduce the questions to the respondents in advance, since the questions were not strictly followed. Instead, they worked as a guideline when moving the conversation forward. In addition, we did not strive for the perfect answers, but wanted to achieve the true picture of the respondent's work. Moreover, because of the difficulties to take notes while listening and being involved in the conversation, the interviews were recorded. This simplified the management of the material and made a detailed transcription of the interviews possible. The recording of the interviews made it impossible to leave the information overlooked, which made the transcription function as a written summary of the respondents own reflections. Since the head office of UNICEF, Red Cross is located in Stockholm and St Erikshjälpen is located in Småland, the interviews were conducted by telephone. Although a face-to-face meeting was strived for, the distance made it difficult to implement. The telephone interviews saved time but the ability to see facial reactions made it harder for us to read between the lines when listening to the answers. Still, a discussion was possible and the data was recorded. Furthermore, since the aid organizations chosen for this study are situated in Sweden, the interviews were held in Swedish.

3.4.4 Pilot study

The semi-structured interview questions are being pre-tested, in order to avoid misconceptions and distinguish the strong questions from the weaker once (Bryman & Bell, 2011). Since we do

not desire missing data, piloting is used, as it is a good way to identify problems and confusion, in order to better them. The pilot studies were held in the second hand stores that belonged to the Red Cross, St Erikshjälpen and Individuell Människohjälp, where the questions were asked to the store managers. Through the pilot study, questions were reformulated when interviewing the aid organizations. Additionally, information about the organizations, how they work and managers' reflections, was helpful when analyzing data.

3.5 Research sites and research subjects

These organizations were selected, because they all have a "90 account". This means that they are under inspection of the Swedish collection system. In addition, this further means that a certified accountant inspects the organizations accounting, to see if not less than 75% of the total income is used to their projects. Furthermore, the organizations have been in this business for more than 65 years. These aid organizations have different focus on their aid. For example, IM want to fight against social exclusion, while UNICEF are focused on children's right. However, what is also found is that all four organizations help catastrophe in their own way. For example, some give money and other send people there to help. Even though their strategy differs a bit, these aid organizations have the same goal, which is to make the world better. The respondents in each aid organization have a position in the organization's main office. Moreover, they all have a background in communication or work with it in the present.

3.5.1 Red Cross

The respondent was a male who has been studying economics at the university and is now working as a project manager for business corporate partnerships. He is positioned in the department of communication and fundraising. The interview took 25 minutes by telephone and was transcribed in three pages. Questions regarding their definition of CSR, scandals, critique and the organizations brand was asked. The respondent was helpfully collaborating and all questions were answered.

Moreover, the respondent of the second hand store for the Red Cross was a woman who has been working for the organization since 2007. She believes that working at Red Cross brings a satisfaction of knowing that this is helping others. However, questions that were asked at the second hand included the motivation behind visiting the second hand, if scandals has affected their selling and whether she has noticed a difference in people's donation behavior. The 30 minutes interview took place in Kristianstad and was transcribed into four pages.

3.5.2 IM

The respondent was a male with the position as a general secretary at the organization located in Lund, which means that he is the manager for IM's operations in Sweden. He has worked in all three sectors in society, where he began his career as a social worker but has later been involved in administrative- and chef- operations municipally. Moreover, he has been working as an investigator and conducted his own business in the health sector during the 90s. In the early 200's, he started working at IM as Assistant General Secretary. The interview took 40 minutes where the respondent wisely explained the organization and their CSR work. Furthermore, the interview took 37 minutes and was transcribed into five pages.

The respondent in IM second hand was a male who has found happiness in helping others. He explains that there are 20 active people working at the second hand store in Lund, including the respondent's wife. However, the interview was short but concise with the length of 15 minutes and a transcription of two pages

3.5.3 Erikshjälpen

The respondent was a female who studied information at Växjö University. Later on, she worked 7 years in "Sweden's television". Moreover, she has worked as head of information at the Swedish armed forces. Today, she is the head of the communication department and responsible for the "press contact" for Erikshjälpen, where they are today 6 people. Her job description is leading this group and is responsible of all external and internal communication. Furthermore, the interview was conducted by telephone and took 30 minutes with a transcription of five pages.

Visiting the second hand store, we met the store manager who is a male from the US. He studied human resources in Georgia University. Additionally, he has an extensive experience in logistics and has had various manager positions. He was a production manager in logistics in the past but decided to apply as a store manager at Erikshjälpen, when he discovered that what he believed was important was not anymore. The interview was held in Lund, where the second hand store is located and took 20 minutes with a transcription of three pages.

3.5.4 UNICEF

The respondent was a female whose position is director of corporation and partnership at UNICEF. She has worked at UNICEF for 11 years but have had earlier employments as corporate officer at Red Cross and fundraising officer at the Swedish committee for Afghanistan. Doing business is her motivation to go to work each morning. Before working,

she have studied Anthropology at Stockholm University. Moreover, the interview was done by telephone and took 20 minutes which was transcribed into three pages. However, an interview with a second hand was not possible, since UNICEF do not own a second hand store.

3.6 Ethical consideration

The Ethical considerations includes the level of anonymity and confidentiality for this study. When spoken about confidentiality, only we have access to the materials from the interviews. Additionally, all materials that has been collected are only being used in this specific research study. The aid organizations who participated in the interviews were doing it voluntarily and were informed in advance about the purpose of this study and that the interviews could be recorded. Moreover, the level of anonymity was considered in the sense that this study do not include names of the respondents. The respondent's titles has replaced the names in the study. Even though scandals is a part of the interview questions, the respondents were asked in a careful way.

4. Presentation of the aid organizations

This chapter introduces a short presentation of the aid organizations that are participating in this study and information regarding their work with CSR.

4.1 Red Cross

Red Cross is the world's largest aid organization, with over one million volunteers across the world. With 189 organizations in 189 countries, Red Cross is viewed as an international movement (redcross, 2014). In Geneva, February 9th 1863, Henri Dunant created the "International committee for relief to the wounded" committee, along with the lawyer Gustave Moynier, doctors Louise Appia, Teodor Maunior and General Guillaume-Henri Dufour. February 9th was the foundation of Red Cross. By October 1863 an international conference was formed, with the aim on finding ways to improve the medical situation for the injured at wars. Seven countries were involved in this conference, including Sweden. When the Geneva Convention was conducted in 1864, the second meeting was held. Twelve years later, the committee changed the name to "International Committee of the Red Cross" (ICRC) (redcross, 2014).

The Swedish Red Cross was established in 1865, where the focus was laid on the preparation for upcoming war. Education of nurses together with financial, material and personal help was introduced almost directly after the establishment (redcross, 2014). This multinational aid organization, provided first aid training across the country already in the 1880. The organization trained staff at the post office and SJ, later on, lumberjacks and sawmills in northern Sweden. Between World War I and World War II, the organization took initiative towards various improvements in the Swedish society. Red Cross started for example air ambulance in 1923, transport services in the 1960's and an intervention against HIV and Aids in 1987 (redcross, 2014).

4.1.1 Red Cross - CSR

Even though the term CSR is not presented in the Red Cross's website, the goal they are daily striving after includes CSR. In the Red Cross, the term social sustainability is a part of the organization, which indicates managing companies' requirements for their internal CSR. The social responsibility they take, include preventing human suffering, wherever it occurs. Through their global network, Red Cross offers a special kind of help that other aid organization

cannot deliver. In Sweden, Red Cross base their social responsibility on the country's needs by offering social activities, study groups, teaching first aid or crisis support.

Red Cross always have local volunteers that are ready to help if disasters arise. They work towards preventing occurring disasters, which means building warning signs for tsunamis or teaching people about first aid. Moreover, Red Cross are always in place when disasters occur and do not leave when the cameras stop rolling. In addition, the consequences after a disaster is analyzed by the aid organization, in order to prevent risks of it occurring again.

4.2 Erikshjälpen

Erikshjälpen's founder, Erik Nilsson was born in 1929 in Småland. In 1946, the 17-year-old boy Erik began helping sick children. The business grew in 1951, after an interview made from a well-known radio station by Sven Jerring. Donors from all parts of Sweden found Erik's work interesting and started donating gifts to the organization. Three years later, the newspaper "The sick friend" was published, which worked as a diary, reporting where the donated money and gifts went (Erikshjalpen, 2014). When Erik Nilsson died, the organization continued working towards helping sick children. The current Erikshjälpen is almost the same as when it was established in 1967. The main mission of the organization is carrying out social and humanitarian aid, helping children and young people. Moreover, Erikshjälpen build their organization around children's rights, the UN declaration on human rights and Christian values (Erikshjalpen, 2014).

4.2.1 Erikshjälpen – CSR

At Erikshjälpen, CSR means helping other companies finding the right partnership and participating in making the world better for families and children. Moreover, Erikshjälpen focus on children's rights, providing education, healthcare, security and protection (Erikshjalpen, 2014). The main social responsibility that Erikshjälpen offer, is giving children the opportunity to influence their own lives and future. Erikshjälpen work for children's right to have an education, in order to develop their personalities and to help them prepare for the future. Erikshjälpen work hard towards providing children with the opportunity of an education. (Erikshjalpen, 2014). However, Erikshjälpen do not only focus on children's rights, but also on influencing authorities to undertake their responsibilities towards society. Moreover, educations about clean water, hygiene, nutrition and vaccines are also offered in order to improve the quality of life for families worldwide (Erikshjalpen, 2014).

4.3 IM

Individuella manniskohjälpen, IM, is a Swedish aid organization (Individuella Manniskohjalpen, 2014). Their aim is to create a better world by fighting poverty and alienation, fighting for justice and grow people's generosity in this world. The organization was founded in 1938 and is now operating in 12 countries worldwide (Individuella Manniskohjalpen, 2014). IM's main purpose is to create development of a sustainable society, economics and environment for the public. IM abroad help to prevent diseases, fight for children's right to education and give people the ability to provide for themselves and their families. In Sweden, IM's mission is about integration and participation into the society. They believe in people's individual drives and their willingness to change their own situation, which means that they drive people to be more independent. However, in order to make IM projects sustainable, a collaboration with other local organizations is made, which includes individuals with big desire to help others. Their work is possible thanks to the engagement of the IM donors, memberships and volunteers (Individuella Manniskohjalpen, 2014).

4.3.1 IM - CSR

IM believe that companies have high responsibility, influence and opportunities to effect and help people around the world. Moreover, IM believe that cooperations are what this world needs to create improvement in society. That is why they work actively to make companies respect people's individual rights, labor legislation and environment liability, regardless where the company operates. The main reason why they want to increase the knowledge and make companies take own initiatives, is so they can be engaged and take responsibility towards society's development. Furthermore, IM believe it is important to help companies to be informed about how to take social responsibility and to drive companies to follow UN's global compact. More specific, it mean to inform and work with "global responsibility", which is an initiative from the Swedish ministry of foreign affairs. In addition, being informed about the "global compact" and their ten principals created by UN is highly important, in order to gain knowledge about "OECD's guidelines" for companies. All principles indicate responsibility to care about human right, labor legislation, environmental liability and the work against corruption. IM does also encourage all the companies to respect people and the environment they are working in, by choosing for example fair trade (Individuella Manniskohjalpen, 2014).

4.4 UNICEF

December 11th, 1946, the UN established UNICEF to be an international emergency aid with the purpose to help children in countries at war. In the 1950's, the organization's purpose

developed, where they did not only aim to help children directly in catastrophes but also help children in the long term. It was when the first national committee in USA established, the work with fundraising started, which provided children with their basics needs. Today, UNICEF have 36 national committees around the world. Their head office is located in New York and they have regional office in the most developing countries. During this time, UNICEF have saved more than 25 million children's lives, which makes them the largest child rights organization in the world (unicef, 2014).

4.4.1 UNICEF - CSR

UNICEF is an organization with a high CSR strategy. The organization work with CSR internally, but they also externally, where they educate companies in this subject. UNICEF believe that a company's decision and activities influence their social responsibility towards society and environment. They believe that social responsibility involve a long-term engagement between companies and organizations or with the projects, they support. UNICEF believe that everyone can win by working with questions about children's rights, because they believe that a good society can be created, if children's rights are always considered and respected. When a company's strategy and work is built on responsibility by respecting and supporting children, it will not only favor the children and society, but also increase their own income. Their reputation can also increase when they use CSR and the company can gain support from people from the area where the company operates. Additionally, what this can bring is an improvement of recruiting good workforce and motivate employees to stay in the company. To become a children's rights organization, UNICEF have created four rules which is "Respect the law", "work from the center", "invest long-term" and "identify and address problems". Moreover, they also have ten principals to strengthen the child's rights, which they work a lot with. The principals are made to encourage companies in the world to support children's right and change their life situation (unicef, 2014).

5. Results and analysis

This chapter includes an interpretation of the interviews and an analysis connected to the theoretical framework. Four main themes will be introduced which are, “The effect a scandal has on a brand”, “Society’s current critique”, “aid organization’s definition of CSR” and finally “Future CSR”

5.1 The effect a scandal has on a brand.

The first theme that will be analyzed is how scandals effect aid organizations. What is interesting in this theme is how aid organization’s trust effects the brand. The interesting part is that a brand shall indicate what the aid organization stands for, including why they exist, who they are working towards and what changes they are able to make. A brand should signal an aid organizations purpose, which is trust for their good actions. To be trustworthy is very important because aid organizations are highly depended on society’s trust. Therefore, scandals can be extremely harmful for aid organizations. One organization’s scandals does also effects other organization's trust that are in the same market, which directly reflects on the company’s brand. Communication and openness is therefore important in order to rebuild the brand and its identity. In the interview with Erikshjälpen, the head of communication states that:

“An aid organization’s brand is connected to trust, which can decrease fast if a scandal appear. After a scandal, the organization has to rebuild their reputation in order to regain the trust. It is devastating, because it does a lot to the brand in this industry.”

This state explain the connection between brand and trust, but also the effect scandals has on trust. What can be noticed is the importance of trust toward the entire industry. If a scandal appears, the trust towards the organization can decrease fast. This will affect the brand because scandals will also reflect on the organization, which can make a lot of harm because the growth of a brand is based on trust. An aid organization need to include different aspects of CSR when rebuilding their brand, which are the economic, legal, ethical and philanthropic responsibilities (Carroll, 1999). Besides an organization's basic responsibilities, they need to involve these four aspects in order to strengthen their image. By the right sponsorship, an aid organization may involve the philanthropic responsibility into their strategy. The statement that scandals effect trust, can also be interpreted in the interview with UNICEF. The director of corporation and partnership stated that:

“I believe scandal decrease the trust of this market. I mean that a lot of the donors have difficulties to distinguish between what is Save the Children, Red Cross or UNICEF. I’ve got the question a numerous amount of times about the scandal of Johan Af Donner, “how was it again with you marketing manager?”, I had to explain, that it was not our marketing manager, but I believe it hurts the market. “

UNICEF state that a scandal decreases an aid organizations trust. They point out that scandals effect the industry, which indicate the tremendous effect scandals have. The reason can be society’s difficulty to separate aid organizations from each other. Society might link one scandal to the entire industry, because they are all driven by a social mission. However, the brand of the Red Cross and UNICEF does not have the same colour or logo. Still, UNICEF got questions about the scandal of the Red Cross, which also indicate that people do have difficulties to separate them. What then is interesting is how aid organizations handle these situations and regain trust for their brand. In the interview with the Red Cross, the project manager stated that:

“It was primarily the Red Cross who revealed Johan Af Donner”

The statement shows that the Red Cross are open about the situation with Johan Af Donner. Even though the scandal reduced their trust, the Red Cross was willing to revile their own scandal and not reject it. Moreover, an organizations' CSR work should be a part of their identity as a long-term strategy, in order to be perceived as trustworthy after a scandal. Nevertheless, the organization's vision and commitment needs to include CSR in order to rebuild their brand. The core values of the company and strategy needs to be connected to CSR. The interpretation of the importance of being open is also stated by the interview with Erikshjälpen's head of information:

“It is important to always be an open organization. So when we receive questions, we need to be open with our answers and to answer fast, so people can speak to someone

competent in the area their questions are about. Openness and having a close relationship with our donors is important.”

What Erikshjälpen try to illustrate is the importance to not cover scandals, which can be done by answering questions about it. Moreover, it is importance to answer fast and give the right information, in order to avoid people’s own statements and speculations about the situation. Furthermore, if the wrong information becomes people’s truth, it can make a lot of damage on an aid organization's trust. What also is noticeable is the importance to communicate, which is stated by the interview with the project manager of the Red Cross:

“Learning to communicate with the public and the media is important because it affects many parts of the organization”

This aims at the importance of communicating when a scandal appears. To communicate the right things to the public and the media is important for the organizations. Moreover, the information need to be clear about why a problem has occurred and how it has happened. While being open about the scandal is important, the openness of communicating the usage of CSR within aid organizations is also an important factor. A problem with promoting an organization's own CSR work is that they can be perceived as dishonest and doing this only to be glorified. Therefore, communicating the right information and being clear is highly important in order to survive a scandal. Being clear and communicate seems to be high valued. This is also illustrated by the interview with IM general secretary who explains that:

“The organization drove the question about corruption to the court. This send out a lot of signal to republic of Moldavia that they can not fool our organization but above all that our organisation do not accept corruption.”

What can be interpreted here is that IM do not accept corruption. They stood up for what the organization believes in, which reflects on their brand and its trustworthiness. Another interview that illustrate a similar statement is with the general secretary of IM who said that:

"I believe that if you work with aid organizations, problem as corruption is inevitable"

Or this statement:

"It is obvious that aid organizations that try new projects which are unproven, will lose sometimes. If we did not try, we would not develop much. We can not be afraid and that is why it is important to communicate and stand up the organization"

The interpretation of these statements is that corruption can occur, which means that taking responsibility to correct the problems is highly important. The second statement indicates that even though untested projects can be seen as walking on spikes, it has to be done, otherwise no organization will be able to develop. The organization have a lot of projects which decrease the amount of problem that can occur. What can not be forgotten is that they fight for good, which is why they can not be afraid to enter new project and develop their ideas. To be able to do this, communication toward society is important, so society can understand that aid organizations might also misjudge people, as an individual can. This type of explanation, communication and openness shows that this is a part of rising trustworthiness towards the aid organization. Furthermore, another aspect is that even if aid organization might not be able to avoid problems, they can learn from it. What the organization learned is the importance to communicate, in order to rebuild their brand. The director of operation of the Red Cross explains that:

"We do not have more that trust that back up what we say. Therefore, we try to show up our organization and communicate what we do through presented results, which is not often showed. However, what is viewed is our brand and our general communication. I must say that I believe this can be the main importance for aid organizations"

Trust can strengthen the organization's brand, which is why effort is put into showing up their results. However, the information that people associate them with is usually general information about the aid organization and what they stand for. What can be interpreted more is that trust is the main focus for the brand's development for aid organizations.

5.1.1 Theoretical aspects

The increasing amount of aid organizations increase the importance of the brand. This indicate that aid organizations need the partnership of a highly defined organization that can strengthen

their brand (Griffiths, 2005). Society's association with the brand and the company's good actions will also reflect on the aid organization's brand (Griffiths, 2005; Keller, 1993; Vlacho et al 2009). This specifies that the society's opinion, created from society's emotions, is what effects a brand (Brodie et al., 2009). Trust can also have a huge impact on companies, as to aid organizations (Martínes & Rodríguez del Bosque, 2013). In order to regain the trust and the brand image, CSR should be a part of the organization's identity and have a connection to their work, internally and externally. Also, it is important that CSR is embedded in the organization's values, in order to regain trust in the long term.

Moreover, the market of aid organizations is viewed the same way, because of their social value, also known as social mission, that they supply their donors with (Griffiths, 2005; Quarter & Richmond, 2001). What a brand should do is partly tell the society what their aid organization's opinion is. For example, when people tried to use corruption towards IM, they took a responsibility by fulfilling their social mission by going into court (Griffiths, 2005). Therefore, this type of behaviour that touches society's hearts and minds is what aid organizations need to reflect into their brand (Griffiths, 2005). Furthermore, the importance to be clear about what the organization do by increasing the knowledge about the good missions they are cooperating, leads to a diminished focus on what they do wrong (Merrilees & Miller, 2013, Griffiths, 2005). What also needs to be clear is an organization's vision can diminish societies own interpretation of their brand (Merrilees & Miller 2013). An aid organization's creation of the brand is through their social responsibility, which develops the value towards society (Merrilees & Miller, 2013). In order to create that value, it is important to communicate externally as well as internally, such as between the employees. By doing this, CSR will always be a part of the organization's brand identity and an awareness among the employees will help the organization to stand up on their feet again after having a damaged brand.

5.2 Society's current critique

Society has a higher demand on aid organizations' good actions (Weerawardena, et al., 2010), which can be describe as the social responsibility and society's expectation on the aid organizations. The social responsibility can further be explained as an aid organization's goal and strategy, which can be defined as their social mission (Quarter & Richmond, 2001). Organization's good actions can also be connected to CSR, since their goal is to have social responsibility and to gain trustworthiness. It is important because trust is one main reason to why donors turn to a specific aid organization (Géraldin & Reieunier, 2012). This means that

the aid organisation have to satisfy society's demand (Lönnaeus & Orrenius, 2009). Nevertheless, companies are developing a growing interests for corporate social responsibility and the responsibility towards society. This shows that the demand towards aid organizations do not always come directly from society. Companies are also an important part of the demand on the social mission as to the critique they need to meet, because of their work with CSR. This involves how to link customer's identification with a company's CSR.

When we asked the aid organizations about the financial scandals of Johan Af Donnor, we received both different and similar answers. Both Erikshjälpen and UNICEF claimed that it were not any remarkable critiques they had to face. UNICEF director of corporation and partnership said:

“No, the critique was not high, it was mostly about people that started to call us and were disappointed that these things can happen”.

The head of information at Erikshjälpen said:

“The scandal did not affect us but it gave us more attention” and “We can see that people might choose to donate to us after the scandal”.

The general secretary of IM said:

“People started to ask more about where the money is going and how we use it. We have also had problems with corruption”.

What these three statements have in common is that they do not talk about a financial change. They talk about the change in conversation, due to the changing questions from donors. Moreover, the Red Cross, where the scandal happened, noticed a high effect in the financial aspect, where they had a cutback from 400 workers to 200 workers in only a few years. What we noticed when analysing the material is that the scandal that appeared in the Red Cross brought the highest financial effect on them. IM might be more vulnerable to the Red Cross scandals than UNICEF and Erikshjälpen, because of IM's own history with a financial scandal. When it comes to criticising the industry, we found one similarity between the four aid organizations. They all claimed that the financial scandal had an effect on the aid industry, but they all had their own interpretation about what the effects were. For example, UNICEF talked about a decrease in trust, while the head of information at Erikshjälpen brought up that they gained better marketing. Both IM and the Red Cross said that the control system was effected.

Another critique that three out of four aid organization spoke about, was a critique that is not connected to the financial scandal. Instead, the critique is connected to the changing attitude in the Swedish society, but also how the demand on social responsibility against companies and aid organizations was affected. The director of corporation and partnership at UNICEF stated that:

“There will always be people that question our work. There are, if I am allowed to say, dummies, thinking we should work with making people stay in their home-countries, rather than working with immigration questions. This is an example of people that sometimes get in touch with us”

What is stated here is that people will always have different opinions. What can be interpreted more is the irritation that people have when criticising the aid organization for their good actions. Moreover, what also is noticeable is that the organization believe that this type of critique will always be a burden for them. Even if there are people that want the organization to stop working with some projects, the organization will not change. Even if the demand on the social mission is changing, the organization will not change their social responsibility. The critique and society’s changing perspective can also be interpreted with the interview with IM, where the general secretary explained that:

“Critiques, which we may receive come from the dark forces in the society. It is obvious that we sometimes get attacked by Sverige Demokraterna (SD) and some others. We should see this as something positive, because we do not want to be associated with them”

The interpretation of this is that, a part of the Swedish society disagree with what the organization do. The aid organization want to stand tall about what they do, why they do it and how good actions are used. Some people might not like them for this reason. Their work with people’s integration and participation into the Swedish society, gives a social value that do not please everyone. Even if IM meet these kinds of critiques and the demand is changing, they will not change their social mission. On the other hand, the interview with the project manager of Red Cross stated that:

“It can be noticeable, when we talk with managers and employers, the huge willingness to change and influence. This indicates finding their part to success, maybe by finding an activity they can enter and get involved in. It is common that they

want a lot of things, but they do not know where to turn to or where to start. The reason is that it is still a lot left to do “

What can be interpreted here is the company's strong willingness to practise aid. Moreover, what also can be indicated is the choice of taking on corporate social responsibility. This does also state the importance for a company to find a good project that will reflect the company. Finding the right project that fits the company and their customers is therefore vital.

Aid organizations need to meet the consequences after a scandal, since it has an immediate effect on the organizations. Even though UNICEF and Erikshjälpen did not notice any remarkable changes in their organization, they became more careful regarding their control systems. Red Cross also sharpened the monitoring of their control systems, in order to prevent other scandals from occurring. However, this aid organization did not only make changes internally but also externally. They focused for example on communicating with their consumers about the unpleasant situation that happened. Through direct communication, an organization can gain trustworthiness among society again.

5.2.1 Theoretical aspects

In the literature, we can find different critiques that has been identified as a problem towards aid organizations. Critiques have been mainly about the problems an aid organizations has towards their money due to their spending (Griffiths, 2005). Society's attitude toward aid organizations exists, but also the importance to achieve aid organizations social mission by retaining organizations integrity (Griffiths, 2005). In this research the main critique is through society's attitude toward aid organization (Griffiths, 2005). In one part of the literature, the problem to question the aid organizations money is introduced, including how it is spent which society believe not always is right. In the interview, we met another critique that is a part of society's attitude, which was regarding critique towards immigration . This is an important part of the social attitude, because it will be a part of a company's identity which will reflect on their brand. Accusation might be the main future attitude if it grows bigger and stronger. How big will the impact be and will other organization that don't work with this be more attractive to people is still unclear. However, to avoid this type of critique, companies can do a lot of things. An example can be building a good reputation by taking care of their employees or work with other companies, which can strength them (Urde et al., 2013). The interview accounts further indicate that aid organizations' solution was to develop their control system, be careful with

whom they hired and that communication to society was very important to rebuild their credibility and brand. Moreover, what can be understood is that CSR is not only about doing the right thing outside the company, but also to pay more attention to internal issues. This is because the internal situation reflects on the organization's CSR work tremendously. It is not only about doing the right things, but also taking care of the control systems, since this can be one reason for trust towards the brand to not decrease heavily after facing criticism.

5.3 Aid organization's definition of CSR

The definition of CSR differs from one aid organization to another. Therefore, it is interesting to explore what different responsibilities and perceptions aid organizations associate with CSR. The respondents included in this study, were asked to explain their own definition of CSR and how it is used. The interviews ensured that all aid organizations care about social responsibility, but are applying it differently. Some aid organizations such as IM and Red Cross focus on CSR internally, while UNICEF and Erikshjälpen focus on giving companies the opportunity to be social responsible. Since these are non-profitable organization, conducting CSR is not a way to achieve a higher money flow. Using CSR in aid organizations is obvious since social demands and duties toward society must be included in their everyday work. In the interview with Erikshjälpen, the head of information clarified that:

“Companies take advantage of CSR by supporting our projects and continue working on it internally and externally”

This indicates that the demand on companies to become social responsible is growing, which can be the outcome of increased competition but also the increased awareness among people. Companies may use their social contribution in marketing, therefore, supporting an aid organization will automatically create more value for the consumers, which leads to higher income. However, aid organizations may also be influenced in a positive way with this collaboration. Using CSR towards other companies, indicates that aid organizations are not only conscious about being social responsible towards their business, but are also trying to introduce other organizations to the subject. The identification of the aid organizations increases among donors and creates a higher trust. Moreover, the director of corporation and partnership at UNICEF pointed out that:

“I believe that the donors for UNICEF expects us to take social responsibility”

Basically, an aid organization has to be viewed as social responsible in each part of their organization. Trust towards an aid organization can fall rapidly, since trust is the essence of

their business. Of course, trust is highly important in companies also, but being social responsible leads to a different goal, which is often about increasing trust among the stakeholders. Furthermore, the director of corporation and partnership at UNICEF also mentions that:

"If you look at CSR, it is targeted towards companies, since it focuses on businesses in society and their responsibilities"

The interpretation of this phrase strengthens what was said at Erikshjälpen, which is that achieving social sustainability is a common goal for both companies and aid organizations, hence the collaboration. Since an aid organization's brand is mainly built on working with CSR, the focus is now on companies and their duty towards society. However, this takes the organization's CSR work to a new level that shows donors, workers and other organizations that CSR can be achieved in several ways. However, being social responsible can be perceived in other ways. The general secretary of IM expresses that:

"We are organic and include gender aspects too!"

In order to prove their social responsibility in a different way, IM include environmental issues, such as supporting local cooperatives and businesses that are working to produce fabrics. In for example India, where the usage of unhealthy products when dyeing fabrics is common, IM encourage environmental friendly techniques. The importance of a sustainable environment and gender question is rising drastically, which means that aid organizations need to consider in what way their actions can lead to a better world.

5.3.1 Theoretical aspects

The theoretical chapter explained how CSR is different from an aid organization's point of view to a company's point of view. It has been proven by several authors that companies can be social responsible, while aid organizations have a mission of actually being trust-worthy throughout the whole organization (Antoci et al. 2006). This analyze indicated the same thing, which is that CSR can be used differently depending on what goal an organization is striving for. Since an aid organization is fragile when it comes to their brand and trust among the population, they always need to explain what they do. This includes everything from where the donated money goes, to reports about how effective they are. Therefore, a pressure to take the social responsibility to a new level is created. More aid organizations are today focusing on spreading the knowledge about CSR among other companies, which is shown to be appreciated on both parts. While aid organizations achieve a higher level of satisfaction towards taking on a new

level of social responsibility, companies learn to work actively towards a better society. This benefits their marketing, since the aid organization is enabling customers to achieve a social responsible impact, which means that all services must include some kind of social value (Griffiths, 2005). Moreover, since the competitiveness is growing in the market, an aid organization need to differentiate their work from others, hence the different ways of conducting CSR.

5.4 The change in future CSR

What CSR might bring for the future is an optimistic development, since it is becoming quickly adapted into markets. Especially in Sweden, where the awareness and involvement in society is growing tremendously over the years. The awareness does not only come from the consumers but also companies that are wide spreading their engagement with globalization. Today, aid organization's trustworthiness is growing, which affects the development of their CSR work positively. In UNICEF's case, their participation in the UN is allowing them to develop, since people have a high level of confidence towards the UN. Moreover, since media is a part of our lives, people have a greater understanding towards social right issues. What was said in the interview with UNICEF's director of corporation and partnership is that:

There is a better understanding today that I think is related to people traveling more to odd places. You go for example to Cambodia and meet the street kids, so I think that the engagement is increasing more today"

The donation patterns are changing to the better over time, where people today are showing a higher commitment. Because of the growing immigration, people are receiving a dosage of new cultures and languages, more than it has been before. By being an open and close organization, donors will be more willing to help, since trust is the base of an operating organization. The social change however, makes it even more interesting to engage in the development of CSR. What also has been said in the interview with the head of information at Erikshjälpen is that:

Young sponsors are very loyal. Although they may have a strained economy, since they might be studying, they are very loyal and give their monthly gifts"

This shows the growing commitment among young people also, which is believed to be more active today with current issues. The educational level in Sweden is high which means that the awareness is high as well. The desire to improve society means that people are more willing to take their social responsibility by donating and helping the less fortunate. Even in second hand

stores, the change of people's behavior is noticed, as the project manager at Red Cross expressed that:

People have become more generous since we have noticed that more people donate their belongings. After all, they decide this themselves, where they want to donate"

This strengthens what other sponsors have said, that the loyalty towards society and the fight to improve the living standards for people is increasing.

However, one aid organization had doubts toward the future. The general secretary at IM explained that:

It is obvious that what actually is happening now is that, Sweden is becoming a colder and more unpleasant society and therefore it is important that all good forces must act"

This introduces a new opinion regarding this subject, which is that future donors are changing their patterns fast when it comes to giving to an aid organization. People are becoming more mobile, which makes it more difficult to locate trustworthy donors. Moreover, IM also focus on introducing the Swedish society for newcomers, by offering different activities and venues, which is not always accepted by everyone. What is to be noticed here is that instead of talking about how to meet the new growing demand, the aid organization stand tall and are willing to fight for their social mission. By pointing out that their mission will never change and that there are more organizations offering the same aid makes them stronger together. However, even if untested projects can be seen as walking on spikes, they has to be done, otherwise no organization will be able to develop. The general secretary at IM also said that:

"There is not a lot of money circulating in Sweden in terms of support. Our support consists of offering meeting places"

Since this organization does not get support from the government and there has been a noticeable change in people's donation, the lifelong commitment is not there anymore. Even though all aid organizations are needed in society, the competition is growing in the market, hence the lack of money. Therefore, it is important that aid organizations remain creative and find ways to stay social responsible, which in this case by creating activities and places where people can get together. In order to keep the loyal donors for the future, an aid organization need to maintain open and clear with how the money are used. Since people are becoming more attentive, the importance of showing quality in the projects and showing results is increasing.

5.4.1 Theoretical aspects

CSR has developed fast since it started in the 1950's. Martínez and Rodríguez Del Bosque (2013) explained that, since the competitiveness is increasing due to the increasing number of organizations, CSR is growing even more. Organizations have to differentiate themselves from others in the same market, due to the growing interest of using CSR. Consumer expectation is increasing more over the years, which can be associated with the evolution of the media and the attentiveness among people today. Moreover, what Martínez and Rodríguez Del Bosque (2013) also mentioned that can be associated with the results of our interview is that, customer satisfaction is harder to reach today and is expected to become even more difficult in the future. This is not only because of the increasing number of aid organizations or because of the growing demand, but also since CSR is associated with trust, which is vital for aid organizations. Authors have found a positive link between CSR and consumer's trust, which is significant for this study (Vlachos et al., 2009). Putrevu (2012) mentioned that image is becoming more important today, which indicates the importance of using CSR in order to maintain a responsible image. The future of CSR is bright, although IM had noticed a change in people's behavior towards donating. Being an open and honest organization provides a motivation to improve people's behavior. Ariely, Bracha, and Meier (2007), whom describes the importance to inspire people to do good deeds, have mentioned "Image motivation". The authors claim that people want social approval, which comes with showing public generosity, such as wearing a breast cancer pin. Therefore, if an aid organization has a strong image and use CSR, they can push others in the same market act social responsible as well. However, what IM mentioned about the donation in Sweden can be associate with what Ariely, Bracha and Meier (2007) claimed, which is that aid organizations nowadays rely on private donations. Governmental donation is not viewed as an increasing income in the future. What aid organizations need to focus on is to gain more donors by communicating the right image, developing trust and maintaining a respectful position.

6. Conclusion

The final chapter will introduce a conclusion of our results and recommendation for further research.

6.1 Conclusion of the study

The main purpose with this dissertation was to develop an understanding of how aid organizations use CSR when scandals and critique are directed towards them, but also how this affects the organizations brand. In order to understand this, we asked questions to the aid organizations about the scandal of Johan Af Donner, the critique they had to meet and the effect scandals has on their brand. Finally, questions were asked about trust, CSR and how an aid organization differentiate themselves from others in the same market.

Our findings show that customers have insufficient knowledge and awareness about what the different aid organizations work with. Therefore, critique towards one aid organization affects the entire market of aid organizations. The difficulty that society has when it comes to distinguishing the different aid organizations depends on the similarity in the aid organization's social mission. A large part of society consider that all aid organizations are the same, despite their different approach towards CSR and their different brand. Even if aid organizations have different brands, they get questions and face critique about other organization's scandals.

Moreover, what is also noticeable was the critique between donor's behaviour and their social attitude. The critique that was brought up against aid organization was not only about their money spending. Critique towards immigration and integration are also faced by aid organizations such as UNICEF and IM, which indicates a change in society's attitude. What was found in the analysis is a clear willingness from companies to use CSR in the future. People in Sweden are very environmental and aware of its importance, therefore, it can also be easy to implement CSR in current society. On the other hand, critique from people that believe that aid organization's CSR should be about other things will always be around. However, this kind of critique can convert into something that drives aid organizations to stand up for themselves even more. It is a fact that the resistance towards immigration is becoming higher in our society, which will effect aid organizations that work with immigration questions. But, what was noticed during the interviews is that the engagement of

aid organizations is large and with the right attitude, clear information and closeness to society, nothing will stop them from reaching their social goal.

Furthermore, direct communication between aid organizations and society leads to an increased knowledge. The different aid organizations need to develop an understanding towards society when mistakes are made, since no system is flawless. With the support from society, aid organizations will dare to face developments in their work worldwide, using CSR. Support will be gained through communication and updating society with what is done. This has a direct effect on trust among individuals, which is the core for a strong brand and maintaining a developing strategy.

In the theoretical chapter, brand has been identified as having a high importance for an aid organization. This implies the importance to inform and communicate with society about the organization's daily work. If communication is not a priority in an aid organization, society will have less knowledge and awareness about the CSR work, which will lead to more difficulties when rebuilding the brand and trust after scandals. However, it is important to be careful when communicating externally, since this can involve a risk of being misunderstood and viewed as dishonest. What can be done instead is communicating the basis of the usage of CSR as a part of the organization itself. Both the good parts as well as the flaws need to be communicated, in order to be perceived as trustworthy and be able to rebuild a credible image.

Moreover, aid organizations face critique for different reasons. What the theory indicated was that critique about the social attitude arises when an uncertainty is initiated about where donated money goes. However, what was shown in the interviews was that organizations who handle immigration questions are also affected by criticism. What also can be interpreted from the interviews is the importance to separate companies from aid organizations when it comes to how CSR is dealt with and what demand society has on them. This is mainly because a higher demand of being socially responsible in all parts is put on aid organizations. However, when companies use CSR in their strategy, their image will immediately improve. The usage of CSR needs to develop from the core of the organization. Moreover, a clear strategy needs to be provided in order to regain a respectful position in the market after a scandal. It is therefore important to know where the lack of CSR exists and start taking responsibility immediately when facing scandals and critique throughout the existing economic-, legal-, ethical - and philanthropic aspects.

Finally, when facing scandals and criticism, aid organizations need to be open with their CSR work and show results, which indicates that the donated money is reaching the right purpose. Moreover, aid organizations need to be open and communicate towards society. Not only does CSR need to be used externally but it is highly important to use it within the organization itself. The ethical responsibilities in the organization, regarding having the right control systems and treating the employees fairly will also have an immediate effect when facing a scandal or criticism. It is when CSR is used correctly in section of the company, an aid organization can gain trust again. By using CSR as a strategy throughout the organization as a basis, society's moral expectations will be met, which will increase the aid organization's trustworthiness.

6.2 Further Research

As mentioned in the limitation, no aid organizations outside of Sweden were contacted. How CSR is used in Sweden and how it is used in other countries differ, which means that the results may have been different. Therefore, comparing CSR work in aid organizations in Sweden with aid organizations in other countries when facing scandals and critique is interesting.

Moreover, concentrating on the consumers' perspective and attitude towards CSR in aid organizations will enable a comparison of the impact CSR work has on consumer's donation behavior.

Finally, an interesting research is to investigate if the personal motivation when working voluntarily is affected, when you are commanded to do voluntary work rather than choosing it yourself. Behavioral studies will be conducted here.

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Appendix 1

Questions for the aid organizations

1. Can you briefly describe your background and role in the organization?
2. Why do you personally chose to work in an aid organization?
3. In what way are you different from other nonprofit organizations?
4. What is your definition of CSR?
5. Do you have any loyal donors? And how do you work for them in order for them to continue to support your organization?
6. Have scandals that occurred earlier, as the Red Cross scandal Johan af Donner, affected your organization in any way?
7. Have you had to face criticism during these scandals?
8. How do you think society looks at your work today?
9. What is the difference between the brand name for a commercial business and a non profit organization?
10. What do you want the organization's brand to be associated with and how do you work to create these associations?
11. How does social responsibility differe from an aid organization to a company?
12. How does the company's stakeholder interest increases through CSR?

Questions for the second-hand stores

1. Why do you personally choose to work in an aid organization?
2. What do you think motivates people to shop from a nonprofit organization?
3. What is your perception about the red cross scandal that have occurred and how has it affected consumers' confidence in your store?
4. Do you think that people have become more or less generous, why / how is this noticeable?
5. Do people question your work?
6. What are the requests after volunteering?
7. Are people curious about where the money goes?