



PETA: RESTORING BRAND EQUITY AFTER A SCANDAL

A study investigating how a non-profit organisation
can recover its brand equity

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Executive Summary

The research question for this study was: “how can PETA improve its marketing strategies to recover its brand equity after a scandal?” In order to be able to answer this question, several sub questions were formed. Desk research was conducted to gain information about PETA, the scandal, brand equity and perceived quality theories and field research was done in the form of a questionnaire that was filled out by 174 respondents.

The questionnaire aimed to measure what dimension of perceived service quality would result in the biggest improvement of the overall brand equity. The sample group was divided into three groups of 58 respondents and each group filled out a different questionnaire. The first questionnaire measured ‘tangibles’, the second ‘reliability’, ‘competence’ and ‘empathy’ and the third questionnaire ‘responsiveness’.

The theory used to measure PETA’s brand equity was The Brand Equity Ten by David Aaker. This theory suggests that the most important asset categories are brand name awareness, brand loyalty, perceived quality and brand associations. As chapter 5 indicates, the asset that is impacted the most after a scandal is perceived quality. For this reason, the research focused on improving this element of perceived quality to improve the overall brand equity.

The first questionnaire measured if improvements in the ‘tangibles’ dimension would result in a better perceived quality. The marketing strategy was to replace Ingrid Newkirk as president of PETA, because she was president during the time of the scandals. This strategy resulted in positive outcomes for the perceived service quality of PETA. The marketing strategy in the second questionnaire was to optimize responsiveness and implement a 24-hour-response policy. This questionnaire led to positive results for the perceived quality as well. Finally, the third questionnaire measured how informing members and being as transparent as possible would impact the perceived service quality. This marketing strategy showed a big improvement in the perceived quality of the organisation.

All in all, all three of the strategies resulted in a more positively perceived service quality. However, reliability, competence and empathy ended up being the most valued dimensions as the third questionnaire showed the biggest improvements. From the three groups, tangibles showed the second-best improvements and responsiveness showed the least improvements. Nonetheless, it is important to enhance all dimensions of perceived service quality in order to gain the best results. Thus, all marketing strategies mentioned above indicate a better perceived quality.

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1. Introduction

Nowadays, an estimate of 10 million non-governmental organisations addressing issues worldwide exist (The Global Journal, 2013). NGOs are defined as “non-profit organisations that operate independently of any government, typically one whose purpose is to address a social or political issue” (NGO, n.d.). With many problems to engage in, NGOs have been making notable progress in various areas, such as human rights, environment and health (Paul, 2000). However, due to many scandals nowadays revolving around non-governmental organisations, many people have lost trust in these organisations which often results in less charitable giving (Hillier, 2014). It is important for NGOs to find a solution to this scepticism so it will not further impact donations and NGOs can continue addressing issues effectively (Smedley, 2014).

People for the Ethical Treatment of Animals (PETA) is the largest non-governmental animal rights organisation in the world (PETA, 2016b). The organisation aims to improve animal welfare through public education, cruelty investigations, research, animal rescue, legislation, special events, celebrity involvement and protest campaigns and it has been doing so since 1980 (PETA, 2016b). PETA’s image was impaired due to the occurrence of a scandal that has been ongoing since 2003 (Activist Facts, 2016). It became public that, among other things, PETA euthanizes most animals it rescues instead of saving these animals and that donation funds are used to support violent animal rights activists (Activist Facts, 2016). This scandal will be explained in more detail on page 12.

As a result of this scandal, PETA’s credibility and intentions are questioned by many supporters (Winerip, 2013). This is highly undesirable for an organisation that is in need of this support and these contributions in order to be able to continue the work it does (PETA, 2016j). Thus, it is necessary to maximize these contributions as much as possible. This research is about the manner in which PETA can regain its credibility, improve its effectiveness and, thus, restore its reputation.

The research question is: “How can PETA improve its marketing strategies to regain its brand equity after a scandal?” In order to achieve an informed outcome, the following theory is applied: The Brand Equity Ten by David A. Aaker (Aaker, 1996). The Brand Equity Ten are general measurements that can be used to measure brand equity across categories (Aaker, 1996, p. 482). This set of measurements is derived from David Aaker’s book “Building Strong Brands” which was published in 1996. Using this theory, an improved strategy is created and PETA’s brand equity will be measured both before and after implementing this new strategy by means of a questionnaire. After testing the new strategy, an informed conclusion will be drawn about whether the strategy has shown to be successful in recovering PETA’s brand equity.

The following sub questions are used to structure this study and to further investigate marketing strategies to rebuild PETA's brand equity:

1. What is brand equity?
2. What is PETA and what is the scandal about?
3. What is the impact of a scandal on the four dimensions of brand equity and what is the current brand equity situation for PETA?
4. What is a possible marketing strategy to repair brand equity?

2. Brand equity

Brand equity is a set of brand assets and liabilities that are connected to a brand name and symbol and that add or subtract the value provided by a product or service (Aaker, 2016). The most important asset categories Aaker's brand equity model consists of are *brand loyalty*, *brand awareness*, *brand associations* and *perceived quality*. All these components provide value for a firm in multiple ways. However, there is a fifth asset category: other proprietary assets. This last category involves assets such as channel relationships and patents that are attached to a brand (Aaker, 1996). Furthermore, because not all brands are similar, brands may choose to add particular measurements in this category that are specific to that brand in order to measure more precisely. David Aaker's brand equity model will be further exemplified later on in this research.

Brand equity creates value for customers because it helps them interpret, process and store quantities of information about the brand. Furthermore, Aaker (1991) believes that brand equity influences a customer's decision in products or, in this case, what organisation to support. Also, if a brand has a great brand equity, customers can experience greater satisfaction with using the product than they would when using a product of a brand that has lesser brand equity (Aaker, 1991). For animal welfare organisations, this would mean that a person will feel more satisfied when supporting an organisation with great brand equity and they know that their money is spent on making real improvements rather than they would when supporting an organisation with lesser brand equity and where they have their doubts about.

Aaker points out that brand equity creates value for a brand, because it generates efficient and effective marketing programs (Aaker, 1991). If people are aware of a brand, they are more likely to buy its products. Thus, people who are aware of an organisation are more likely to support it than people who are unaware because they are not able to support an organisation they do not know about. Furthermore, brand equity results in brand loyalty because perceived quality and associations can result in people choosing a certain organisation instead of its competitors. All in all, brand equity leads to competitive advantage, because a strong brand with loyal customers and a high awareness level is hard to compete with (Aaker, 1991).

3. Theory

In order to realize an informed conclusion and recommendation for PETA to recover its brand equity, The Brand Equity Ten by Aaker are used. To be able to create an effective marketing strategy that will regain its brand equity, the current brand equity situation has to be measured first. This is done according to Aaker's Brand Equity Ten. Consequently, a new strategy will be designed which, in turn, will also be evaluated with the same measurements. At that point, a conclusion can be drawn whether this strategy was effective in recovering PETA's brand equity or not. A **marketing strategy** refers to a set of actions that an organisation or business designs to meet its business goals (Phillipson, 2016). In this case this is a marketing strategy that aims to recover PETA's brand equity.

3.1 The Brand Equity Ten by David A. Aaker

To measure both the contemporary and the improved brand equity, The Brand Equity Ten derived from Aaker's book "Building Strong Brands" are applied (Aaker, 1996). The Brand Equity Ten are general measurements that can be used to measure brands across categories. These measurements form a starting point to measure brand equity which can be adapted to specific brands or products. Not all measurements mentioned by Aaker are relevant to every brand, company or organisation and, therefore, they can be left out or adapted when necessary. The measures are arranged in five different categories, of which the first four are based on customer perceptions of PETA's brand equity, including loyalty, perceived quality, associations and awareness. All these measures can be researched by means of a customer survey. Aaker (1996) notes that the fifth category holds market-based information instead of customer-based. The Brand Equity Ten are as follows:

- **Loyalty Measures**
 1. Price Premium
 2. Satisfaction/Loyalty
- **Perceived Quality/Leadership Measures**
 3. Perceived Quality
 4. Leadership/popularity
- **Associations/Differentiation Measures**
 5. Perceived Value
 6. Brand Personality

7. Organizational Associations

- **Awareness Measures**

8. Brand Awareness

- **Market Behaviour Measures**

9. Market Share

10. Market Price and Distribution Coverage

(Aaker, 1996, p. 504)

In the upcoming section, the application of The Brand Equity Ten will be further explained with regards to PETA's situation.

3.1.1 Brand Loyalty

Brand loyalty refers to "the extent of faithfulness of consumers to a particular brand, expressed through their repeat purchases, irrespective of the marketing pressure generated by the competing brands" (Brand loyalty, n.d.).

Aaker reports that brand loyalty is often left out of brand equity models and that his model (The Brand Equity Ten) is one of the few to incorporate brand loyalty (Aaker, 1996). The reason for this is that a customers' loyalty to a brand creates brand value and when brand loyalty is considered as an asset, this encourages loyalty-building programs which is beneficial to enhance brand equity.

The loyalty measures that are considered are *price premium* and *customer satisfaction and customer loyalty*. Aaker states that price premium might be the best single measure of brand equity that is currently available, as it directly captures supporters' loyalty to the brand in a relevant way (Aaker, 1996). Customer satisfaction and customer loyalty measure how likely people are to stay with the brand or, in this case, to stay with the organisation. As it is easier to keep loyal supporters than to acquire new supporters, this is an important element that should be taken into account (Aaker, 1996).

1. *Price Premium*

The price premium is the amount of money a customer will pay compared to another brand or organisation. In this case one speaks of supporters instead of customers. In order to measure supporter's loyalty to PETA, is researched what amount of money people are willing to donate to PETA on a monthly basis. It is important that people from all supporter segments (loyal supporters, brand-switchers and non-supporters) are being questioned, as it otherwise will not lead to a dependable outcome. Price premium is a very good indicator of customers' loyalty to a brand and in PETA's case it also indicates supporters' trust in its campaigns and activities to benefit animal welfare, otherwise they would not be willing to contribute to the organisation.

2. *Customer satisfaction/loyalty*

Customer satisfaction is about how much a person likes the brand and is willing to stick with that brand over time (Aaker, 1996). This can be easily measured by means of a survey among supporters of PETA. Questions that could be used to measure customer satisfaction are whether a person is satisfied with the organisation, if the organisation meets the persons' expectations and the likeliness of continuing to support the organisation.

As loyalty is a very self-evident concept that is understood by many, one can also ask direct questions about a persons' loyalty to an organisation. One can ask, for example, whether someone considers himself a loyal supporter of PETA or not. Another approach can be to ask people to how many organisations they consider themselves loyal. If PETA is included as one of the two or three brands that a person is loyal to, this could be a relevant statistic.

To measure supporter satisfaction/loyalty to PETA, the first method will be used. In a questionnaire, questions will be asked about their attitude towards PETA and the likeliness that the respondents will continue supporting the organisation. This will provide a lot of information and a broad insight in people's attitude towards the organisation and, therefore, their loyalty and satisfaction.

3.1.2 Perceived Quality

Perceived quality refers to "a consumer's opinion of a brand's ability to fulfil his or her expectations". Among other things, it is often based on the brand's current image and the consumer's experience with the brand (Perceived quality, n.d.).

According to Aaker (1996), perceived quality is important to brand equity because it is linked to perceptions about the brand itself. Furthermore, perceived quality is a major strategic propulsion of a business and it has proven to drive financial performance (Aaker, 1996).

The two measures that are taken into account are *perceived quality* itself and *leadership and popularity*. Perceived quality is, as mentioned above, a major drive force for a business. As only measuring the perceived quality may lack sensitivity to the innovations of competitors, it is beneficial to measure leadership and popularity as well (Aaker, 1996).

3. *Perceived Quality*

Perceived quality is another very important measure when measuring brand equity (Aaker, 1996). It is about people's perception of the quality of PETA as an organisation and its effectiveness towards pursuing animal rights. This will be researched by measuring people's perceptions of the quality and impact of actions taken by PETA to improve animal welfare. Whether these people think that PETA makes a difference for animals and how much of a difference will be researched by means of a questionnaire.

4. *Leadership/popularity*

Leadership is another important measure when it comes to brand equity, as an organisation's brand equity can be damaged by external matters, even though the perceived quality of the organisation has not changed (Aaker, 1996). For this reason, measuring leadership and popularity will make the measurement more accurate. Leadership has three dimensions:

- Market share

This involves the logic that if there are so many people buying a product which leads to making the brand becoming the sales leader, this brand must have worth (Aaker, 1996). PETA is the largest animal welfare organisation and, therefore, it must have some kind of worth according to this logic.

- Popularity

People often want to buy or do what is popular and done by many. So, if it is socially accepted to support good causes, more people might do it than when it is not socially accepted. PETA works closely together with a lot of celebrities, thus, as these celebrities have a broad range and are often seen as role models, they could influence a lot of people.

- Innovation

This involves whether PETA is moving forward with its approaches and tactics to improve animal welfare or whether it remains the same. Also, if the organisation is more innovative than its competitors.

3.1.3 Brand Association

Brand association refers to “the extent to which a particular brand calls to mind the attributes of a general product category” (Brand association, n.d.).

According to Aaker (1996), brand association plays a big role in brand equity and should therefore be included in building a brand strategy. Brand associations include all associations that are made to the brand by consumers in all different aspects. In Aaker’s book (1996, p. 122), association measurements are organised from three different perspectives on brand identity, namely:

- brand-as-product, which is the perceived value
- brand-as-person, which is the brand personality
- brand-as-organisation, which are organisational associations

5. *Perceived Value*

Aaker believes that it is important for a brand to generate value, otherwise it is likely to be vulnerable to its competitors (Aaker, 1996). This value is measured by including questions regarding value in the questionnaire. Furthermore, this is investigated by studying PETA’s financial reports, because these provide an overview of how the crowdfunds are spent. Perceived value is also researched via reviews on PETA’s official Facebook pages, as these can also provide supporters’ opinions on such matters.

6. *Brand Personality*

Brand personality provides links to a brand’s or organisation’s emotional and self-expressive benefits (Aaker, 1996). Furthermore, it is the basis for an organisation’s relationship with its customers or supporters and a basis for differentiation. A brand personality often consists of a set of specific dimensions that are unique to the organisation. But in order to be able to measure brand personality adequately, measures are needed that display the presence of a strong personality but are not specific to a product (Aaker, 1996).

7. Organisational Associations

The brand as an organisation can be an indicator of differentiation, because it is also part of the brand identity (Aaker, 1996). A brand can be perceived very differently when it is associated with a certain organisation that may have a bad reputation. PETA itself is already an organisation and not part of a bigger entity. However, PETA works closely together with multiple celebrities in its campaigns to improve animal welfare. Furthermore, PETA has been supporting other animal right groups such as The Animal Liberation Front by means of donations (The Center for Consumer Freedom, 2004). The Animal Liberation Front (ALF) is an illegal animal rights activist group that is known to use arson and other aggressive means to save animal lives (Animal Liberation Press Office, n.d.). These collaborations are considered when researching organisational associations.

Furthermore, differentiation is important to organisations such as PETA, because it differentiates the organisation from all the other animal welfare organisations. And when an organisation is differentiated from other organisations, it can attract other people and become more attractive to certain people.

3.1.4 Brand Awareness

Brand awareness refers to “the extent to which a brand is recognised by potential customers, and is correctly associated with a particular product” (Brand awareness, n.d.). In this scenario, the product being PETA as an organisation and its efforts and accomplishments to improve animal welfare.

According to Aaker (1996), brand awareness is measured in a variety of ways. A brand can be *recognised* from former experience or *recalled* when one thinks of a certain product category. “*Top of mind*” is when, out of all brands, a consumer thinks of that particular brand first and *dominant* is when that brand is only brand that is recalled by a consumer (Aaker, 1996, p. 28).

8. Brand Awareness

Brand awareness is important to measure, because it indicates the presence of PETA in the mind of people. When people are aware of a brand, it can affect their perceptions and attitude towards that brand. Also, increased awareness of the organisation leads to an expand of market reach, which is of importance to the organisations as this could result in more support to help more animals (Aaker, 1996).

3.1.5 Other Proprietary Assets

Other proprietary assets could be complementing assets that are of specific importance to a certain brand or product. In the Brand Equity Ten, market behaviour measures are taken into account (Aaker, 1996). *Market behaviour* refers to “the fluctuations in the forces of supply and demand within a market” (Market behaviour, n.d.). Market share is not relevant to a non-profit organisation, however, the number of supporters are of importance to indicate the size of the organisation. As stated by Aaker (1996), some measurements can be left out or adjusted to specific brands. For this reason, market price and distribution coverage are not included in the research as they are insignificant in this scenario.

9. *Market Share*

As reported by Aaker, market share is a good indicator when it comes to brand equity, because it reflects the brands’ standing with customers (Aaker, 1996). Because PETA is not a brand with sales data, market share is in this case not a very accurate element. To make this element more accurate, this section will revolve around the number of adherents of PETA.

10. *Market Price and Distribution Coverage*

Market price and distribution coverage do not provide an accurate measure in PETA’s case as they also require sales data. Because this is irrelevant for a non-profit organisation, this measure will not be included in this study.

This model by Aaker is chosen, because it provides a thorough framework to measure the brand equity of a brand or organisation. It is a very useful tool that can be easily adapted to measure PETA’s brand equity and that is exactly what is needed to measure the situation so it can be used to design an improved marketing strategy to recover PETA’s brand equity.

4. PETA

One refers to a **(corporate) scandal** when an organisation plays part in a questionable, unethical or illegal action where the public becomes aware of (Corporate scandal, n.d.). Often this results in public feeling of shock and strong moral disapproval (Scandal, n.d.). In PETA's case, the organisation participated in unethical practices, such as euthanizing healthy animals that were capable of living a healthy life and supporting terrorist animal right groups with donation funds (Activist Facts, 2016).

PETA is an abbreviation for People for the Ethical Treatment of Animals which is the name of the largest animal rights organization in the world (PETA, 2016b). The organisation was founded in 1980 and its headquarters are located in Norfolk in the state Virginia in The United States. Additional affiliates are located in multiple countries: The Netherlands, The United Kingdom, France, Germany, India, Australia and China (PETA, n.d.). Together these locations account for over 5 million members and supporters. The organisation targets animal cruelty in areas such as the food industry, the clothing trade, animal testing in laboratories and animal cruelty in the entertainment industry and aims to improve living conditions for animals worldwide (PETA, 2016b).

In order to improve animal wellbeing, PETA takes a variety of different actions, such as public education, cruelty investigations, research, animal rescue, legislation, special events, celebrity involvement and protest campaigns (PETA, 2016b). The organisation provides a web page that is dedicated to humane education for teachers. On this web page materials for teachers are provided, so they can inform their students about animal welfare, stress the importance of cruelty-free living and raise awareness for these matters involving animal abuse (PETA, 2016g). Another method of action against animal cruelty is the cruelty investigations that PETA leads. These involve caseworkers who go undercover to gather evidence of legal violations that are occurring in animal-abusing industries (PETA, 2016d). The gathered materials are then used to convince authorities to act on these abuses, so the situation for these animals can be improved or the animals can be taken into custody.

Furthermore, as can be seen in **Figure 1** on the following page, PETA works closely together with different celebrities to promote issues related to animal wellbeing (PETA, 2016c). These campaigns happen in the form of advertisements, posters and videos to reach a wide scope of society and to educate them adequately (PETA, 2016i).

In protest campaigns PETA appeals to people to join the action team to help animals. Tips and ideas are provided for people to organise local protests and to spread leaflets and stickers in order to raise awareness for certain problems and campaigns (PETA, 2016h).

Moreover, PETA stimulates people to become members and to donate a certain amount of money on a regular basis. With this money PETA can, among other things, finance new campaigns and programs, research, investigations, animal rescue, merchandise and promotion materials in order to improve animal welfare (PETA, 2016f).

4.1 The Scandal

In 2003 news came out regarding PETA and its practices that were not in line with its brand and what it represents (Activist Facts, 2016). There was more than one scandal that PETA was involved in that was not living up to supporters' expectations of the organisation. The bad publicity that these scandals caused have negatively impacted the organisation which it yet has to recover from.

Documents from PETA's tax returns from the year 2000 show its contribution to the North American Earth Liberation Front (ELF) to support its activities (Activist Facts, 2016). ELF is a terrorist group and together with its sister organisation the Animal Liberation Front (ALF) it uses arson and other aggressive methods to fight for its beliefs. Word and proof came out that PETA supported its actions by means of a donation derived from PETA's crowdfunds (Animal Scam, 2001). Moreover, PETA has paid \$70.000 to support an ALF serial arsonist who was convicted for his crimes (PETA Kills Animals, 2012a). PETA funding these illegal activities was not a practice that was encouraged by many PETA members, as many of them do not encourage violence as a means to reach animal welfare changes ("The heartbreaking image that shows the reality of PETA," 2013)

Furthermore, PETA, as an organisation that stands for ethical treatment of animals and improving animal welfare, has proven to euthanize healthy animals in its animal shelters (Greenwood, 2015). Instead of saving these animals and providing a new home for them, PETA euthanized them due to overpopulation. This was detected by a state inspector from the Virginia Department of Agriculture and Consumer Services during a site visit at one of PETA's animal shelters (PETA Kills Animals, 2016).

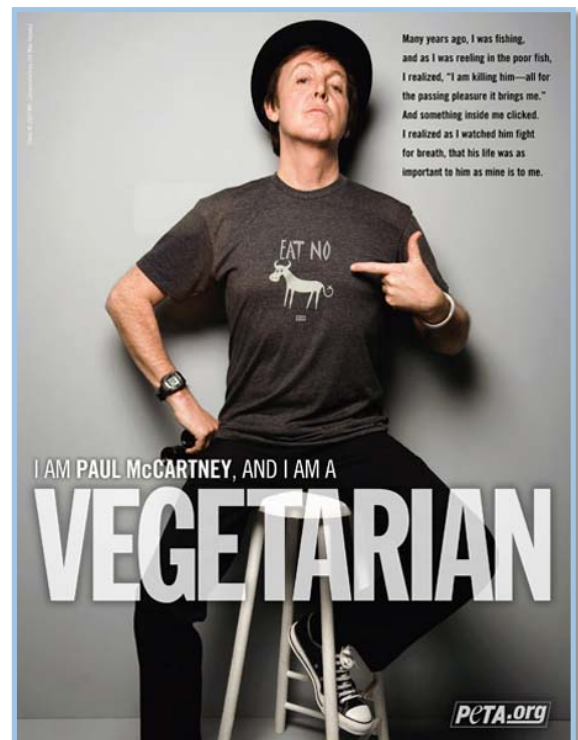


Figure 1 – Campaign poster in collaboration with Paul McCartney. (PETA, 2016c)

PETA did not deny this event and explained the rationale behind the practice in a blogpost on its website. The organisation claims to euthanize the healthy animals due to overpopulation of animals in the United States. PETA believes that if the animals would not be euthanized, they would be neglected because of the lack of space and care in animal shelters (PETA, 2012). However, it still haunts PETA's reputation as many PETA members do not justify, nor support this act (Winerip, 2013).

PETA collaborates with various celebrities in its campaigns to create awareness for animal welfare issues. In addition to the former mentioned scandals, PETA has often overlooked noncompliance of celebrities after the campaign had come to an end. For example, Eva Mendes who represents the anti-fur campaign of PETA was seen wearing fur after the campaign ended (PETA Kills Animals, 2012b). This is contradictory to the campaign and PETA's mission and thus affects the organisation's credibility.

The negative attention PETA has received from these scandals has harmed the organisation and its credibility. Especially euthanizing healthy animals is not in line with its mission. Many supporters who are trying to avoid harm being done to animals do not justify this act. There even have been organisations established to increase awareness and state proof of PETA's wrongdoings, such as PETAKillsAnimals.com.

To conclude, PETA was involved in many transgressions that do not go unnoticed by the media and supporters of the organisation. An organisation's involvement in scandals that contradict its own and its supporters' objectives damages the brand equity and credibility of an organisation (Dawar & Pillutla, 2000). This needs to be recovered in order to regain full credibility again.

5. The impact of a scandal on the four dimensions of brand equity

As is discussed before, brand equity knows four dimensions: brand loyalty, perceived quality, brand associations and brand awareness. In order to be able to create an improved strategy, it is important to know in what way a scandal influences these four different dimensions. Also, which of them is influenced the most and which is influenced the least. However, according to the assistant professors in marketing and management Niraj Dawar and Madan Pillutla, there is limited research available regarding the impact of a crisis on brand equity (Dawar & Pillutla, 2000). Nonetheless, some conclusions can be drawn and are discussed in the following section.

5.1 Brand loyalty

Brand loyalty is, as mentioned before, the extent of faithfulness of consumers to a particular brand, expressed through their repeat purchases, irrespective of the marketing pressure generated by the competing brands (Brand loyalty, n.d.). According to the research professors Cleeren, van Heerde and Dekimpe, this dimension of brand equity faces consequences after a scandal, because loyal customers often experience a greater sense of betrayal (Cleeren, van Heerde, & Dekimpe, 2012). Loyal customers may even be impacted more than other customers of a brand, because they feel most connected to the brand (Cleeren, van Heerde, & Dekimpe, 2012). Maintaining loyal customers is more profitable and easier than finding new customers. The same goes for supporters of an organisation, which would refer to members who make a frequent contribution to the organisation. Therefore, losing those loyal customers or supporters is harmful for the brand (Aaker, 1996). Furthermore, a loyal customer base prevents those customers from switching to competitors and they provide a very predictable sales and profit stream, which in PETA's case signifies a steady income of donations from supporters (Aaker, 1996). However, as loyal customers often are affected most during a scandal, this could impact the frequent income of donations. It can also result in a loss of members who are essential to PETA as it relies on their donations and aid during campaigns and with spreading the message (PETA, 2016j).

5.2 Perceived quality

Perceived quality is a consumer's opinion of a brand's ability to fulfil his or her expectations (Perceived quality, n.d.). When a crisis occurs and a brand receives bad publicity, people will alter their perceptions of the brand or organisation (Ma, Zhang, Wang, & Li, 2014). For instance, when one donates to an animal welfare organisation and it appears to participate in actions that are immoral to that supporter, that person's perception of the organisation's quality will change. Moreover, perceived quality has proven to drive financial performance, which will decrease as the perceived quality decreases. Furthermore, perceived quality is a key strategic variable for many firms, as they often tend to include this variable in their mission statement (Aaker, 1996). Damage to this important strategic variable could, thus, harm the brand's reputation. Also, perceived quality is often connected to other aspects that create consumer perceptions of a brand. According to Aaker (1996), when perceived quality improves, generally other components of consumers' perceptions of the brand improve as well. Therefore, when perceived quality decreases, other components could decrease too and perceptions of the brand overall could aggravate (Aaker, 1996). Thus, perceived quality is the component that is affected the most after a scandal.

5.3 Brand associations

Brand associations are associations that consumers make with a brand, such as product attributes, a celebrity spokesperson or a symbol. Brand associations are an important part of brand equity and it is driven by a brand's identity (Aaker, 1996). Brand identity can be explained as "what the organisation wants the brand to stand for in the customer's mind" (Aaker, 1996, p. 51). Besides associations relating to the product, these can also be emotional and self-expressive benefits. When a transgression is discussed in the media, people become aware of it and are likely to associate the brand with the scandal in future. Because brand associations often happen unconsciously, depending on the substantiality of the association, it is hard for a brand to adjust customer perceptions of the brand (Kombrabail, 2011). Thus, it can be concluded that this component of brand equity is affected to some extent by the occurrence of a scandal.

5.4 Brand awareness

Brand awareness is the strength of a brand's presence in the mind of the consumer (Aaker, 1996). It refers to the ease with which the consumer can recognise and recall the brand and how easily the brand is recalled compared to competitive brands. If a crisis or scandal occurs, one will not simply forget about the brand, therefore, the awareness remains present (Dawar & Pillutla, 2000). The contrary might even happen as brand awareness could be increased due to the negative publicity that the crisis has caused (Dawar & Pillutla, 2000). This negative publicity does not necessarily have to be bad (Cleeren, van Heerde, & Dekimpe, 2012). A firm's response to the publicity is critical in determining the impact of the scandal on the firm and its' reputation. Because brand awareness remains more or less the same or could even increase, this dimension of brand equity is the least affected after a crisis has occurred (Dawar & Pillutla, 2000).

To conclude, all four dimensions of brand equity are affected to some extent. However, a scandal has the biggest impact on perceived quality. The reason for this is that perceived quality worsens after details of a scandal are made public, due to the brand not living up to people's expectations. As perceived quality affects multiple other aspects of a brand, it causes many consequences (Aaker, 1996). Brand awareness is the component that is least affected after a scandal because the publicity that it causes may even create more awareness of the brand.

6. New marketing strategy to repair brand equity

As chapter 5 of this research suggests, perceived quality is the element of brand equity that is most affected by a scandal. Because perceived quality is one of the key elements of brand equity and influences other important factors of the brand, the focus of the new strategy is on repairing this element to increase the overall brand equity.

According to Aaker (1991), there are two contexts in which perceived quality occurs. These contexts are product perceived quality and service perceived quality. The dimensions of product perceived quality generally focusses on a tangible object and its price, features, performance and durability (Aaker, 1991). Therefore, an organisation like PETA is not comparable to such matters, because it serves more of an intangible service. Aaker (1991) points out that service perceived quality consists of dimensions such as tangibles, reliability, competence, responsiveness and empathy which are much more comparable to an organisation and are therefore focussed on. These dimensions are what influence a customer's perceived quality for a brand and are for that reason the aspects that should be adjusted to increase brand equity.

David Aaker discusses five dimensions of service perceived quality in his book. However, in a research conducted by Parasuraman, Zeithaml and Berry (1985), are 10 different dimensions discussed. These dimensions are as follows: reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding of customer and tangibles (Parasuraman, Zeithaml, & Berry, 1985). These dimensions established by Parasuraman, Zeithaml and Berry are based on an interpretation of qualitative data that was generated through interviews and consumer focus groups. However, the authors state that further research is necessary to compress the set in order to make it more comprehensive and concise (Parasuraman, Zeithaml, & Berry, 1985).

The research by Parasuraman, Zeithaml and Berry dates from 1985 and at the time there was not much research done in this field. Aaker also takes this research into account in his book "Managing Brand Equity" that dates from 1991. As he condensed the set to five dimensions, this is the set that is used to improve PETA's perceived quality. This set of five dimensions covers all necessary aspects that have to be improved in order to create a better brand equity. Furthermore, the set of 10 dimensions includes several dimensions that are not of much importance to PETA, such as courtesy and communication. The reason for this is that supporters are not necessarily in direct contact with PETA employees like one would be when hiring a cleaning service that cleans the house. In addition,

these aspects are also covered by the empathy and responsiveness dimensions in Aaker's model, so they will be taken into account nonetheless (Aaker, 1991).

The dimensions that underlie perceived quality judgment can depend upon the context (Aaker, 1991). Because a non-profit organisation is a little different from a regular service provider, the influencing factors may be slightly altered, however, the dimensions stay the same.

According to Aaker (1991), the 'tangibles' dimension includes physical facilities, equipment and appearance of personnel. Physical facilities for PETA does not include its headquarters in Norfolk, as members do not visit this facility or are in any other way in contact with it. Therefore, the headquarters is not likely to be included in the judgments of members. Physical equipment is not relevant in this case, because PETA does not use tools like a carpenter or another service provider does. However, marketing materials are taken into account. 'Appearance of personnel' includes Ingrid Newkirk, the president of PETA, as she is the face of the organisation.

The 'reliability' dimension involves dependability and accuracy according to Aaker (1991). This section includes the accuracy of reports and honouring the promises made (Aaker, 1991). Thus, because PETA stands for ethical treatment of animals, it should pursue this purpose. However, ethicality is a difficult subject where opinions vary.

'Competence' includes the knowledge and skill of an organisation to accomplish its goal and the amount of trust and confidence it generates in supporters (Aaker, 1991). These factors are researched and optimised as much as possible.

'Responsiveness' is about an organisation's willingness to help customers and how prompt it provides a service and reacts to e-mails (Aaker, 1991). For PETA this means replying to e-mails, complaints, messages and reviews on its social media pages and blog. Prompt reactions to messages could indicate willingness to help members and ignoring or a late reply to a message could indicate unwillingness to help members.

'Empathy' is about the caring attention provided for customers and knowing and understanding what these customers want (Aaker, 1991). For PETA, it is important to know and understand what its members perceive as ethical and what actions they expect PETA to undertake. This is because PETA and its members' opinions have differed in this matter concerning the scandal where it euthanized healthy animals to prevent them from being neglected in overfull animal shelters.

6.1 Tangibles

As mentioned before, tangibles do not include PETA's headquarters in Norfolk. However, it does include the appearance of Ingrid Newkirk, the president of the organisation. Her appearance is used by people to judge the quality of the overall organisation.

Ingrid Newkirk is the president of PETA and is, therefore, the person who is frowned upon when PETA receives negative attention. She often gives radical speeches where she makes provocative comparisons, such as comparing people who died in concentration camps during World War II to chickens (Brown, 1983). Furthermore, Ingrid implements provocative campaigns that are too radical to many people, such as 'Mommy kills animals', which was aimed at young children and included negative statements about mothers, and 'Holocaust on your plate' (Lynne, 2003).

Due to this bad publicity, there are now websites that urge Ingrid Newkirk to resign as the president of PETA (No Kill Now, 2015). There are also multiple petitions that call for Ingrid's resignation (People Against Killing of Innocent Companion Animals, 2011). According to business professor Ronald Sims (2009), it is sometimes better to have a key figure resign, because that person is likely to stay closely linked with the scandal in customer's minds (Sims, 2009).

For this reason, the improved strategy includes appointing a new president for PETA to have a clean slate. Ingrid has radical beliefs about improving animal welfare that is perceived as shocking by many and these beliefs are unlikely to suddenly change. When a new president is appointed with different beliefs, this can mean a new beginning for the organisation. Shocking campaigns can get attention and can be a useful means to improve animal rights. However, provocative campaigns that affect children and the relationship with their mothers and campaigns that use sensitive historical events should be avoided. Ingrid Newkirk promising that she will change her ways would supposedly not be an effective method, due to her history of shocking quotes, campaigns and her being president of the organisation during all the scandals that the organisation has had. Therefore, distancing PETA from her and appointing a new president with slightly different ways could be beneficial for the organisation.

The marketing materials that PETA uses to inform people about animal cruelty and campaigns also contribute to the perceived quality of the organisation. PETA provides newsletters per post, education materials, flyers and its magazine 'Animal Times' (PETA, 2016i). All these materials are of good quality and include PETA's logo and a signature of Ingrid Newkirk. Furthermore, members receive a personal membership card and occasionally receive name stickers in the mail which they

can use on, for example, Christmas cards. These extras indicate quality and the organisation should continue to distribute these marketing materials in the future.

6.2 Reliability

As mentioned before, reliability involves accurate reports, honouring promises and being a dependable organisation. If this is the case, this is likely to result in positive perceived quality of the organisation (Aaker, 1991). Scepticism toward NGO's is not uncommon due to the many fraud cases that have happened in the past (Association for Research on Nonprofit Organizations and Voluntary Action, 2007). Therefore, accurate reports are of great importance so supporters can see where the donation funds are spent on. PETA already publishes yearly financial statements on its website where all expenditures and revenues are stated and available to everyone (PETA, 2016f). Moreover, other tax forms and detailed financial reports are available to download to whomever it may be of interest (PETA, 2016f). These reports clearly state the amount of money that is used for campaigns, management salaries, investigations, education, rescue and so forth. This is an excellent manner to be as transparent as possible and to inform members and non-members about the expenditures the organisation makes and the amount of money that goes to campaigns and to management salaries.

Honouring promises is very important to hold the organisation's credibility. PETA stands for ethical treatment of animals, however, many members do not agree on the ethicality of PETA's actions (PETA Kills Animals, 2016). As is explained before, it is important to know and understand what customers or members want. They provide funds and this is the main source of income for the organisation and, therefore, it would be difficult to last without it (PETA, 2016f). Even though PETA believes that euthanizing unwanted animals sometimes is the most humane thing to do, many members do not agree with this (PETA, 2016e). Especially the large number of animals it euthanizes is perceived as shocking by many. For this reason, PETA should come up with other solutions to the overfull animal shelters and stop the practice of euthanizing as much as 94 per cent of the animals it rescues (Kovich, 2010). Furthermore, the organisation should be distanced from any ties with illegal terrorist organisations such as the Animal Liberation Front, as these illegal activities do not generate trust in the organisation. Moreover, this is not an example of honouring promises, because members think the donations are spent on PETA campaigns and realising that this money is used to support other organisations - which the members may not even agree with - makes the organisation less dependable.

Thus, PETA should stop the practice of euthanizing healthy animals and start looking for other ways to rescue them. It should also disconnect itself from illegal organisations and use donations to support its own campaigns. Besides this, PETA also performs many good actions that do save animals all over the world and improve their quality of life (PETA, 2016l). Thus, in this sense it does honour its promises. If it continues this new approach, its dependability is likely to increase because its actions will be in line with members' expectations.

6.3 Competence

According to Aaker (1991), this is the most important influence on perceived quality. If people do not believe in the organisation's competence, they are not likely to donate money to the organisation that is perceived as incompetent in achieving its goals.

PETA has a team of ten scientists who all have advanced degrees in fields such as molecular and cellular biology, microbiology, and genetics (PETA, 2016a). Furthermore, PETA International Science Consortium, Ltd. (PISC), is incorporated by PETA and consists of 15 scientists, advisers and consultants. PISC uses its expertise to research and invent ways to test products without the need for animals and, therefore, strives to end animal tests entirely (PETA International Science Consortium Ltd., 2016). This expertise translates into knowledge and skills, because these scientists are experts in the field. Furthermore, the organisation exists for 36 years already and it has accomplished many improvements in animal welfare over the years. This is also a sign of being competent in improving animal welfare (PETA, 2016l).

Additionally, by providing quality marketing materials a company can also show its competence. The magazine 'Animal Times', the newsletters and flyers, as were stated in the 'tangibles' section, are other tools to keep members informed of and up-to-date with PETA's accomplishments. Keeping members informed and up-to-date with news regarding the organisation and its actions is a good way to gain members' trust, because they are likely to feel involved due to the frequent communication.

6.4 Responsiveness

On Social Media PETA proved to be irresponsive to many messages and complaints it received (PETA Nederland, ca. 2016). On Facebook, for example, many messages containing questions or complaints are left without response. A prompt response indicates willingness to help members, whereas no response indicates unwillingness to help members. Receiving a response to an initial

post increases the likelihood that the poster will post again, therefore, responsiveness encourages the continuation of an interaction and reinforces commitment (Avidar, 2013).

It is important for PETA to respond to all posts, e-mails and messages that contain questions or complaints in order to maintain a good relationship with the members. Seeing many complaints without responses to them can leave the impression that the organisation is uninterested and does not feel the need to communicate (Avidar, 2013). However, responding to complaints could control the damage that that complaint could do to the poster or other people who read it on Social Media. The organisation could explain the situation and thereby minimise the damage or offer some kind of compensation (Avidar, 2013).

Moreover, it is essential that the organisation responds within 24 hours to its messages and e-mails. People generally send messages because they are in need of information and responding in a timely manner indicates that you care and that you are willing to engage (Avidar, 2013). The length of the response is important as well. Short messages with very little elaboration are perceived as impersonal and longer messages where the members are addressed by their names and the information is elaborated on, indicate interest and willingness to communicate (Avidar, 2013).

6.5 Empathy

As mentioned before, empathy is providing individualized attention to customers and understanding the customers' feelings (Aaker, 1991). As the former section already states, it is important to respond to messages, because it shows that one cares about the members. Addressing a person by his or her name reflects recognition and that the person is perceived as an individual and not just one of many (Avidar, 2013). In the newsletters that PETA sends out to members it already addresses the members by their names and this should be continued in the future. In its communication, PETA should also show that it recognises and understands the member and takes the time to write a serious and informed response so the member will not feel discarded (Avidar, 2013).

With the information mentioned above taken into account, three hypotheses were established. Each hypothesis is a marketing strategy based on one or more of the dimensions of perceived service quality.

6.6 Hypotheses

H1: If PETA replaces the president of the organisation, perceived quality will improve.

This hypothesis is about making adjustments to the 'tangibles' dimension. As Ingrid Newkirk is the president and spokesperson of the organisation, she carries a large amount of the responsibility. Therefore, people often blame her for making the decisions that have eventually led to the scandal. Replacing Ingrid with a new president is expected to lead to a better perceived quality as a new president may seem more credible now that Ingrid Newkirk has a bad reputation that would be hard to recover.

H2: If PETA enhances its responsiveness, perceived quality will improve.

This hypothesis revolves around the 'responsiveness' dimension and that changing the communication strategy would improve the overall perceived quality. As PETA has been careless in responding to messages and complaints on Social Media, changing the communication strategy would improve the perceived quality. The organisation did not reply to a lot of messages and complaints on its social media pages, which leaves a bad impression for visitors of this page and the message-senders themselves. Therefore, making sure that all messages get answered and making people feel welcome to ask questions and express their thoughts might change the perceived quality.

H3: If PETA optimises its reliability, empathy and competence, perceived quality will improve.

This hypothesis is about the 'reliability', 'empathy' and 'competence' dimensions and that improving these dimensions would lead to a better perceived quality of the organisation. These three dimensions were combined because they tend to slightly overlap. Reliability is about dependability and honouring promises, competence is, among other things, about conveying trust and confidence and empathy is about understanding the customer and providing caring attention. Because these elements are quite similar, they were combined in one hypothesis. It is very important for an NGO to be reliable and trustworthy, otherwise it will be very hard to collect donations and members. Thus, if these dimensions are improved and optimised, this is expected to improve the overall perceived quality of PETA.

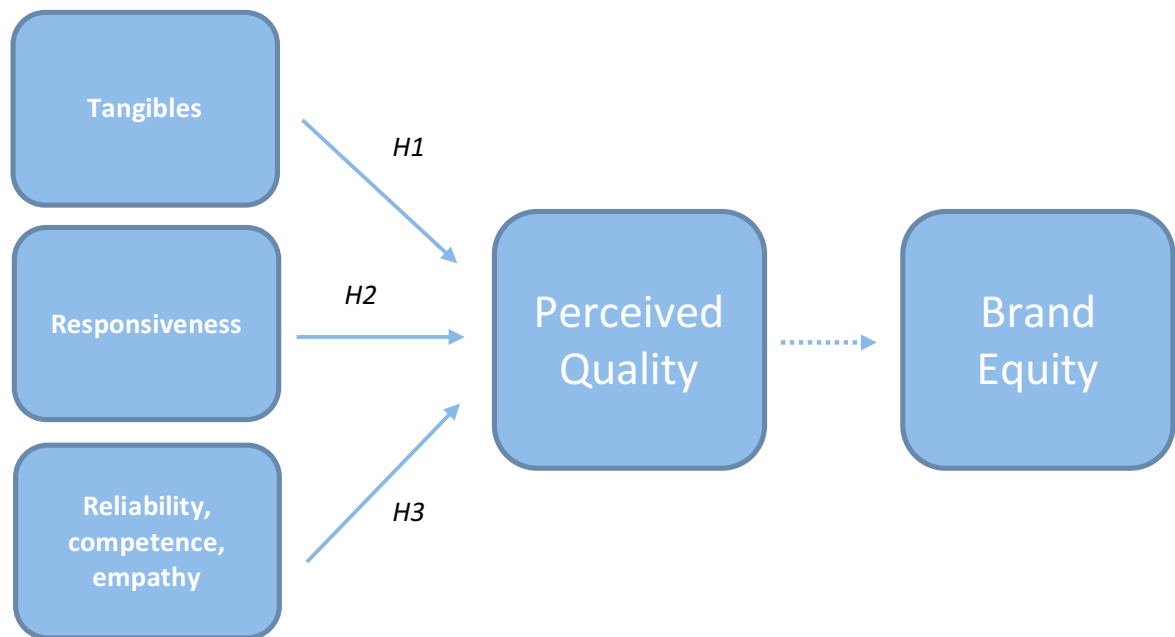


Figure 2 – Graphical representation of the research.

7. Methodology

To be able to achieve an informed conclusion to the research question, multiple research methods were applied. First, desk research was conducted to be able to answer the first research question and to gain background information about the organisation and the scandal. On the basis of this information, questions and scales that were necessary for the questionnaires have been created. Additionally, books were read about brand equity. One in particular was about the theory that is applicable to brand building and was used to design a new strategy, namely “Building Strong Brands” from David A. Aaker. Another book by this author named “Managing Brand Equity” was also used for this research.

Furthermore, field research was used extensively, because for many sub questions PETA’s brand equity needed to be measured both before and after the repair strategy. Questionnaires were used to gain insight in people’s impressions and opinions of PETA in the two different situations. After the initial brand equity of PETA was identified, an improved strategy was developed. This strategy was tested by means of the questionnaire. This questionnaire contained questions and scales that have been completed by supporters as well as non-supporters.

On the basis of the above-mentioned information, all the collected data was analysed and interpreted. The results of the questionnaire revealed whether the new strategy proved to be an advancement or whether brand equity remained the same or had worsened. Based on this information a conclusion was drawn followed by a recommendation to PETA.

7.1 Questionnaire

The questionnaire mainly included questions of the perceived quality dimension. The reason being that this dimension is impacted the most after a scandal has occurred. Furthermore, perceived quality causes the most consequences to the overall brand equity of PETA, as it has proven to drive financial performance and is closely connected to other aspects that create consumer perceptions of a brand. Brand awareness is a dimension that is not negatively influenced at all after a scandal, and may even improve due to the attention a brand receives. Brand loyalty and brand associations are also important but to a lesser extent in this case, so perceived quality is what was focused on for this research.

An internet-mediated questionnaire made up of 13 questions was used to collect the necessary data (Saunders, Lewis, & Adrian, 2009). The aim was to reach a number of 163 respondents in order for the research to have a level of reliability of 80 per cent and a margin of error of 5 per cent.

However, a sample of 174 respondents was reached. This results in 90 per cent reliability and an error margin of 6.21 per cent according to a sample calculator (Steekproefcalculator, 2013). Three questionnaires were used to measure what aspect of perceived service quality influenced the overall perceived quality the most. The questionnaires contained the same background information and the same questions, but had different hypothetical news articles that referred to the different dimensions of perceived quality.

7.1.1 Hypothetical aspects per questionnaire

The first questionnaire included a news article that focused on changing the tangible aspect of service quality. This news article was as follows:

- *'A new start for PETA as Ingrid Newkirk has resigned from her position as the president of the organization and will hand over the baton to a new president. Newkirk's replacement will be Kristen Bell who is known as an actress in many films and TV series but to a lesser extent known for her love for animals. This caring for animals started at a young age as she became a vegetarian when she was only 11 years old. Soon she started fostering animals varying from cats and dogs to rabbits and guinea pigs. Later on in her life she became an active member of the Helen Woodward Animal Center and has been honoured by PETA several times for her dedication and love for animals. "It is a great honour to be a part of such an accomplished organisation." Kristen says. She is determined to lead PETA in an exciting new chapter and will begin her presidency as of January 2017.'*

The second questionnaire contained a hypothetical e-mail to PETA members that indicated changes in the responsiveness dimension.

- *'Dear members,*

We would like to inform you about our new 24-hour response policy! In an era where communication is faster than ever, we strive to keep up and provide our members with quick responses to their requests. Our members are of great value and essential to make this world a better place for animals. For that reason, we do not want to keep you waiting and guarantee a response within 24 hours on our Social Media channels, such as Facebook and Instagram and on e-mails. We are more than happy to answer any of your messages and no message will be left unanswered.

To make our communication even more convenient, we would love to hear from you. Please feel free to provide us with feedback.

Thank you for your loyalty to animals.

Kind regards,

Ingrid Newkirk

President and co-founder of PETA'

Finally, the third questionnaire contained a hypothetical news article with information about changes made in the reliability, competence and empathy dimensions.

- *'PETA is happy to announce the launch of Animal Times TV in 2017! In addition to the Animal Times Magazine that members already receive in the mail, PETA will now launch a channel on YouTube. On this channel we will broadcast 15-minute episodes that air twice a month containing campaign updates and video material of PETA's recent work in improving animal welfare, new campaigns, findings from PETA's International Science Consortium (PISC), accomplishments and other educative facts so members can see what difference their contributions make for animals and enjoy animal related titbits.*

Furthermore, we are planning many new campaigns to address animal welfare problems all over the world. Especially, but not exclusively, the pet surplus in the United States will be addressed this year. New campaigns will be launched to educate about spaying and neutering pets, to promote no-kill shelters and to find homes for rescued animals. PETA will also set up several posts all over the country where people can come and have their pet spayed or neutered for free.'

7.1.2 Questions

To gain basic knowledge about the person and his or her connection to PETA and make them feel at ease with the questionnaire, it started with a few general questions.

1. *How useful do you think animal welfare organisations are?*

This question also indicated how the respondent felt about animal welfare organisations in general. This can affect or explain the person's other answers in the questionnaire, so this was important to take into account.

2. *How familiar are you with PETA?* (Aaker, 1996, p. 523)

This measured brand awareness, but was essential to include because it might explain respondents' answers to the following questions in the questionnaire.

3. *Do you donate money to PETA?* (Aaker, 1996, p. 507)

This was a question that measured brand loyalty, but it was important to know how involved the person was with the organisation, therefore, this question was included in the questionnaire. The same goes for the following question.

4. *How much do you donate to PETA in a year?* (Aaker, 1996, p. 530)

This question measured the extent of involvement that the person had with the organisation. Whether they contributed a large amount of money or a small amount could indicate their willingness to contribute, which could also be an indicator of their perceived quality of the organisation.

In his book, Aaker mentions that to measure perceived quality one can use scales such as high quality versus shoddy quality or totally agree versus totally disagree. Therefore, the following statements were compiled in a way that people could indicate their answer in between two extremes.

5. Please read the following statements and decide how much you agree with them.

- *PETA is an organisation I am satisfied with* (Aaker, 1996, p. 530).

The level of satisfaction is an important element of perceived quality according to David Aaker. Therefore, this statement was included in the questionnaire so people could show their level of satisfaction in between two extremes.

- *My perception of PETA is negative* (Aaker, 1996, p. 513).

Perception is how people perceive the overall organisation, so essential to be included in the questionnaire.

- *PETA lives up to my expectations of an animal welfare organisation* (Aaker, 1996, p. 530).

This is part of brand performance, but also important for perceived quality research. It measured whether PETA's work was up to standard to people's expectations or whether they would expect animal welfare organisations to act differently.

- *PETA is a credible and trustworthy organisation* (Aaker, 1996, p. 513).

This indicated the level of trust people had in the organisation. If trust and credibility were to be absent, this would be a bad sign for an NGO. It was also important and necessary to investigate whether the new strategy has resulted in more trust and credibility or not. Trust and confidence are important to measure competence.

- *I perceive PETA as an unpopular organisation* (Aaker, 1996, p. 530).

Popularity is part of perceived quality and can be accurately measured by the use of scales. Including this statement in the questionnaire provided insight in perceptions of PETA's reputation and whether it was perceived to be a growing and, therefore, successful organisation or not.

- *PETA uses innovative approaches to address animal welfare problems* (Aaker, 1996, p. 515).

Innovativeness is also part of perceived quality and, thus, essential to be included.

- *I believe that PETA spends donation funds as optimal as possible to benefit the animals.*

This question was not derived from the book, but was an additional question focused on the organisations' spending, there have been situations in the past where people were not approving of PETA's spending behaviour (Jentsch, 2011).

6. *On a scale of 1 to 10, what would you rank PETA as an organisation?*

This question indicated how respondents would grade PETA in its entirety. In this answer they are likely to combine all their knowledge about the organisation and their entire perception of the quality of the organisation's actions.

7. *Arrange the following animal welfare organisations in order of perceived quality, starting with the best perceived organisation.*

In Aaker's book "Building Strong Brands" he mentions that one can measure leadership – which is part of perceived quality – by comparing the business or organisation to competitors (Aaker, 1996). This question gave insight in the respondents' opinions about PETA compared to two other large and international animal welfare organisations (International Fund for Animal Welfare and World Animal Protection).

8. *How much money would you be willing to donate to PETA per year?*

This question was included to measure what amount of money people would be willing to donate to PETA if they did not donate already. A higher amount would indicate a better perceived quality than a smaller amount, because the person supposedly has more confidence in the organisation.

After these questions were completed, a hypothetical news article or newsletter was presented followed by the questions stated below. These questions are the same as questions five to eight of the questionnaire and were used to compare the different situations.

9. Please read the following statements and decide how much you agree with them now.

- *PETA is an organisation I would be satisfied with*
- *My perception of PETA would be negative*
- *PETA would live up to my expectations of an animal welfare organisation*
- *PETA would be a credible and trustworthy organisation*
- *I would perceive PETA as an unpopular organisation*
- *PETA would be using innovative approaches to address animal welfare problems*
- *I would believe that PETA spends donation funds as optimal as possible to benefit the animals*

10. *On a scale of 1 to 10, how would you rank PETA as an organisation now?*

11. *What amount of money would you be willing to donate to PETA on a monthly basis now?*

At the end of the questionnaire a few demographic questions were asked in order to get a better idea of the composition of the sample group. These demographic questions were as follows:

12. *What is your gender?*

13. *What is your age?*

8. Results

In this section the outcomes of the questionnaires are stated. As is mentioned before, the sample group existed of 174 respondents and each of the three questionnaires was filled out by 58 individuals. However, 76.4% of the respondents were female and only 23.6% were male. As this ratio is not a good representation of the world population, this forms a limitation for this research. The major part of the respondents was aged between 18 and 24 years old, namely 58 per cent. This is another limitation of this study and should be taken into account. **Table 1** below shows the entire composition of the sample group per questionnaire and in total. The numbers one, two and three correspond to the matching questionnaires. In this section the results of the three questionnaires are compared. A more detailed report of the questionnaires can be found in **appendix 1**.

	1	2	3	Total	Percentage
Male	13	13	15	41	23.6%
Female	45	45	43	133	76.4%
Other	0	0	0	0	0.0%
Under 18	2	0	1	3	1.7%
18 - 24	44	26	31	101	58.0%
25 - 34	10	8	12	30	17.2%
35 - 44	1	5	6	12	6.9%
45 - 54	1	11	3	15	8.6%
Age 55 and over	0	8	5	13	7.5%

Table 1 – This table displays the composition of the sample group with regards to gender and age. The numbers one, two and three refer to the corresponding questionnaires: 1: tangibles, 2: responsiveness and 3: reliability, competence and empathy.

In the upcoming tables the difference between the before and after-situation is shown per questionnaire. As the before-situation was not exactly the same in all three questionnaires, the difference between before and after is used to measure the progress instead of the final number of people that responded in favour of the organisation.

8.1 Overall grade

As **table 2** on the next page suggests, in all three questionnaires progress was made. The changes to the 'tangibles' dimension resulted in a rise of 0.37 in the overall grade and the changes to the 'responsiveness' dimension resulted in an increase of 0.36, which was the least growth of all questionnaires. Questionnaire 3, which was about competence, reliability and empathy showed the biggest growth, namely 0.70. This number is highlighted in yellow to indicate it being the biggest increase.

	Before	After	Difference
Questionnaire 1 - Tangibles	6.03	6.40	0.37
Questionnaire 2 - Responsiveness	6.10	6.46	0.36
Questionnaire 3 – Reliability, competence & empathy	6.16	6.86	0.70

Table 2 – This table shows the average grade per questionnaire in the situation before and after. The third column displays the difference between the two grades in green, which indicates growth.

8.2 Statements

In the questionnaire, the respondents could indicate to what extent they agreed to the statements. In **table 3**, the favourable responses for PETA are compared to each other from both situations. For the first statement, the combined number of people that agreed or totally agreed in the before-situation is compared to the combination of people that agreed or totally agreed in the after-situation. The difference between the two situations is shown in the third column of the table. As the second and fifth statements were formulated negatively, the disagree and totally disagree responses were utilized to measure improvement. Because responses have only become more positive for the organisation, it can be concluded that the changes in all dimensions have indicated to lead to an improved perceived quality.

As **table 3** suggests, it is very clear that the third questionnaire led to the highest growth in favourable responses. On all aspects, except for popularity, the third questionnaire measured the largest increase.

	1: Tangibles	2: Responsiveness	3: Reliability, competence, empathy
PETA is an organisation I am satisfied with	19.0%	15.5%	43.0%
My perception of PETA is negative	6.9%	8.6%	8.7%
PETA lives up to my expectations	12.1%	8.7%	17.2%
PETA is credible and trustworthy	19.0%	6.9%	22.4%
I perceive PETA as an unpopular organisation	3.4%	12.1%	10.4%
PETA is using innovative approaches	12.2%	12.0%	46.5%
I believe PETA spends donations as best as possible	17.3%	17.2%	24.2%

Table 3 – This table displays the difference in the number of times the answers were chosen that were favourable to PETA. Thus, for the first statement in the first questionnaire 19% more of the respondents answered with ‘agree’ or ‘totally agree’ after reading the hypothetical text.

8.3 Willingness to donate

Table 4 shows the percentage of the respondents that was not willing to donate any money to the organisation before, and the percentage of people who still did not want to donate in the after-situation. The third column shows the difference in percentages. The percentages have decreased, this means that less people would want to donate nothing, and thus, would be willing to donate a certain amount after reading about the improved marketing strategy. The first questionnaire resulted in the highest number of people that would be willing to donate to PETA after reading about the new strategy, which is indicated in yellow. The second questionnaire did not lead to any progress and the third questionnaire led to an increase of 6.9% of respondents that would be willing to donate.

	Before	After	Difference
Q1: Tangibles	51.7%	41.4%	10.3%
Q2: Responsiveness	46.6%	46.6%	0.0%
Q3: Reliability, competence, empathy	48.3%	41.4%	6.9%

Table 4 – This table displays the percentage of the respondents that were unwilling to donate before and after reading about the improved strategy. The difference in percentages is shown in the third column.

Table 5 is an overview of how each questionnaire ranked in order of improvement. The numbers refer to the corresponding questionnaires. It can be concluded that the third questionnaire scored best in overall grade and the different statements and second in willingness to donate. The first questionnaire (tangibles) comes in second place as it ranked second on overall grade, the statements and first on willingness to donate. As the second questionnaire, which measured responsiveness, ended up on third place on all elements, it is clear that this is the questionnaire that resulted in the least increase, but still ensures a growth in all dimensions.

	First place	Second place	Third place
<i>Overall grade</i>	3	1	2
<i>Statements</i>	3	1	2
<i>Willingness to donate</i>	1	3	2
Outcome	3	1	2

Table 5 - This table displays which place each questionnaire ranks. The numbers indicate the corresponding questionnaires. 1: Tangibles / 2: Responsiveness / 3: Reliability, competence & empathy.

9. Analysis

9.1 Influenced outcomes

In the following section the results as mentioned in the former section are discussed and analysed. The outcomes of the statements may be influenced by the fact that respondents have initially answered 'I don't know', whereas they answered in the after-situation with one of the other answers because after reading the hypothetical text they did have an opinion. Thus, this can lead to a big increase of the other answers. However, if these answers increase in favour of PETA, this is still positive. The three questionnaires showed quite similar outcomes regarding the number of responses to 'I don't know', so this means that the results are not influenced that much and can be considered accurate. For further information about this, see **table 35** in **appendix 2**.

9.2 How can PETA improve its marketing strategies to recover its brand equity after it was damaged due to a scandal?

As chapter 5 concludes, perceived quality is impacted the most after a scandal has occurred. David Aaker argues that tangibles, reliability, competence, responsiveness and empathy are what make up perceived service quality (Aaker, 1991). All three of the hypotheses have shown to be in line with the expectations. As the third questionnaire (reliability, competence & empathy) leads to the best results, this indicates that 'competence', 'reliability' and 'empathy' are very important factors for the sample group. Improving these factors results in the biggest growth of perceived quality. Adapting 'tangibles' and 'responsiveness' have also shown promising outcomes and, therefore, indicated to be effective strategies to enhance perceived service quality, but to a slightly lesser extent.

H1: If PETA replaces the president of the organisation, perceived quality will improve.

This hypothesis is in line with the expectations. Replacing Ingrid Newkirk with a new president shows positive effects on the perceived quality of the organisation according to the questionnaire. The first questionnaire had the fewest statements initially answered with 'I don't know', so this means that the outcomes are quite accurate and not impacted by a high number of respondents indicating to initially not know. The first questionnaire regarding tangibles shows the second-best improvement. This questionnaire measures changes in tangibles and how this affects the perceived quality. Replacing Ingrid Newkirk with a new president is a move that results in better perceived quality. The respondents may have more trust and confidence in a new president, as Ingrid Newkirk already has a damaged reputation due to the scandal (Winograd, 2013). Naming a new president

may indicate a new start (Sims, 2009). Also, as the replacement mentioned in the article has a history with caring for animals, this may gain trust with the respondents. However, the third questionnaire (reliability, competence & empathy) offers more transparency than can be accomplished by naming another president. Therefore, this may explain why that questionnaire scored better in the case of a scandal. However, this hypothesis will be discussed in more detail later on in this section.

H2: If PETA enhances its responsiveness, perceived quality will improve.

The second questionnaire involves changes in the responsiveness dimension. The newsletter includes a promise that all messages would be answered and within a timeframe of 24 hours. In this questionnaire, the highest number of respondents initially responded with 'I don't know'. However, the numbers did not differ too much from the other questionnaires. This questionnaire shows the least improvement, but nonetheless it does improve. A reason for this could be that the renewed response policy alone would not make up for the scandal or at least not enough to result in larger improvements (Zeithaml, Parasuraman, & Berry, 2009). Responsiveness still remains an important dimension of perceived quality, but enhancing solely this dimension does not result in the greatest outcome.

According to Zeithaml, Parasuraman and Berry (2009), it is important to know that some dimensions are more important than others and that sometimes it is not enough to focus on just one dimension and leave the other dimensions be (Zeithaml, Parasuraman, & Berry, 2009). In a research regarding the importance of the different dimensions to non-profit constituent groups, came forward that donors value the dimensions in the following order:

1. Reliability
2. Tangibles
3. Competence
4. Responsiveness
5. Empathy

(Jones & Shandiz, 2015, p. 67)

As the respondents have filled out the questionnaire from a donor's perspective, this explains why the third questionnaire that measures the combination of reliability, competence and empathy scores best, because reliability is the dimension that is most valued and competence is valued more than responsiveness (questionnaire 2). This makes also sense for the first questionnaire which measures tangibles, as this dimension is valued second most and also ranks second best from all

the questionnaires. Responsiveness comes last, because empathy is combined in a questionnaire with two highly valued dimensions.

H3: If PETA optimises its reliability, empathy and competence, perceived quality will improve.

This hypothesis was also in line with the expectations. The number of people that initially responded with 'I don't know' to the statements, was more or less similar in the other questionnaires, so this does not distort the outcomes. The hypothetical news article in the third questionnaire (reliability, competence & empathy) shows changes in the corresponding dimensions of perceived quality, but at the same time it makes the organisation seem a little more transparent because it shows that information will be more easily accessible for members (NGO Performance, 2011). People would now be able to see how their money is spent via the episodes that are broadcasted on YouTube. The news article also insinuates PETA's competence by mentioning PETA's International Science Consortium, which may gain more trust and confidence in the organisation. Moreover, the promise to address the pet surplus in the United States in a different manner than by euthanasia might have also been reassuring for the sample group.

As **table 5** in the results section suggests, the third questionnaire (reliability, competence & empathy) scores best on the overall grade and the statements, but second best on willingness to donate. There is much research conducted on what stimulates charitable giving, however, according to Sargeant and Lee (2002), charitable giving is influenced by the familiarity with the organisation. If a person is very familiar with the organisation, that person is more likely to be willing to donate money to the organisation than when they are not very familiar with it (Sargeant & Lee, 2002). The respondents of the first questionnaire have indicated to be more familiar with the organisation than the respondents of the third questionnaire. The combination of people who were very familiar and somewhat familiar was 72.4% in the first questionnaire and 53.4% in the third questionnaire. Therefore, this could be an explanation as to why willingness to donate improved more in the first questionnaire than in the second questionnaire.

10. Conclusions

The research question for this study is as follows: “How can PETA improve its marketing strategies to recover its brand equity after a scandal?” After analysing all data, it can be concluded that PETA can recover its brand equity by focusing on perceived service quality. Especially ‘reliability’, ‘competence’ and ‘empathy’ are dimensions that are valued by many people. Therefore, enhancing these dimensions indicated to result in positive outcomes for the organisation. However, the dimensions ‘tangibles’ and ‘responsiveness’ are also valued and should not be left out of the new marketing strategy.

‘Tangibles’ were enhanced by replacing Ingrid Newkirk with a new president, because she was president during the time of the scandals. ‘Responsiveness’ was improved by implementing a 24-hour response policy and making members feel welcome to contact the organisation with any questions and complaints. ‘Reliability’, ‘competence’ and ‘empathy’ were enhanced by PETA’s understanding of what members want and, as a result thereof, stop euthanizing animals as a solution to the pet surplus in the United States. Moreover, keeping the members up to date and informed about accomplishments and campaigns via the new medium ‘Animal Times TV’ was part of this marketing strategy. Also, displaying its capability and dependability to gain trust and confidence was realised via this medium.

Satisfaction and innovation were aspects that improved a lot after ‘reliability’, ‘competence’ and ‘empathy’ were enhanced. The enhancement has also resulted in almost twice as much growth in the overall grade than the other two questionnaires. As all the dimensions together make up perceived service quality, it is not recommendable to concentrate on improving only one of the dimensions. The focus can be on one of the most important dimensions, but other, lesser important dimensions should be taken into account as well to recover brand equity after the scandal.

11. Limitations and further research

- As a significance analysis has not been conducted, the results of this study should be viewed as an indication of the outcomes rather than a binding outcome. It is, therefore, recommended that additional research is done in the future in order to further investigate this in more detail.
- Furthermore, as the results suggest, the sample group is not a good representation of the world population, due to the imbalance in male and female respondents and age groups. This is another reason that the outcome of this research should be considered as an indication.
- Another limitation is that 23.6% of the respondents were not very familiar with PETA and 15.5% were not familiar at all with the organisation. It might be interesting to conduct this research again with respondents who are all familiar with the organisation.

12. Recommendations

When repairing brand equity, it is recommended for PETA to focus on the perceived service quality, because this aspect plays a major role in brand equity. Especially 'reliability', 'competence' and 'empathy' are dimensions that should be enhanced, but it is highly recommended to improve 'tangibles' and 'responsiveness' as well, as these dimensions have also resulted in a better perceived quality. This is also a recommendation for other non-profit organisations that wish to enhance brand equity.

However, this research should only be perceived as an indication of the outcome and not as a binding outcome. In order to achieve a binding conclusion, it is recommended to conduct further research on this matter.

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14. Appendices

Appendix 1:	Relevant results per questionnaire
Appendix 2:	Student Ethics Form
Appendix 3:	Details of initial responses to 'I don't know' for statements
Appendix 4:	All questionnaire results obtained from Survio.com

Appendix 1 - Relevant results per questionnaire

In this section the outcomes of the questionnaires are stated. As is mentioned before, the sample group exists of 174 respondents and each of the three questionnaires is filled out by 58 individuals. However, 76.4% of the respondents are female and only 23.6% are male. As this ratio is not a good representation of the world population, this forms a limitation for this research. The major part of the respondents is aged between 18 and 24 years old, namely 58 per cent. This is another limitation of this study and should be taken into account. **Table 6** below shows the entire composition of the sample group per questionnaire and in total. The numbers one, two and three correspond to the matching questionnaires.

	1	2	3	Total	Percentage
Male	13	13	15	41	23.6%
Female	45	45	43	133	76.4%
Other	0	0	0	0	0.0%
Under 18	2	0	1	3	1.7%
18 - 24	44	26	31	101	58.0%
25 - 34	10	8	12	30	17.2%
35 - 44	1	5	6	12	6.9%
45 - 54	1	11	3	15	8.6%
Age 55 and over	0	8	5	13	7.5%

Table 6 – This table displays the composition of the sample group with regards to gender and age. The numbers one, two and three refer to the corresponding questionnaires. 1: tangibles, 2: responsiveness and 3: reliability, competence and empathy.

From the entire sample group the majority thinks that animal welfare organisations are useful to some extent: 47.1% think they are very useful and 47.7% think they are somewhat useful. The remaining 5.2% think they are not very useful or not at all useful. There are no shocking differences in between the responses to the three different questionnaires, so they are quite balanced.

More than half (50.6%) of the respondents are somewhat familiar with the organisation. A little over 10% are very familiar with PETA and 15.5% are not at all familiar. The 23.6% that are left are not very familiar with the organisation. The respondents from the first questionnaire are a little more familiar with the organisation than the respondents from the other two questionnaires. In the first questionnaire 12 respondents indicated that they are very familiar with the organisation as opposed to only four from the second questionnaire and two from the third questionnaire.

From all the respondents, only 10.3% donate money to PETA on a monthly or yearly basis or just once in a while. The majority of 89.7% does not donate to PETA ever. These numbers are quite similar as well in the three different questionnaires. From the 10.3% that do donate occasionally, 85.3% donate less than €50 per year. Moreover, 8.8% donate between €50 and €70 and only 5.9% donate more than €70 a year.

<i>Animal welfare organisations are:</i>	1	2	3	Total	Percentage
Very useful	21	32	29	82	47.1%
Somewhat useful	35	22	26	83	47.7%
Not very useful	2	4	2	8	4.6%
Not at all useful	0	0	1	1	0.6%
<hr/>					
<i>Familiarity with PETA:</i>					
Very familiar	12	4	2	18	10.3%
Somewhat familiar	30	29	29	88	50.6%
Not very familiar	8	15	18	41	23.6%
Not at all familiar	8	10	9	27	15.5%
<hr/>					
<i>Donating to PETA:</i>					
Yes, yearly	2	1	2	5	2.9%
Yes, monthly	1	1	0	2	1.1%
Yes, sometimes	5	3	3	11	6.3%
No, never	50	53	53	156	89.7%
<hr/>					
<i>How much:</i>					
< €50	10	12	7	29	85.3%
€50 - 70	0	2	1	3	8.8%
€70 - 100	1	1	0	2	5.9%
> €100	0	0	0	0	0.0%

Table 7 – This table shows the results of the general questions, such as familiarity with PETA and opinion of animal welfare organisations. The numbers one, two and three once again refer to the corresponding questionnaires. 1: tangibles, 2: responsiveness and 3: reliability, competence and empathy.

Hypothesis 1: If PETA replaces the president of the organisation, perceived quality will improve.

In this section the outcomes of the relevant questions of the questionnaire are stated. The first questionnaire measures if perceived quality improves when Ingrid Newkirk is being replaced by a new president.

14.1.1 Overall grade

The overall organisation is graded by the respondents, both before they read about the replacement and afterwards. The average of both situations is compared to each other, in order to understand whether the respondents' perceptions are improved, equal or worsened.

In **table 8** question 6 of the questionnaire resulted in an average grade of 6.03. After the respondents read the news article about replacing Ingrid Newkirk, the average grade for the organisation is 6.40. This indicates that the perception has improved slightly as the grade increased by 0.37.

	Before	After	Progress
Questionnaire 1	6.03	6.40	0.37

Table 8 – This table displays the average grade before and after the respondents read the hypothetical text regarding changes made in the tangibles dimension. The third column shows the difference in the two average grades.

14.1.2 Satisfaction

The respondents were asked to answer to what extent they agree with the statements before and after they were made aware of the replacement of Ingrid Newkirk. These answers were compared to each other so a possible pattern could be detected and a conclusion could be drawn. **Table 9** illustrates the difference between the two situations. The green numbers indicate a rise in the number of responses for that particular answer and the red percentages indicate a decrease in the number of responses to that answer.

An increasing amount of the respondents totally agree that PETA would be an organisation that satisfies them after reading the news article about Ingrid Newkirk's replacement. This response increased by 6.9%. An additional 12.1% more of the respondents agree that PETA would be a satisfying organisation. Thus, this indicates that by replacing Ingrid Newkirk, satisfaction improves.

In the after situation more than half of the respondents agree or totally agree that PETA is an organisation that satisfies them, whereas only 10.3% disagree or totally disagree. The remaining respondents are either neutral or do not know.

	Totally Agree	Agree	Neutral	Disagree	Totally Disagree	Don't know
<i>PETA is an organisation I am satisfied with</i>	6.9%	12.1%	0.0%	1.7%	5.2%	8.7%

Table 9 – This table displays the difference in the number of times an answer has been chosen in the two situations. The green percentages indicate a rise in the number of times that answer has been chosen and the red percentages indicate a decrease. Thus, 6.9% more of the respondents have chosen 'totally agree' in this statement after they read the hypothetical text. Tables 10 – 15 are to be read the same way.

14.1.3 Perception

The overall perception of the organisation increases as well after Ingrid Newkirk is replaced. As **table 10** shows, a larger number of people disagree with the statement that they have a negative perception of PETA. This is 6.9% more than before. People agreeing and totally agreeing to having a negative perspective of the organisation both decreased with 5.2%.

Finally, 58.6% of the respondents either disagree or totally disagree to having a negative perception of PETA as the president is replaced as opposed to the 15.5% that agree or totally agree. The remaining 25.8% do not know or are neutral.

	Totally Agree	Agree	Neutral	Disagree	Totally Disagree	Don't know
<i>My perception of PETA is negative</i>	5.2%	5.2%	8.6%	6.9%	0.0%	5.2%

Table 10

14.1.4 Fulfilling expectations

As **table 11** on the following page displays, in the after situation 1.7% less of the respondents totally agree with PETA's capability to live up to people's expectations. Also, an increasing amount of 3.5% of the respondents disagree that PETA lives up to their expectations after reading the news article. However, an increase of 13.8% is found in the number of respondents that just agree, so as this is a larger progress than the two mentioned before, this still indicates some advancement.

In the end, 48.3% agree that PETA lives up to their expectations of an animal welfare organisation and 17.2% disagree. A large number of respondents is neutral in this matter, namely 27.6.

	Totally Agree	Agree	Neutral	Disagree	Totally Disagree	Don't know
<i>PETA lives up to my expectations</i>	1.7%	13.8%	3.4%	3.5%	6.9%	5.2%

Table 11

14.1.5 Credibility and trust

After Ingrid Newkirk's resignation 19% more of the respondents think PETA is a credible and trustworthy organisation. However, 12.1% disagree that they would think of PETA as a credible and trustworthy organisation. All in all, there is a little progress on this aspect.

In the end half of the respondents agree to the organisation being credible and trustworthy. However, 20.7% still end up disagreeing.

	Totally Agree	Agree	Neutral	Disagree	Totally Disagree	Don't know
<i>PETA is credible and trustworthy</i>	0.0%	19.0%	12.1%	12.1%	10.3%	8.6%

Table 12

14.1.6 Popularity

More people than before agree to PETA being an unpopular organisation. This number has risen with 6.9%. However, the number of people that totally agree to the organisation being unpopular has decreased with 5.2%. The number of respondents that totally disagree has risen slightly, namely with 6.9%. Twenty-six respondents disagree or totally disagree that they perceived PETA as unpopular before they read the news article. After they read about the replacement of Ingrid Newkirk, this number was 28. Thus, this is a small advancement.

Almost half (48.3%) of the respondents disagree that they view PETA as an unpopular organisation. However, 25.8% do perceive PETA as unpopular.

	Totally Agree	Agree	Neutral	Disagree	Totally Disagree	Don't know
<i>I perceive PETA as an unpopular organisation</i>	5.2%	6.9%	1.7%	3.5%	6.9%	7.2%

Table 13

14.1.7 Innovativeness

Innovativeness has been progressing by the replacement of Ingrid. An increase of 12.2% can be found in people who totally agree or just agree to perceiving PETA as being innovative in its approaches. A decrease of 5.2% can be found in the number of people who disagree to perceive PETA as an innovative organisation. As more people agree with this statement than disagree, can be concluded that innovativeness improves after replacing the president of the organisation.

Finally, 39.7% agree or totally agree to viewing PETA as innovative and 15.5% disagree or totally disagree. A large amount (27.6%) are neutral and 12.1% do not know how they feel about this.

	Totally Agree	Agree	Neutral	Disagree	Totally Disagree	Don't know
<i>PETA is using innovative approaches</i>	3.5%	8.7%	1.7%	5.2%	0.0%	8.7%

Table 14

14.1.8 Spending of funds

People's beliefs about PETA's spending of funds has seen an increase. A small increase of 1.7% totally agree to believing that PETA would spend the funds as best as possible. The number of people who just agree has increased by 15.6%. And the number of people totally disagreeing to this statement has decreased with 3.5%. However, quite a large percentage of the respondent (20.7%) do not know how they feel about PETA's spending. The majority of the respondents would think PETA spends funds more wisely after replacing the president, therefore, can be confirmed that this aspect progresses.

In the end 43.1% agree or totally agree to the belief that PETA would be using funds wisely and 18.9% disagree or totally disagree. Furthermore, 25.9% are neutral in this matter and 12.1% do not know.

	Totally Agree	Agree	Neutral	Disagree	Totally Disagree	Don't know
<i>I believe PETA spends donations as best as possible</i>	1.7%	15.6%	3.5%	3.4%	3.5%	20.7%

Table 15

14.1.9 Willingness to donate

After replacing Ingrid Newkirk, the willingness of the respondents to donate increases. Whereas 51.7% of the respondents were not willing to donate any money at first, this decreased to 41.4%. This means that replacing the president has motivated six of the respondents to donate money. At

first only 6.1% were willing to donate more than €50. After reading the news article, this has increased notably, namely by 25.9%.

	Before	After
Nothing	51.7%	41.4%
< €50	43.1%	32.8%
€50 - 70	3.4%	20.7%
€70 - 100	2.7%	5.2%
> €100	0.0%	0.0%

Table 16 - This table displays the percentage of the respondents that were unwilling to donate before and after reading about the improved strategy.

To conclude, improvements are measured in all elements. Therefore, this hypothesis has proven to be right. Replacing Ingrid Newkirk with a new president leads to a better perceived quality for the organisation.

Hypothesis 2: If PETA enhances its responsiveness, perceived quality will be improved.

The second questionnaire measures whether improving the organisation's responsiveness leads to an improved perceived quality. The same questions are asked as in the first questionnaire. However, this one includes a hypothetical newsletter to PETA members stating that the organisation is changing its response policy instead of the news article about Ingrid Newkirk. The before and after situations will be compared to each other again in order to conclude whether changing the response policy leads to an improved perceived quality.

14.2.1 Overall grade

Question 6 and 10 are compared to each other to measure the difference in the overall ranking of the organisation. As **table 17** suggests, the overall grade of the organisation improves with 0.36. Whereas PETA received an average grade of 6.10 before the respondents knew about the change in response policy, it received an average of 6.46 after the newsletter was read.

	Before	After	Progress
Questionnaire 2	6.10	6.46	0.36

Table 17 - This table displays the average grade before and after the respondents read the hypothetical text regarding changes made in the responsiveness dimension. The third column shows the difference in the two average grades.

14.2.2 Satisfaction

Table 18 shows the difference in the before and after situation. The percentages illustrate the increase or decrease of responses to that answer. Green percentages indicate an increase and red percentages indicate a decrease again.

The table illustrates that an increasing amount of 17.3% of the respondents agree with PETA being a satisfying organisation after changes are made to its response policy. Also, the number of people who totally disagreed with PETA being a satisfying organisation has decreased, which indicates progress as well.

Before, only 20 respondents agreed or totally agreed to perceiving PETA as satisfying and this number increased to 29, which equals 50.0% of the total number of respondents. Only 8.6% disagree or totally disagree with this statement.

	Totally Agree	Agree	Neutral	Disagree	Totally Disagree	Don't know
<i>PETA is an organisation I am satisfied with</i>	1.8%	17.3%	5.2%	0.0%	1.8%	8.6%

Table 18 - This table displays the difference in the number of times an answer has been chosen in the two situations. The green percentages indicate a rise in the number of times that answer has been chosen and the red percentages indicate a decrease. Thus, 17.3% more of the respondents have chosen 'agree' in this statement after they read the hypothetical text. Tables 19 – 24 are to be read the same way.

14.2.3 Perception

Changing the response policy has resulted in an improvement of the respondents' perception of PETA. As **table 19** on the next page shows, an increasing amount of 6.9% disagree with the statement that they perceive PETA as negative, thus, meaning they do not perceive PETA negatively. A rise of 1.7% is found in respondents who totally agree with this statement and the respondents who agree and totally agree have decreased. A decrease of 1.7% is found of people who totally agree with the statement that they perceive PETA as negative and a decrease of 6.9% in the respondents who just agree with this.

This results in 48.3% of respondents who disagree that they perceive PETA negatively and 13.8% of respondents who totally disagree. Only 6.9% of this sample group perceive PETA in a negative way.

	Totally Agree	Agree	Neutral	Disagree	Totally Disagree	Don't know
<i>My perception of PETA is negative</i>	1.7%	6.9%	0.0%	6.9%	1.7%	0.0%

Table 19

14.2.4 Fulfilling expectations

After adjusting the response policy, PETA lives more up to people's expectations. All the positive responses to this statement have increased and the negative responses have decreased. An increase of 1.8% was found in people who totally agree that PETA lives up to their expectations and an increase of 6.9% in people who just agree to this statement. However, a large number of the respondents remain neutral about this topic, namely 37.9%.

In the end, 43.1% respond positively to this statement in comparison to 6.9% that respond negatively.

	Totally Agree	Agree	Neutral	Disagree	Totally Disagree	Don't know
<i>PETA lives up to my expectations</i>	1.8%	6.9%	5.1%	1.7%	1.7%	10.3%

Table 20

14.2.5 Credibility and trust

To the statement that PETA is a credible and trustworthy organisation, all responses were in favour of the organisation. The positive responses increased with 6.9% in total and the negative responses decreased by 5.2%. Quite some respondents were neutral in this matter, as this number increased by 8.6%. However, still the majority of the sample group agrees or remains neutral and 10.3% disagree or totally disagree with this statement. All in all, significant progress is found.

	Totally Agree	Agree	Neutral	Disagree	Totally Disagree	Don't know
<i>PETA is credible and trustworthy</i>	1.7%	5.2%	8.6%	5.2%	0.0%	10.4%

Table 21

14.2.6 Popularity

A growth of 6.9% was identified in the number of respondents that totally disagree with the statement that they perceive PETA as an unpopular organisation. Another growth was found in the number of people who just disagreed with the statement, namely 5.2%. The number of people who agreed to perceiving PETA as an unpopular organisation decreased. The group who totally agreed

to perceiving PETA this way decreased with 1.7% and the group who just agreed decreased with 5.1%.

All in all, 53.5% disagreed or totally disagreed with the statement, meaning they do not perceive PETA as unpopular. And only 5.2% did perceive the organisation as unpopular.

	Totally Agree	Agree	Neutral	Disagree	Totally Disagree	Don't know
<i>I perceive PETA as an unpopular organisation</i>	1.7%	5.1%	3.4%	5.2%	6.9%	8.6%

Table 22

14.2.7 Innovativeness

A large number of the respondents (39.7%) indicated in the before-situation that they did not know about the level of innovativeness of PETA. However, in the after-situation they did have an opinion about how they would perceive PETA's level of innovativeness and this was mainly positive. An increase of 5.1% was found in the number of people who totally agreed to PETA being innovative and an increase of 6.9% in the number of people that just agreed. Therefore, it can be concluded that innovativeness improves after responsiveness is enhanced. The group that disagreed to perceiving PETA as innovative decreased with 1.8%.

Finally, 39.6% indicated to perceive PETA as innovative, 34.5% were neutral in this matter and only 3.4% disagreed to the organisation being innovative. Still 22.4% of the sample group remained indecisive about this topic.

	Totally Agree	Agree	Neutral	Disagree	Totally Disagree	Don't know
<i>PETA is using innovative approaches</i>	5.1%	6.9%	6.9%	1.8%	0.0%	17.3%

Table 23

14.2.8 Spending of funds

A significant positive growth is found in the perception of PETA's spending of donation funds. The number of people that agree with the organisation spending its funds as best as possible is increased by 15.5%. An increase of 1.7% is found in the group that totally agrees. Furthermore, the number of people totally disagreeing to PETA spending its funds wisely has decreased with 3.4%, which also indicates improvement after responsiveness has been optimised.

In the end, 39.6% of the respondents either agree or totally agree to believing PETA spends funds as optimal as possible and only 8.6% disagree to this. Thirty-one per cent is neutral regarding PETA's spending and 20.7% did not know.

	Totally Agree	Agree	Neutral	Disagree	Totally Disagree	Don't know
<i>I believe PETA spends donations as best as possible</i>	1.7%	15.5%	5.2%	1.7%	3.4%	10.3%

Table 24

14.2.9 Willingness to donate

As **table 25** suggests, changing the response policy does not motivate 46.6% of the respondents to donate money to the organisation. This is the same number of people who would not be willing to donate any money to the organisation in the first place. However, from the 53.4% that would be willing to donate, 24.1% were willing to donate more than €50 and 3.4% were willing to pay even more than €100. Thus, even though the number of people that do not want to donate at all has not decreased, the amount of money that the people who are willing to donate, has increased.

	Before	After
Nothing	46.6%	46.6%
< €50	46.6%	29.3%
€50 - 70	5.2%	19.0%
€70 - 100	1.7%	1.7%
> €100	0.0%	3.4%

Table 25 - This table displays the percentage of the respondents that were unwilling to donate before and after reading about the improved strategy.

Hypothesis 3: If PETA optimised its reliability, empathy and competence, perceived quality will be improved.

The third questionnaire measures if by improving reliability, empathy and competence the overall perceived quality improves as well. The respondents of this questionnaire answer the first half of the questionnaire again about their current perception of PETA. After that, they read a hypothetical news article about new campaigns and strategies that PETA is going to implement that display the organisation's competence, reliability and empathy. Then they answer the same questions again to see if there is an improvement after reading the news article.

14.3.1 Overall grade

The respondents graded PETA with a 6.16 on average in the before-situation. After reading the hypothetical news article about the improvements of the strategies PETA has made, the sample group ranked the organisation with a 6.86. Thus, the overall grade of the organisation increases by 0.70 after adjustments are made to these dimensions of perceived quality.

	Before	After	Progress
Questionnaire 3	6.16	6.86	0.70

Table 26 - This table displays the average grade before and after the respondents read the hypothetical text regarding changes made in the tangibles dimension. The third column shows the difference in the two average grades.

14.3.2 Satisfaction

As **table 27** suggests, satisfaction with the organisation increases significantly. An increasing amount of 39.6% of the respondents agree that they are satisfied with the organisation. The number of respondents that disagree with being satisfied decreased by 8.7%. This suggests that the adjustments made to the competence, reliability and empathy dimensions of perceived quality result in a better perception.

In the after-situation a total of 68.9% agree or totally agree that PETA would be an organisation that they would be satisfied with. Furthermore, 8.6% disagreed or totally disagreed that they would be satisfied with PETA.

	Totally Agree	Agree	Neutral	Disagree	Totally Disagree	Don't know
PETA is an organisation I am satisfied with	3.4%	39.6%	22.4%	8.7%	1.8%	13.8%

Table 27 - This table displays the difference in the number of times an answer has been chosen in the two situations. The green percentages indicate a rise in the number of times that answer has been chosen and the red percentages indicate a decrease. Thus, 3.4% more of the respondents have chosen 'totally agree' in this statement after they read the hypothetical text. Tables 27 – 33 are to be read the same way.

14.3.3 Perception

The overall perception of PETA more or less remains the same in both situations. There are some changes in responses, however, in the end there is still 17.2% that agreed or totally agreed to perceiving PETA as negative. Nonetheless, in the before-situation 53.4% disagreed or totally disagreed with perceiving PETA as negative and in the after-situation this has increased to 62.1%.

Thus, more people do not agree that they perceive PETA as negative, which equals a small improvement.

	Totally Agree	Agree	Neutral	Disagree	Totally Disagree	Don't know
<i>My perception of PETA is negative</i>	3.5%	3.5%	0.0%	8.7%	0.0%	8.6%

Table 28

14.3.4 Fulfilling expectations

PETA seems to live up to people's expectations, as more people agree with this statement and less people disagree with it. An increase of 12% is found in the group that agrees that the organisation lives up to their expectations. A rise of 5.2% is detected in the number of people who totally agree. The group that disagrees or totally disagrees has decreased by 8.7% in total. Therefore, it can be concluded that the organisation lives up more to people's expectations after adjusting the marketing strategy.

The total number of people who agree and totally agree with this statement is 60.3% in the after-situation compared to 43.1% in the before-situation. Whereas 30.7% disagreed and totally disagreed at first, this decreased to 12%.

	Totally Agree	Agree	Neutral	Disagree	Totally Disagree	Don't know
<i>PETA lives up to my expectations</i>	5.2%	12.0%	6.9%	1.8%	6.9%	15.6%

Table 29

14.3.5 Credibility and trust

Notable progress was measured in this element. As **table 30** on the following page shows, an increasing amount of 22.4% agreed that they would perceive the organisation as credible and trustworthy. The number of people who disagreed with the statement decreased with 8.7% and a decrease of 3.5% was even stated among people who totally disagreed.

In the end 50% of the respondents agree or totally agree to perceiving PETA as trustworthy and credible. Thirty-one per cent is neutral about this matter and 12% disagreed or totally disagreed. As this was 24.2% before, it is decreased by half.

	Totally Agree	Agree	Neutral	Disagree	Totally Disagree	Don't know
<i>PETA is credible and trustworthy</i>	0.0%	22.4%	6.9%	8.7%	3.5%	17.2%

Table 30

14.3.6 Popularity

PETA's popularity according the respondents has improved. Statistics show that 10.3% less of the respondents agreed that they perceive PETA as unpopular. An increase of 10.4% of the respondents indicated to totally disagree to viewing the organisation as unpopular. A small growth of 1.7% is found in the number of people that totally agree to perceiving the organisation as unpopular. However, this does not compete with the former-mentioned growth.

Finally, 46.6% disagreed or totally disagreed with the statement and 20.7% did agree with the statement. This indicates the majority views the organisation as popular or somewhat popular.

	Totally Agree	Agree	Neutral	Disagree	Totally Disagree	Don't know
<i>I perceive PETA as an unpopular organisation</i>	1.7%	10.3%	1.8%	0.0%	10.4%	3.4%

Table 31

14.3.7 Innovativeness

Innovativeness has definitely improved after the new marketing strategy. An increase as big as 37.9% of the respondents have claimed to agree with the statement that they view PETA as innovative. Additionally, the number of people that totally agree with this statement has risen by 8.6%.

In the after-situation, 60.3% agreed or totally agreed with the statement that PETA is innovative, which is the vast majority. Twelve per cent disagrees or totally disagreed and 15.5% remains neutral. The remaining 12.1% did not know.

	Totally Agree	Agree	Neutral	Disagree	Totally Disagree	Don't know
<i>PETA is using innovative approaches</i>	8.6%	37.9%	22.4%	5.1%	3.6%	25.8%

Table 32

14.3.8 Spending of funds

Whereas only 17 respondents (29.3%) believed that PETA spent donations as optimal as possible, this has increased to 31 after people were informed about the new strategy. Both the group that totally agrees and the group that agrees have shown an increase of 12.1%. This indicates a significant increase in perceived quality.

	Totally Agree	Agree	Neutral	Disagree	Totally Disagree	Don't know
<i>I believe PETA spends donations as best as possible</i>	12.1%	12.1%	8.7%	1.7%	1.7%	12.1%

Table 33

14.3.9 Willingness to donate

After adjusting the competence, reliability and empathy dimensions of perceived quality, there is a slight improvement in the willingness to donate to the organisation. In the before-situation almost half (48.3%) of the respondents indicated that they would not want to donate any money to PETA. In the after-situation this has decreased to 41.4%, thus, an increasing amount of 6.9% now would be willing to donate. At first 6.9% of the sample group was willing to donate more than €50, whereas in the after-situation 27.5% is willing to donate more than €50.

	Before	After
Nothing	48.3%	41.4%
< €50	44.8%	31.0%
€50 - 70	5.2%	20.7%
€70 - 100	1.7%	3.4%
> €100	0.0%	3.4%

Table 34 - This table displays the percentage of the respondents that were unwilling to donate before and after reading about the improved strategy.

Appendix 2 - Details of initial responses to 'I don't know' for statements

Table 35 shows the number of the respondents that initially answered with 'I don't know' per questionnaire. This table is used to see if this number is more or less similar in each questionnaire or if there are large differences in the number of respondents indicating to not know. It is also used to see if the large increase of perceived quality in the third questionnaire (reliability, competence & empathy) might have something to do with more people answering 'I don't know' at first and then answering another response after, resulting in the large increase of other answers. For example, if 30 respondents were to choose 'I don't know' at first, and respond with 'agree' after, this would mean a large increase of positive answers that has nothing to do with people changing their minds from disagree to agree. This would not be a problem if the number of people indicating to not know at first is more or less the same in all questionnaires. However, if this number is higher in the third questionnaire than in the others, this could explain the large increase of favourable answers. However, the table shows that the third questionnaire only has more responses indicating to not know for statements two and four. However, these higher numbers only differ from the other questionnaires by one or two respondents. Thus, the large increase of favourable answers for questionnaire 3 is accurate and justifiable.

	1: Tangibles	2: Responsiveness	3: RCE
<i>PETA is an organisation I am satisfied with</i>	7	9	9
<i>My perception of PETA is negative</i>	5	4	6
<i>PETA lives up to my expectations</i>	7	13	11
<i>PETA is credible and trustworthy</i>	9	12	14
<i>I perceive PETA as an unpopular organisation</i>	5	12	6
<i>PETA is using innovative approaches</i>	15	23	22
<i>I believe PETA spends donations as best as possible</i>	19	18	13
Total times responded with 'I don't know'	67	91	81

Table 35 - this table shows the number of respondents per questionnaire that initially chose 'I don't know' as an answer to the statements.

As questionnaire 2 has the highest number of respondents (91) indicating to not know if they agree with a statement at first or not, one could think that this questionnaire would result in greater improvements, because so many people who initially did not know, probably did choose an answer in the after-situation. However, this is not the case, so the outcomes are not distorted because of the high number of respondents choosing 'I don't know'.

The first questionnaire shows the least number of respondents initially picking 'I don't know' as an answer. One might think that because of this, there would be the least increase shown in other answers. However, this is also not the case, so these answers are also not distorted by this.