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***'Exploring the role the brand plays in the choice of charity by  
UK volunteers'***

**PhD Thesis**

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## ABSTRACT

Charities need to understand why volunteers choose one brand rather than another in order to attract more volunteers to their organisation.

There has been considerable academic interest in understanding why people volunteer generally. However, this research explores the more specific question of why a volunteer chooses one charity brand rather than another. It builds on previous conceptualisations of volunteering as a consumption decision. Seen through the lens of the individual volunteer, it considers the under-researched area of the decision-making process.

The research adopts an interpretivist epistemology and subjectivist ontology. Qualitative data was collected through depth interviews and analysed using both Means-End Chain (MEC) and Framework Analysis methodology.

The primary contribution of the research is to theory: understanding the role of brand in the volunteer decision-making process. It identifies two roles for brand. The first is as a specific reason for choice, an 'attribute' of the decision. Through MEC, volunteering for a well-known brand connects directly through to a sense of self, both self-respect but also social recognition by others. All four components of the symbolic consumption construct are found in the data: volunteers choose a well-known brand to say something about themselves. The brand brings credibility and reassurance, it reduces the risk and enables the volunteer to meet their need to make a difference and achieve a sense of accomplishment.

The second closely related role for brand is within the process of making the volunteering decision. Volunteers built up knowledge about the charity brands from a variety of brand touchpoints, over time. At the point of decision-making that brand knowledge and engagement becomes relevant, enabling some to make an automatic choice despite the significant level of commitment being made. The research identifies four types of decision-making behaviour. The research also makes secondary contributions to MEC methodology and to the non-profit context. It concludes with practical implications for management practice and a rich agenda for future research.

## Declaration

I confirm that this is my own work and the use of all material from other sources has been properly and fully acknowledged.

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## Chapter 1: Introduction

**The aim of the research is to explore the role the brand plays in the choice of charity by volunteers.**

In the UK alone over 21 million people volunteer formally (Cabinet-Office 2015, NCVO 2015). It is a major social phenomenon, as it is across many other parts of the world. Each week they donate more than 100 million hours to support their communities and causes. Volunteering is something that touches the lives of many. It is relevant and it is important.

The ability to attract and retain volunteers is a primary driver of the effectiveness and sustainability of the voluntary sector (Rochester 2009, Saxton, Guild et al. 2014). The need for charities to support the most vulnerable in our society has rarely been more pressing. The economic recession and subsequent contraction of government budgets through the Comprehensive Spending Review (CSR) has had a major impact on direct welfare benefits received (Taylor-Gooby 2012). However, the provision of these services by non-profit organisations is dependent on attracting new volunteers.

The challenge for charities is that investment on brand, communication and research is under pressure. Not only have absolute charity budgets reduced in the aftermath of the recession but also there is increasing public scrutiny of Head Office spend (Osborne 2012, Walker, Pharoah et al. 2012, Wright, Chew et al. 2012). Money not allocated to front line services is viewed as a proxy for inefficient management (Saxton 2004, Sargeant, Lee et al. 2009). The irony is that insight into volunteers and brand would strengthen the efficacy of marketing spend enabling the limited budget to go further.

This presents a real opportunity for academic research to offer practitioner impact. Through contributing to knowledge on volunteer and brand, this research is anchored in supporting charities to better understand this important stakeholder group. Despite a vast body of work interrogating why people volunteer, there is little academic insight into the choice of charity by volunteers (Wilson 2000, Venable, Rose et al. 2005, Carroll 2013). Given the size of the sector within the UK economy, prevalence of volunteering amongst the UK population and

the pressing need to support the most vulnerable in our society, this seems like an oversight. It has been identified as under-researched academic topic:

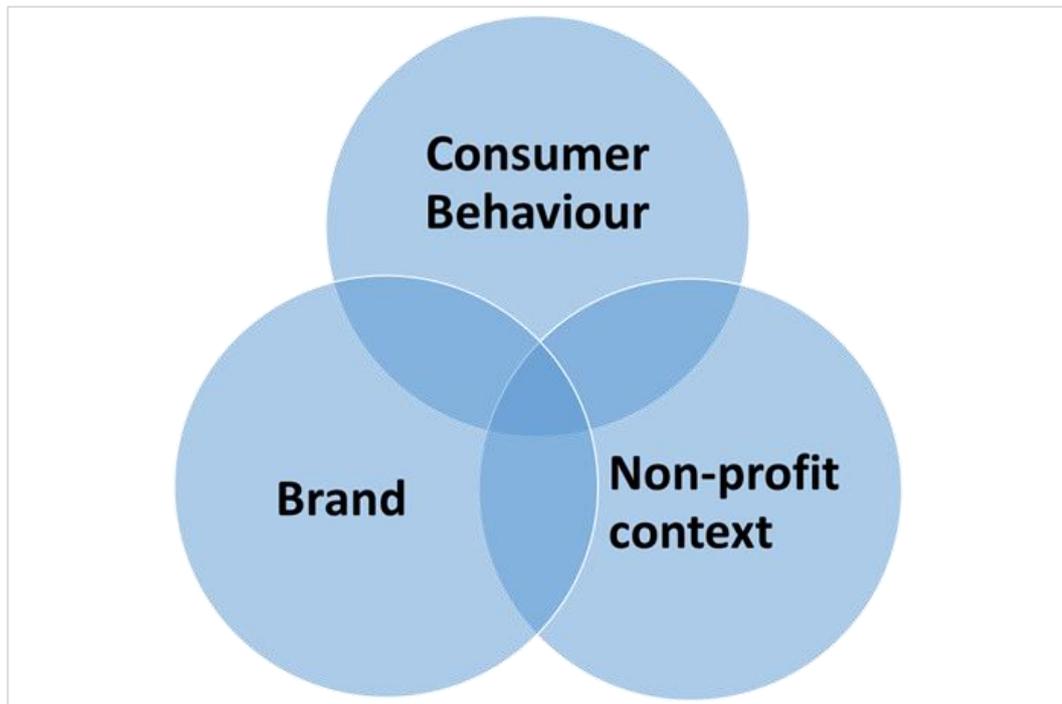
*“This exploration of the unique nature of non-profits and how key stakeholders differentiate, evaluate, and choose to enter into a relationship with such organizations is an important and under-researched area.”* (Venable, Rose et al. 2005, p296)

In particular, the role of brand and competition within non-profit generally and volunteering specifically is interesting. As Saxton et al (2014) observe the very idea of branding still sits uneasily with some within the non-profit sector. The language is one of values based mission (Saxton 1995, Wymer Jr 1997, Stride and Lee 2007) and shared outcomes ideally delivered through collaboration (Kylander and Stone 2012, Randle, Leisch et al. 2013, Omar, Leach et al. 2014). Where there is discussion of the role of brand, it tends to focus on understanding donors (Venable, Rose et al. 2005, Bennett 2009, Michel and Rieunier 2012, Grizzle 2015). Strengthening the marketing efficacy of reaching donors has a clear and measureable impact. It is also about what the charities do (marketing communication) rather than who they are. It is external and therefore less threatening: it is not seen as undermining the very soul of the charitable mission (Sekhon, Eng et al. 2015), in contrast to academic discussion about brand as a competitive lever. However, this is changing in the face of increased pressure on funding, service need and the growing attractiveness of the non-profit sector to socially minded marketers (Maier, Meyer et al. 2014, Dato-on, Keller et al. 2015, McDonald, Weerawardena et al. 2015).

Recent academic studies of branding in the non-profit context have contributed to the ongoing research conversations about brand image and brand personality (Shehu, Becker et al. 2015), celebrity endorsement (Arsena, Silvera et al. 2014, Ilicic and Baxter 2014) and understanding donor trust (Burt and Williams 2014, Burt 2014, Michaelidou, Micevski et al. 2015, Rolf and Duchon 2015). But there are also pockets of interest emerging in understanding the role the internal brand plays in non-profit marketing (Liu, Chapleo et al. 2015) and internal structure of charities that enables external branding (Chapleo 2015). However, there remains little new academic thinking that connects the volunteer to the brand or consumer decision-making to the non-profit brand. Only through exploring these

connections can the choice of charity brand by volunteer start to be understood. This research therefore brings together three fields, as illustrated in [Figure 1](#).

Figure 1: Research structure



It conceptualises volunteering as a choice, a consumer decision and so starts its exploration from the perspective of understanding decision-making behaviour. It then considers the role the brand plays in that decision. Finally, the phenomenon is explored within the context of non-profit, examining what is particular about the sector. At the intersection of these three areas there is little relevant research to build on. However, there is a wide range of related academic thinking behind the three individual areas, drawing across economics, sociology and psychology traditions as well as consumer behaviour and marketing theory. Through adopting a pluralistic approach this research is able to build on this academic insight to inform the space where the three fields meet.

Although considering academic insight globally, this research will focus on the UK charitable sector with a particular emphasis on service provision volunteering as opposed to fundraising or campaigning volunteering. The labels 'charity', 'voluntary' and 'non-profit' are used interchangeably within this research. However, in reality there is a wide spectrum of non-profit organisations including in education, sports, health provision and arts. The

research does not claim to cover this breadth. For example, it does not consider grant-giving foundations, such as the UK's largest non-profit, The Lloyds Register Foundation. Instead it focuses on service delivery volunteering within charities that support those in need.

The research also focuses on formal volunteering as it involves a greater personal commitment and therefore hypothetically a higher involvement decision process.

Volunteering is classified into formal and informal volunteering (Cabinet-Office 2015).

Formal volunteering is of greater interest for this research and is defined as:

*“Giving unpaid help through groups, clubs or organisations to benefit other people or the environment (for example, the protection of wildlife or the improvement of public open spaces).”* (Government 2010, p26)

The third party component brings an external, interesting complexity to the decision to volunteer – understanding the role that the brand plays, the values the organisation embodies and the benefits the volunteer receives from the more formal role. The sense of commitment to the third party is also important as it implies a more considered decision prior to ‘signing up’ than if it only concerned participation in a one-off fundraising event for example. This is reinforced by the finding that regular volunteers have been found to have a broader range of motivations than episodic, occasional volunteers (Hutin 2008).

Finally, for reasons discussed in greater depth in chapter 3, it focuses on charities within the top one hundred brands as defined by the 2013 Charity Brand Index (Harris-Interactive 2013). In the UK alone there are over 160,000 charities but only 577 of these each have annual income of over £10 million. However, these account for half the sector's income and spending (NCVO 2015). Previous research has identified a general lack of brand awareness within the non-profit sector (Saxton 1996, Hibbert, Piacentini et al. 2003) and found that brand effects are difficult to observe in research without a critical mass of brand saliency (Venable, Rose et al. 2005, Randle and Dolnicar 2011, Michel and Rieunier 2012). The question is whether, when the personal goals, social context and brand attributes are considered, patterns start to emerge. Understanding any common ground in the decision-making process that a volunteer undergoes would be of substantial practical benefit to charities needing to attract new volunteers to their brand.

In conclusion, volunteering is a major social phenomenon that is relevant to the lives of large sections of the public. There is a gap in understanding that phenomenon that would be of significant practitioner benefit if it can be filled, even in part. Through considering how past academic theory and research can inform our understanding of the phenomenon, this study builds on past academic literature. And through future publication it will share the results of this primary research to stimulate academic debate and theory development in this under-researched but important area. The conference papers already accepted and presented on this research are listed in Appendix 1. Finally, the research is personal. It fulfils a goal to build research skills and academic intellectual rigour through the process of successfully completing a PhD as well as an aspiration to contribute to academic thinking in a small but insightful way.

## Chapter 2: Literature Review

### 2.1. Chapter summary

The literature review chapter considers three areas of literature that inform our understanding of the phenomenon of charity brand choice by volunteer. The phenomenon is conceptualised as consumer behaviour. It therefore draws on historic decision-making models in literature to build our understanding of the decision process for the individual volunteer; in particular exploring the concept of exchange, social context and the role of values in the decision. It considers influences on the decision that go beyond the rational consumer behaviour models, specifically the role of subconscious decision-making, influence of emotion and level of involvement.

Secondly, the chapter considers the role of brand in choice of organisation, seen through the lens of the individual consumer/volunteer. It considers the way the consumer gathers brand knowledge over time and the role of symbolic brand consumption on self-identity.

The third area of literature it explores is the non-profit context, examining literature on the role of brand for charitable organisations and drawing on research into another key stakeholder group, donors. Within the non-profit context, the choice of which organisation to volunteer for is closely related to the decision to volunteer generally, an area of significant academic energy although the exact relationship between the two decisions is untested. The two areas of theory and one of context discussed in the chapter are therefore: consumer behaviour theory, brand theory and the non-profit context as discussed in the introduction, illustrated previously in [Figure 1](#) (page 3).

Finally, the chapter then considers the insight from secondary data. To ensure the research contribution was built on current understanding of volunteering, recent secondary data on UK volunteering was reviewed. These include major national studies of volunteering by the UK Government and a 2.5 year National Lottery funded research investigation into civic participation. The purpose of the review was to identify significant previous research, or elements of research, that contribute specifically to understanding the role of brand in the decision-making process by volunteers. The key texts reviewed, including sample size and methodology, are summarised at the end of the chapter in [Table 2](#).

The chapter concludes with the aims of the research and the research questions. It draws together the key pieces of literature and secondary data to inform the direction of this study.

## 2.2. Conceptualising charity choice as consumer behaviour

Pure definitions of consumption describe a person buying, using and disposing of a tangible product. However, recently this definition has been broadened to include a person's choices about how they consume time. For example, it has been defined as how they make use of:

*"services, activities, experiences and ideas such as going to the dentist, attending a concert, taking a trip and donating to UNICEF."* (Hoyer and MacInnis 2004, p3)

Bagozzi (1975) argues consumer behaviour can be indirect and involve intangible and symbolic factors such as social or psychological benefits. He builds on the work of Levy (1959) in his 'Symbols for sale' article who argued:

*"People buy things not only for what they can do, but also for what they mean."* (Levy 1959, p118)

Volunteering has also been regularly defined as consumption in the literature (Menchik and Weisbrod 1987, Govekar and Govekar 2002, Prouteau and Wolff 2006, Hackl, Halla et al. 2007).

The work of Hoyer and MacInnis (2004) in deconstructing the symbolic consumption concept is particularly relevant to understanding the meaning stakeholders give to non-profit brands. They describe the four components of symbolic consumption as emblematic, role acquisition, connectedness and expressiveness. With the emblematic function, they argue:

*"Consciously or subconsciously we use brands and products to symbolise the groups to which we belong (or want to belong)."* (Hoyer and MacInnis 2004, p446)

Likewise other people make judgements about a person based on their choice of brand, what it says about them. With the role acquisition function the choice of brand reflects the role that person feels they are occupying at that moment in time. Role acquisition has been

shown to be a positive effect of volunteering, particular for older people post retirement (Chambre 1984). Our choice of brand may also reflect a personal connection to a specific person, group or event in our lives. Earlier longitudinal research in the Boston area found evidence of this (referred to as 'identification theory') with donors most often giving to their local community and supporting activities they directly identified with locally (Schervish and Havens 2002). Finally, with the expressiveness component of symbolic consumption, buying a brand says something about us as individuals, how we are different and what we stand for (Hoyer and MacInnis 2004). In this way, the emblematic, role acquisition, connectedness and expressiveness components of symbolic consumption link the brand choice to work on self-identity, values and social groups (Saxton 1995, Arnett, German et al. 2003, Achouri and Bouslama 2010).

Applying symbolic consumption to the non-profit context, the American sociologist John Wilson (1997) had earlier argued:

*"Volunteer work involves both the production of a good or service and the consumption of a symbolic good."* (Wilson and Musick 1997, p696)

Building on the work of Wilson, this conceptualisation of volunteering as consumer behaviour has been developed by Wymer and Samu (2002). As they describe:

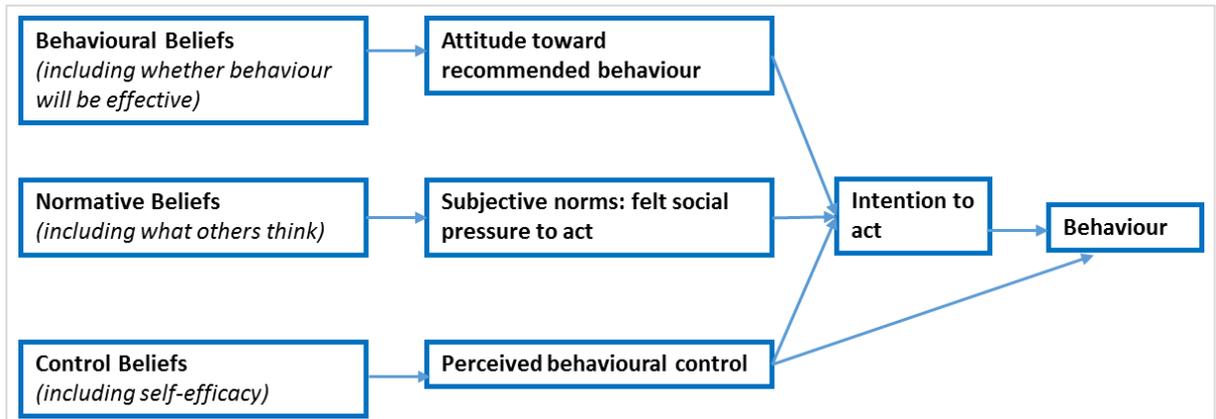
*"From a consumer behaviour perspective, volunteering can be considered as one of the outcomes of marketing communication from non-profit firms."* (Wymer Jr and Samu 2002, p972)

### 2.3. Consumer decision-making in the non-profit context

A review of historic consumer behaviour models has identified four that offer useful insight into the phenomenon of charity brand choice by volunteers. Despite being anchored in the early development of consumer behaviour as a science, Ajzen's (1991) Theory of Planned Behaviour, has been selected due to its strong influence on subsequent research and extensive testing in different contexts including non-profit. The Theory of Planned Behaviour (TPB) outlines how people make decisions rationally by systematically evaluating the available information. Ajzen (1991) argued that behaviour is influenced by our intention to

act which in turn has three independent determinants; a person's attitude towards the decision, social pressure surrounding the decision and in particular how much control the person feels they have over the decision, illustrated in [Figure 2](#).

Figure 2: Theory of Planned Behaviour, adapted from Ajzen 1991



The TPB model has been found to predict prosocial behaviour such as blood donation (Giles, Mcclenahan et al. 2004) and ethical consumption (Sparks, Shepherd et al. 1995). Within this non-profit context, TPB has been applied to the decision to volunteer generally (Warburton and Terry 2000, Greenslade and White 2005), although not to the phenomenon of charity choice. In their work adapting the TRB model to volunteering, Warburton and Terry (2000) included two additional variables – moral obligation, with its well established link to altruism (Piliavin and Hong-Wen 1990, Mowen and Sujjan 2005), and behavioural norms, as the researchers felt the subjective norms within the original model did not adequately reflect the social context. The findings based on 315 older volunteers in Australia showed strong support for applying this revised TRB model to the volunteering context. Their research identified that potential volunteers were more likely to act if they felt volunteering was something they should do (moral obligation/behavioural belief) and could be achieved easily (perceived behavioural control). They were also sensitive to the views of those around them, particularly whether they supported volunteering and were also volunteering themselves (Warburton and Terry 2000). Greenslade and White (2005) developed this application of the TPB model to the same specific volunteering context, older volunteers in Australia. The authors identified a potential criticism in the earlier work of Warburton and Terry (2000) as

focusing on the absolute determinants of volunteering rather than determining above national average levels of volunteering. They found intentions to volunteer above the national rate were predicted by the volunteer's attitude to volunteering, their belief in their ability and perceptions of others.

A more significant weakness of the application of the Theory of Planned Behaviour model to the volunteering decision is the under-emphasis on concept of exchange (Bagozzi 1975). Use of exchange models in the volunteering context are underpinned by Social Exchange Theory (Blau 1964, Emerson 1976). Blau (1964) argued:

*"(The) voluntary actions of individuals that are motivated by the rewards they are expected to bring."* (Blau 1964, p91)

It assumes people act in their own self-interest. In this context that is the donation of personal time and rationally expecting benefits such as meeting goals and needs in return. The prospective benefits of achieving those personally important goals are weighed against costs of volunteering. It recognises that time is not the only cost involved; other costs include opportunity cost of not participating in other activities, potential stigma by association with socially difficult causes (Omoto and Snyder 1995), plus emotional cost of supporting someone potentially vulnerable. There has been a clear and robust articulation of the breadth of functional goals people are seeking to meet through volunteering – including social, career and learning (Clary, Ridge et al. 1998, Bénabou and Tirole 2003, Mowen and Sujan 2005, Shye 2010). However, these functional goals such as building friendships and skills are not the only benefits (Andreasen, Goodstein et al. 2005, Borgonovi 2008).

Blau (1964) believes the social exchange is contingent on the rewarding nature of other people's reaction; if there was no reaction by others, the action would not have taken place:

*"The tendency to help others is frequently motivated by the expectation that doing so will bring social rewards, the social approval of those whose opinions we value is of great significance to us."* (Blau 1964, p17)

This perspective is in contrast to the research on altruism, defined as a *"general disposition to selflessly seek to help others"* (Mowen and Sujan 2005, p173), particularly in the cases of

blood or organ donation and bystander heroism (Piliavin, Rodin et al. 1969, Titmuss 1971, Piliavin and Hong-Wen 1990). However, Wilson (1997) argues altruism underestimates the role of self-identity – for example someone who thinks of themselves as the type of person who helps others if they are not recognised for it. Several psychological studies have demonstrated that social identity is an important determinant of prosocial behaviour (Tidwell 2005, Blader and Tyler 2009). One study of sustained volunteering within a hospice (Finkelstein, Penner et al. 2005) demonstrated that personal identity and perceived expectations were the strongest predictors of both time spent volunteering and length of service. The identity impact could be social approval of the decision to support a charity at all, the cause chosen, the type of volunteering role or the specific charity brand chosen. Therefore one implication of this theoretical construct for volunteering research is a need to understand the role of the reaction by family, friends and peers to the volunteering decision.

Venable et al (2005) evoke Social Exchange Theory as particularly relevant for non-profit brands. Given the very intangibility of the organisation they argue that stakeholders, such as donors, consider the rewards of action at an abstract level – including personal satisfaction, social approval or humanitarianism. The authors argue that although there may be social benefits from buying commercial brands, such as status and security, they are more salient amongst non-profit brands.

However, the application of Social Exchange Theory as the basis for understanding consumer decision-making in the non-profit context has areas of weakness. Specifically Emerson (1976) in his comprehensive review of the early literature on social exchange, believes that social exchange is not a theory but more a frame of reference that allows other theories to talk to each other. In addition, there is a potential weakness due to the infrequent nature of the decision to volunteer. Emerson discusses the five propositions of social exchange previously outlined by Homans (1974). Three of these propositions can be interpreted as being anchored in repeat purchase behaviour. For example, the success proposition argues that the more often a person is rewarded for a behaviour the more likely they are to do it. Likewise with the stimulus proposition, if a person is rewarded for behaviour with a particular stimulus, when those stimulus happen again, so the behaviour will also happen. Finally, the deprivation-satiation proposition argues the more often a person has received a

reward, the less valuable it is to that person in the future. Although there is some evidence of serial volunteering (Low, Butt et al. 2007) which presents the opportunity for new decisions to volunteer to be based on experiences in the past, overall the decision to volunteer can be seen as an infrequent decision. However, the remaining two of Homan's propositions do have greater relevance to the non-profit context. The more valuable the results of that action are to the person making the decision, the more likely it is they will make the decision, known as the value proposition. The implication is that when a person is considering the decision to volunteer for a charity, if they perceive there to be significant personal rewards from volunteering for a specific organisation, then they are more likely to make the decision. Likewise with the rationality proposition, when choosing between alternative potential volunteering opportunities, following Homan's logic, the person will choose the one where the value of the result combined with the likelihood of the volunteering role happening (Homans 1974, Emerson 1976). This has strong resonance with the control beliefs such as self-efficacy within the TRB model (Ajzen 1991).

Therefore, the social exchange construct involves an evaluation of perceived costs and benefits of volunteering – whether that is the decision to volunteer at all, the cause decision, the brand decision or the role decision. It implies a conscious decision-making process and an evaluation of alternatives, whether they are other charities or other uses of time. As the cost benefit exchange is salient and explicit, it can be recalled by volunteers which might explain its prominence in national volunteering surveys (Cabinet-Office 2015) and academic studies (Clary, Ridge et al. 1998, Shye 2010).

Andreasen and Kotler (2002) expanded the pure exchange model for non-profit organisations taking into account the wider environment. Their 'BCOS' model outlines the trade-offs between benefits, costs, role of others and self-efficacy on the non-profit consumer – whether donor or volunteer. Grounded in Exchange Theory, the consumer incurs some costs and in return receives benefits. The personal benefits of volunteering include not only goals met but also better health and greater happiness (Borgonovi 2008) and being more satisfied with their life (Meier and Stutzer 2008).

The BCOS model describes how behaviour is also influenced by the social pressure of others and also whether the individual believes they can succeed. That may be the first step of being successful in winning the volunteering role, or the longer term success of making a real difference (Andreasen and Kotler 2002), both closely linked to the rationality proposition of Homans (1974). The BCOS model describes the social reaction of others not as one of the benefit but as a distinct construct, playing a separate role in the evaluation, as shown in Figure 3.

Figure 3: BCOS Model, adapted from Andreasen 2002



An implication of this theoretical construct for research into volunteering is therefore a need to understand the role, real or perceived, of the reaction by family, friends and peers to the volunteering decision. Likewise whether the person believes they can succeed (self-efficacy) – whether that is being successful at winning the volunteering role or the longer term success of making a real difference (Bandura 1977). This strongly resonates with the importance of perceived behavioural control within the TPB model (Ajzen 1991): where a person’s behaviour is strongly linked to their confidence in their ability to perform it. The

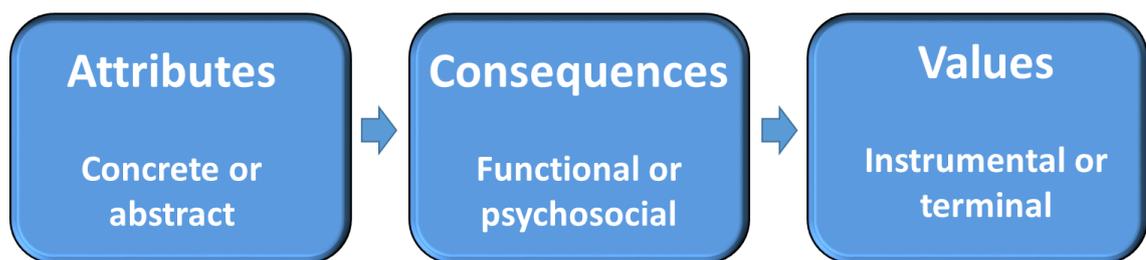
greater the perceived behavioural control, the greater the effort involved in making the decision.

A third historic consumer behaviour model, with origins in psychology and sociology, is attractive as it is also underpinned by a rational process but expands the benefit evaluation stage. The Volunteer Functions Inventory (VFI) was developed by Clary et al (1991, 1998) to bring insight to the decision to volunteer, although it doesn't address the choice of a specific charity brand. In the VFI, people evaluate the benefits of volunteering against one or more needs: meeting personal values, understanding (of service users), career enhancement, social, protective (including guilt reduction) and self-esteem. In particular, meeting the needs of social, career, values and learning were found to be good predictors of volunteering behaviour. The advantage of VFI has been found to be emphasis on social influence, including both perceived social benefits and social pressure from others, particularly relevant to the volunteering sector (Greenslade and White 2005). However, the inherent VFI model focuses on benefits rather than also considering control factors such as how much control the volunteer has to make the decision given time or transport constraints or self-efficacy which are strong features of the Theory of Planned Behaviour (Ajzen 1991, Terry and O'Leary 1995, Terry, Hogg et al. 1999).

Criticism has been made of the application of exchange models to the non-profit context as it assumes people act in their own self-interests rather than in the interests of others. However, as previously discussed, Wilson and Musick (1997) argue this underestimates the role of self-identity. In addition, there is debate about whether time really is a resource to be exchanged or rather it is a way of exchanging other resources such as creativity or empathy (Foa and Foa 1980). Following this logic, donating time enables the volunteer to demonstrate behaviours that reflect their goals and values, rather than it being the donation of time itself.

Finally, a fourth consumer behaviour perspective adds insight to phenomenon of charity brand choice by volunteer. The Means-End Chain model (MEC) builds on the exchange idea but also focuses on the connection through to personal values and goals (Gutman 1982). In MEC, people make decisions about products and services based on the consequences they expect, in this case whether that is a particular outcome, need satisfaction or goal achievement (Reynolds and Olson 2001), as shown in [Figure 4](#).

Figure 4: Means-End Chain model, adapted from Reynolds and Olson 2001



These can be positive or negative; they can be functional or psychosocial. What matters with MEC is understanding the links between the attributes of the product/service, the anticipated consequences and through to core values. The functional or psychosocial consequences that are most strongly connected to a person's values and life goals are those most relevant for that person (Reynolds 1985, Reynolds and Olson 2001). Although anchored in consumer behaviour, MEC finds support from the body of academic research on volunteer motivation, particularly in the VFI model, where meeting personal values is seen as one of the needs to be met (Cnaan and Goldberg-Glen 1991, Clary, Ridge et al. 1998).

What is attractive about the MEC model, over and above the VFI, is that it accommodates specific brand choice as well as broader behavioural decisions such as whether to volunteer. Secondly, it is also attractive because of the way it enables the decision-making process to be understood in terms of the consequences of the brand attributes chosen and connection through to personal values. Finally, the fact that the MEC model emphasises the role of values makes it relevant to our context, values having been identified as particularly important for understanding non-profit consumers and brands (Saxton 1995, Stride 2006).

The role of values in guiding consumer choice has been well documented. Dichter (1984) for example argues that investigating personal values helps us understand the underlying motives that shape behaviour and attitudes. Baker and Jenkins (1993) in their review of the values literature describe five elements of values, including their role in guiding action:

- preference (values enabling choice)
- enduring (values as enduring beliefs)
- guidance (values to guide behaviour or action)
- centrality (values are centrally held)
- abstractness (values seen as ambiguous concepts rather than object specific).

This description of the features of values is in line with the work of Bilsky and Schwartz (1994) who describe values as:

*“concepts or beliefs: that pertain to desirable end states or behaviours: transcend specific situations: guide selection or evaluation of behaviour and events and are ordered by relative importance.”* (Bilsky and Schwartz 1994, p164)

Hutin (2008) defines values as:

*“beliefs about what the individual considers right, fair, just or desirable.”* (Hutin 2008, p16)

Like all work on values, it shows a clear line of sight back to the evidence and analysis of Rokeach (1968) who emphasised the importance of values in forming the basis for beliefs, attitudes and behaviours. Rokeach's Values Survey (1973) described 18 terminal values and 18 instrumental values. His inventory approach has spawned many related lists including Values and Life Styles (VALS) (Holman 1984) and List of Values (LOV) (Beatty, Kahle et al. 1985, Kahle, Beatty et al. 1986). The lists enable values to be compared between diverse groups of people and have been used for example to develop consumer typologies by Stanford Research Institute in 1978. However, these top down clustering approaches map people into a macro landscape. They miss the importance of values to the individual and the choices that person makes in a particular situation; what guides and motivates them to make a specific and personal choice. They have also been criticised for restricting the list of

values offered to participants due to the underlying assumption that people have the same value system structure (Baker and Jenkins 1993).

The alternative approach is the micro approach which developed within Consumer Behaviour Theory in order to understand buying behaviour through personal values (Gutman 1982). As described in the Means-End Chain model (MEC), values play a key role in guiding individual choice although it can be unclear whether the values are implied by the consequences or values select the desired consequences. Motivations and values are understood from the individual participant viewpoint, usually through qualitative probing (Reynolds and Olson 2001). Wymer and Samu (2002) in their research on the role of values in symbolic consumption decisions by volunteers have argued that the importance given to values highlights the needs being met through volunteering that are not being met through other areas of their life, such as paid work. Although they identified underlying values, they believe:

*“more work needs to be done to pinpoint the specific role played by each of the values in motivating volunteers.”* (Wymer Jr and Samu 2002, p984)

It is interesting that all four consumer behaviour models (TPB, BCOS, VFI and MEC) consider the social context of the consumer/volunteer decision. Within TPB and VFI it is described as the social pressure/need to act, based on the attitudes of others; Within BCOS it is portrayed as an entity quite separate from personal costs and benefits. Within MEC it is a psychosocial consequence of the decision, leading through to values of social recognition or sense of belonging (Manyiwa and Crawford 2002). Likewise the role of self-efficacy reaches across the historic models. Within BCOS it has a distinct and separate role. With TPB how much control the volunteer has to make the decision, for example given time and transport constraints and self-efficacy (Terry and O'Leary 1995) feature strongly. Within MEC these are seen as consequences of the decision, for example whether the volunteer will be able to make a difference which then connects with meeting the 'sense of accomplishment' value.

Therefore despite there being little direct research into charity brand choice, our understanding is informed through identifying relevant and well established consumer behaviour models. In particular the importance of social exchange linked through to meeting

personal values and goals as well as the influence of others have been identified as being central to the decision to volunteer.

## 2.4. Imperfect influences on consumer decision-making

The four consumer behaviour models outlined in section 2.3 are based on an underlying assumption of a rational consumer. More recent research in decision science has opened up other influences that may affect our decision-making process, describing a more imperfect and personal process. To understand where they fit, the simplest cognitive structure of 'learn → decide → do' has been adopted to enable this pluralistic body of literature to be explored within a common structure.

As an example of consumer behaviour, the charity brand decision can be conceptualised as a series of stages. A person 'learns' through internal (scanning existing knowledge in memory) or external (active search) information search. The level of search depends on how involved the consumer/volunteer is, how much the decision matters. The information is then evaluated taking into account factors such as context, emotion and level of involvement. After the decision there may be dissonance, satisfaction and/or disposition (Hoyer and MacInnis 2004).

Each of the four consumer behaviour models discussed in section 2.3 required an information search, even if it was not detailed as a specific construct within the model. In BCOS, in order to evaluate costs and benefits we have to understand what they are. In TPB we have to understand what the behavioural, normative and control beliefs are of that decision. In MEC, to understand whether a product or service is going to deliver the consequences we are seeking, we have to understand which attributes are identified by the consumer.

Exploring this information search stage, where consumers 'learn' requires us to consider the decision maker; how much the decision matters to them (level of involvement), type of person they are with respect to decision-making behaviour (maximiser or satisficer) and crucially the role of the subconscious in how they learn.

### 2.4.1. Level of involvement

The decision to commit to volunteering on a formal, regular basis has a significant cost attached: that of personal time. It is also often strongly linked to meeting end goals and values, as the MEC model illustrates (Celsi and Olson 1988, Mulvey, Olson et al. 1994, Reynolds and Olson 2001). It is a decision that is important to get right:

*“the impact of such a decision may be greater than for consumer decisions in terms of time commitment and benefits to the volunteer and society.”* (Carroll 2013, p629)

Both factors would lead us to define it as a high involvement decision. The implication of considering a decision as a high involvement one is well summarised by Laurent and Kapferer (1985):

*“depending on their level of involvement, consumers will differ greatly in the extensiveness of their purchase decision process (indicated by the number of attributes used to compare brands, the length of the choice process, and the willingness to reach a maximum or a threshold level of satisfaction) or in their processing of communications (indicated for instance by the extent of information search, receptivity to advertising, and the number and type of cognitive responses generated during exposure).”* (Laurent and Kapferer 1985, p41)

It is also a decision that occurs infrequently. Throughout their volunteering life-cycle there is evidence that some people move in and out of charities depending on their personal circumstances, so the choice of charity organisation can be made more than once (Brodie, Hughes et al. 2011). However, it is on a different scale from the repeat purchase of consumer goods, where the opportunity for informed decision-making due to prior experience is greater. In addition, at any one moment in a volunteer’s life, they may give time to more than one charity but these serial volunteers are in the minority (Low, Butt et al. 2007). Finally, even for this smaller group there is often a lead charity and then other more minor levels of participation (Low, Butt et al. 2007, Brodie, Hughes et al. 2011). Donating money to charity has been seen as an example of a one-off low involvement decision whereas donating blood is seen as a one-off high involvement decision (Bagozzi 1981,

Bagozzi 1992). Following this logic, all other things being equal, a commitment to volunteer formally and regularly would be a high involvement, one-time behaviour change decision.

#### 2.4.2. Decision behaviour types

Another consideration in the information search stage concerns the type of person making the decision, whether they are a maximiser or a satisficer (Schwartz, Ward et al. 2002) in their decision-making approach. Maximisers are described as searching through all the options available to identify the best fit for their needs. Satisficers search until they find an option is good enough and then stop searching. Schwartz (2002) developed a maximiser scale and found that most people lay in the middle. Of those at the extremes of decision search strategy, maximisers tended to do better with their choice outcomes although felt worse about the outcome (Iyengar, Wells et al. 2006) than satisficers. However, even if the natural tendency of a person is that of maximising decision options there is evidence that our ability to process that information is constrained by our limited cognitive capacity, known as 'too much choice effect' (Iyengar and Lepper 2000).

This has recently been examined in the context of volunteering recruitment (Carroll 2013). The research found evidence for the 'too much choice effect' - for example the greater the number of options looked at on a volunteering website (Volunteering England in this research), the more likely the decision is deferred. The research concluded that extensive search can be problematic in the context of decision to volunteer as people have been shown not to go back to deferred decisions so the opportunity for attracting a volunteer has been lost. The research examined how clustering different organisations for example by cause could help the decision maker. It also only considered maximising decision-making behaviour, not satisficing – so it did not examine the potential for automatic, instant decision-making paths based on previous brand knowledge. However, it is a rare example of research into choice of organisation by volunteer despite not considering the role of brand (Carroll 2013).

Finally, Reed et al (2008) tested the role of age on decision-making behaviour across two categories and six different decision domains. They found that older adults significantly preferred less choice than younger adults and this preference strengthened with age. This is

particularly relevant when considering the information search stage and number of options sought, given the strong volunteering tradition in the UK of people over 55 (Cabinet-Office 2015).

### 2.4.3. Subconscious decision-making

The third consideration for the ‘learn’ stage of the decision process is how much is known about the subject of the decision, whether consciously or subconsciously. The Social Exchange construct and models such as BCOS are anchored on a conscious and rational evaluation of perceived costs and benefits (Emerson 1976, Andreasen 1995). Kahneman (2011) describes that process as System 2 thinking – explicit, deliberate, reflective as summarised in [Figure 5](#). However, he argues that this type of thinking has limited capacity due to the upper limit of our working memory, estimated at 40-50 bits per second. In contrast our subconscious absorbs information at an estimated 11 million bits per second – constantly receiving information and running on autopilot, known as System 1 thinking.

Figure 5: System 1 and 2 thinking, adapted from Kahneman, 2011

System 1	System 2
Autopilot Implicit Action	Pilot Explicit Thinking
Effortless Fast Associative	Deliberate Slow Rule governed

The larger capacity of the autopilot also helps us take context into account when we make decisions, automatically processing what is happening around us (Kahneman 2011, Barden 2013).

In the case of charity brands this accumulation of implicit brand knowledge gathered over time and stored in our subconscious memory is key to understanding intuitive decision-making. Beattie (1982) looked at the effect of this knowledge on comparison, memory, evaluation and choice. In particular she identified the differences between how experts and

novices store and process knowledge. She described how experts 'chunk' information and compare important attributes with their ideal attributes. Novices on the other hand view all pieces of information separately and consider all attributes rather than just the important ones, an example of System 2 thinking. As discussed, the decision to volunteer is an infrequent decision where active consideration only occurs at certain points in a potential volunteer's life (Brodie, Hughes et al. 2011) so could potentially be seen as 'novice decision'. The work of Kahneman (2011) can help us understand why, despite its infrequency, it is a decision based on accumulated knowledge, however peripheral.

#### 2.4.4. The role of emotion in decision-making

A richer picture of the decision-making process emerges when the role of emotion is considered. Bagozzi et al (1999), in their comprehensive review of emotions in marketing, highlighted the lack of consistency in marketing literature between definitions of mood, attitudes and emotions, although all three contribute to the umbrella definition of affect and are described as mental states of readiness. The ability to use and manage emotions in decision-making was termed 'emotional intelligence' by Goleman (1995) in his best-selling book. The concept explains how people use emotional cues in decision-making, that it is impossible to differentiate emotion from thought and that the brain naturally gives priority to feelings over thought. The range of potential emotions evoked during the consumer decision-making process was described by Richins (1997) as a consumption emotions set. Developed over six studies, it identifies 16 key emotions that can be evoked during the decision-making process. Kotler (Kotler, Kartajaya et al. 2010) in particular argued that emotions significantly influence both the initial purchase decision and subsequent brand loyalty.

Looking back, a weakness within the historic decision-making models examined in section 2.3 can be seen as an under-emphasis of the role emotion plays in the consumer decision process. As Calne (2010) observed:

*“The essential difference between emotion and reason is that emotion leads to actions while reason leads to conclusions.” (Calne 2010, pEM)<sup>1</sup>*

It is this role of emotions in stimulating an action which is of interest. In particular, positive emotions have been associated with the achievement of goals (Oatley and Johnson-Laird 1987, Bagozzi and Dholakia 1999), particularly relevant to the non-profit context. Cialdini and Schaller (1987) found that positive emotions frequently stimulate helping actions – as happiness moves towards bringing personal benefits like self-esteem, affiliation, achievement or competence. Bagozzi and Pieters (1998) also showed how happiness and personal welfare were central motives for moving a person into action. Of particular relevance is the finding that positive emotions had a stronger role in goal setting, including helping people achieve what they are striving for. Their study also highlighted that strong emotions can have the opposite effect in some people, that of inhibiting action. Negative emotions can also lead to negative effects in decision-making including *“impulsiveness and shallow-processing of information”* (Khan 2010, p263), as well as poor product evaluation and negative brand attitude.

Some negative emotions can have positive impact. Nelson, Malkoc, and Shiv (2010), have shown that regret plays a significant role in learning from past mistakes and leads to *“better performance on decisions within the domain where regret is experienced”* (Nelson, Malkoc et al. 2010, p263). Negative emotions can also influence willingness to help. In an earlier study within the non-profit sector, Bagozzi and Moore (1994) examined the role of negative emotions on the decision to help abused children, after viewing different types of advertisement. Stronger feelings of negative emotions in the audience led to a greater feeling of empathy and this in turn enhanced the decision to help the victims of child abuse. However, this generated a general feeling of support rather than actual time donated where the stimulus of positive emotion into action resonates more convincingly.

Emotion also plays a significant role when considering non-profit brands, supported through the work of Michel and Rieunier (2012). Building on Bennet and Gabriel’s research (2003), they created a new scale for brand image based on five non-profit organisations and

<sup>1</sup> Note that Calne’s book uses letters rather than page numbers.

robustly tested it. Emotional dimensions exerted a stronger influence than functional dimensions. Overall, they showed that non-profit brand image correlates strongly with donations – explaining 24% intention to give time and 31% intention to give money. The four distinct dimensions of non-profit brand image were identified as usefulness, efficiency, affect, dynamism. In particular the ‘affect’ dimension was significant in explaining intention to give time – detailed as friendly, generous, warm, engaging. Interestingly they found several of the non-profit organisations they examined scored low on ‘affect’. They concluded that the charities had devoted less effort to building an emotional link with stakeholders than for example building confidence in performance. As one of the few studies to examine charitable giving of both time and money, they concluded:

*“that charities have to understand how to create emotions linked to their brand especially when trying to attract more volunteers.”* (Michel and Rieunier 2012, p706)

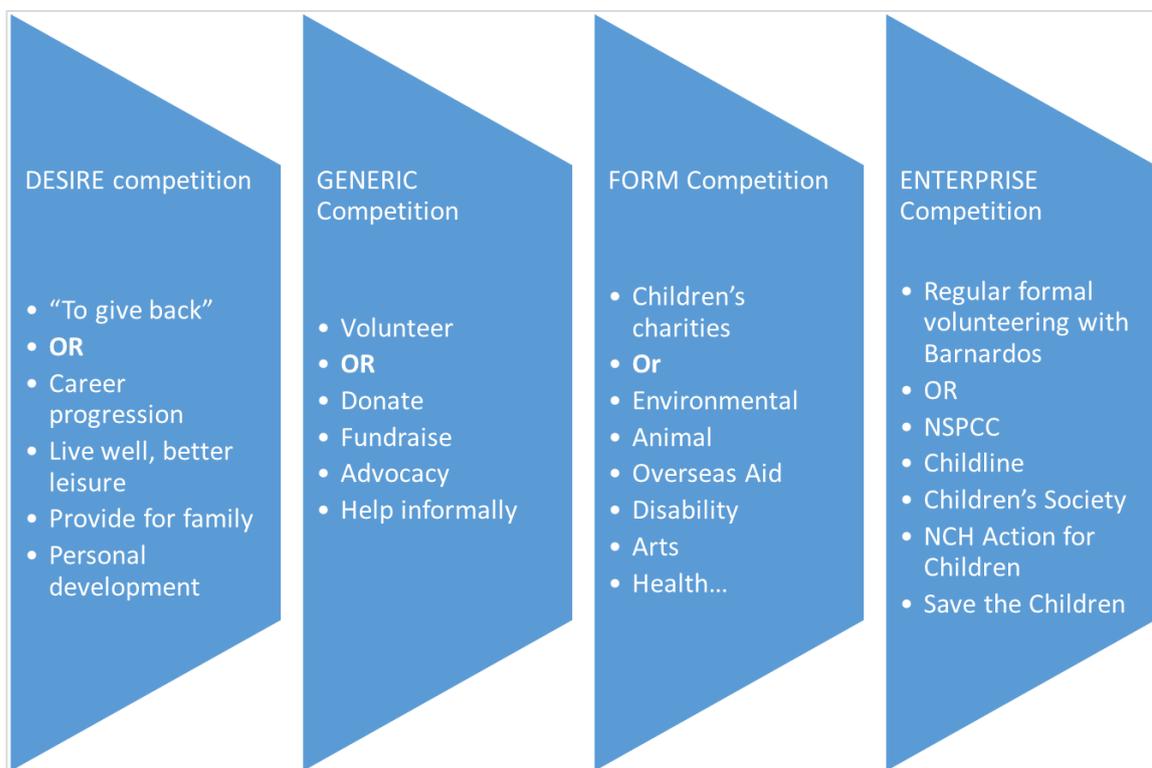
#### 2.4.5. Level of decision-making

Therefore, our understanding of consumer decision-making in the non-profit context is built upon historic decision models but greatly enhanced by adopting a pluralistic approach and considering the role of subconscious learning, emotion, level of involvement and decision-making type. Stepping back, another interesting dimension to charity brand choice not considered in the historic consumer behaviour models is the level of decision that drives the final outcome. For example, whether the volunteer is driven by simply volunteering for any charity, specific cause, individual brand or even the type of volunteering role. Again the non-profit literature is light on this area. However, it is informed by research from two different fields. Firstly if the volunteer has a choice, and a charity is looking to attract volunteers, then there is competition. At some level there is a consideration set, a choice of alternatives as described by Shocker et al (1991).

Andreasen (2002) also discusses competition and in particular encourages marketers to face the reality of competition in the sector. He describes inter-organisation competition for resources, customers and volunteers but then goes on to describe a second type of competition, felt by the individual consumer at four levels: desire → generic → form → enterprise. [Figure 6](#) details a version of this model adapted to illustrate the perspective of

the individual volunteering decision. The vast body of work on volunteer motivation (Clary, Ridge et al. 1998, Bénabou and Tirole 2003, Mowen and Sujan 2005) focuses on the desire level of decision, the need or goal the individual is seeking to meet. The volunteering literature reveals there is often not one specific desire a volunteer is seeking to meet – being more social, continuing learning and advancing career prospects all feature regularly (Clary, Ridge et al. 1998, Shye 2010) but are not mutually exclusive. Indeed it is known that regular volunteers are more likely to have a wider range of motivations than infrequent volunteers (Hutin 2008).

Figure 6: Levels of decision-making, adapted from Andreassen 2002



These motivations can be grouped as ‘egoistical needs’ in contrast to the earlier work on altruism. Subsequently Hartenian and Lilly (2009) examined whether egoism (desire) was multi-dimensional. Building on the egoism measures developed by Omoto and Synder (1995) they refined egoistical motivations into three dimensions – outward egoism (such as learning new skills to increase your chances of future employment (Murnighan, Jae Wook et al. 1993)), inward egoism (needing to feel caring and selfless (Batson and Flory 1990)) and experiential egoism (needing to engage in fulfilling experiences).

Interestingly the researchers identified that if the volunteer is working with other people who are caring they are more likely to experience a shared sense of values and greater commitment as a result.

The majority of subsequent academic studies into volunteering motivation (desire) that have followed the work of Clary, Omoto and Snyder (Omoto and Snyder 1990, Clary and Snyder 1991, Clary, Snyder et al. 1992, Omoto and Snyder 1995, Clary, Ridge et al. 1998) have embraced both the egoistic and altruistic constructs. Two studies in particular shed light on this complex area. The model of prosocial behaviour developed by Bénabou and Tirole (2003) emphasized the relationship between altruism, extrinsic motivation and image concerns. They attempted to bring together economic theory that people respond to incentives with the sociological, psychological belief that these types of rewards are counter-productive as they undermine intrinsic motivation: a finding confirmed by Carpenter and Myers (2010) in their work amongst fire-fighters in Vermont.

Likewise in a series of studies, Boezeman and Ellemers (2007, 2008, 2009) examined the role of the intrinsic needs of pride and respect in the context of recruitment. For paid employees the researchers found it was the need for 'autonomy' that needed satisfying, for volunteers it was the need for 'relatedness'. In particular the job attitudes of the volunteers led directly to the satisfaction of their intrinsic needs. These studies have interesting implications for the role of brand. The extrinsic benefits of the volunteer role are more likely to be the functional aspects – developing skills, advancing career, convenience of time and place – whereas the intrinsic benefits include those closely connected with the brand personality, the fit between what the organisation is perceived to stand for with what the volunteer values as important and what supporting that organisation says about the volunteer. It has potential to provide a bridge between desire and the underpinning theories of volunteer motivation and enterprise, theories of branding.

Returning to this conceptualisation of decision-making as multi-level, as illustrated in [Figure 6](#), there is little research on the generic competition level. It can be described here as role, the way a person delivers on meeting their goals (desire). In the non-profit context this can be seen as whether to fundraise, donate, volunteer or support in other ways such as advocacy or social action. One major research study from the UK, 'Pathways into

Participation' (Brodie, Hughes et al. 2011) examined three levels of participation – individual (including donations and buying Fairtrade), social (including formal and informal volunteering) and public (including voting and social action). Although their research did not specifically examine motivations for one type of participation compared to another, they did consider how people's participation changed throughout their life and the different pathways through those roles. They examined the factors that enable or limit participation in different roles:

*"We found that people's involvement changes over their life course as they experience different life events and triggers; there are periods of time when barriers are more prevalent and others when enabling factors have a greater role to play ... We observed how people follow a range of pathways to move between different types of activity, with one form of engagement often prompting or leading to another. However, while spill over between activities did happen, it was not systematic. We also did not find evidence that people followed a set path or a progression of participation in which they climb to a natural end point of participation. Some people took on more complex and responsible roles as they grew in confidence and skill over their lives but this tended to be the exception and not the rule."* (Brodie, Hughes et al. 2011, p69)

The third level of competition described by Andreasen is the form level, interpreted for the non-profit context as cause. As discussed earlier, the academic energy has focused on understanding the first level (desire), there has been less research into cause (Henke and Fontenot 2009). An analysis of international data on volunteers from the World Values Survey (Randle, Leisch et al. 2013) does discuss choices at cause level with factor analysis and positioning mapping revealing the competitive relationships. However, rather than separate causes they observed five clusters of cause – church, political, professional associations, leisure and a fifth category described as altruism. The researchers argue that switching competition from one organisation to another is more likely to occur within a competitive cluster than across clusters, for example more likely to switch from being active in a labour union to political party than to a charity supporting older people. They also observed within a cluster, causes could be complimentary – so volunteers supporting a

sports club are more likely to also support youth work or cultural activities rather than support a political party or the church (Randle, Leisch et al. 2013). This could be through increased overall volunteering hours or dividing time between the two organisations. Either way, the implication from this research is for a charity seeking to recruit new volunteers is to consider competition at the form level, not just at the brand (enterprise) level.

Within the five clusters of cause that Randle et al (2013) describe, the cluster labelled 'altruistic' has particularly interesting implications. It includes organisations working in health, peace, older people, environmental, animal, human rights and women's groups. Altruism is a much debated concept in the sociology literature (Piliavin and Hong-Wen 1990, Batson and Shaw 1991, Bierhoff and Rohmann 2004, Phillips and Phillips 2011). Within the charitable context the evidence is less clear with academic debate ongoing into pure altruism/ altruistic within a community (Schervish and Havens 2002) or social identity as an important determinant of prosocial behaviour (Tidwell 2005, Blader and Tyler 2009). One study of sustained volunteering within a hospice demonstrated that personal identity and perceived expectations were the strongest predictors both of time spent volunteering and length of service (Finkelstein, Penner et al. 2005). The many historic discussions around altruism run the risk of clouding the potential impact of the Australian study into understanding non-profit competition (Randle, Leisch et al. 2013). Alternative labels such as 'service' or 'championing rights of the vulnerable' would perhaps have made this category clearer.

The reason why this is worthy of debate is because this cluster of cause accounts for a significant proportion of the volunteering opportunities in the UK particularly service delivery volunteering (rather than fundraising or campaigning) (Low, Butt et al. 2007). Classifying charities and labelling in a relevant way is also important to help the process of decision-making. Mogilner et al (2008) demonstrated the 'mere categorisation effect' where having categories helped the decision maker. Their research showed this was particularly observable for 'novices', people making a decision where they were unfamiliar with the subject. The categorisation was less important for people who were already experts on the subject. This has interesting implications for charity recruitment: how to help the potential volunteer navigate the choices on offer through effective clustering of the different causes.

Returning to Andreasen’s (2002) model, illustrated in [Figure 6](#), the final level of competition concerns enterprise, which in this context represents the choice between brands by the volunteer and is at the heart of this research.

## 2.5. Role of brand

### 2.5.1. Defining brand

One of the challenges of researching the role of brand is defining the brand construct (Ambler 1992, De Chernatony and Riley 1998, Kapferer 2012). Even focusing on the noun, rather than the verb (the marketing activity of branding) or adjective (descriptive as in branded merchandise), the different lenses through which brand is viewed reveal different philosophical perspectives. Within the literature there are three spectrums against which brand can be defined, summarised in [Table 1](#). The first is a tight vs wide range of definitions. At the ‘tight’ end, the brand can be seen as legal entity or name or logo. It is the mark of ownership that links back to the original branding on cattle to mark ownership. The often quoted definition from the American Marketing Association, sometimes referred to as ‘product plus’, reflects this perspective:

*“A brand is a name, term, design, symbol, or any other feature that identifies one seller’s good or service as distinct from those of other sellers.”* (American-Marketing-Association 2015)

Table 1: Dimensions of brand definition

<b>Brand Definition Spectrums</b>	<b>Relevance to research</b>	<b>Key theoretical reference</b>
Tight vs Wide (holistic)	Wide	(Kapferer 2012)
Company led vs Consumer perception	Consumer perception	(Keller 2012)
Static vs Dynamic	Static	(Goodyear 1996)

However, despite the enduring nature of this type of definition, critics prefer a wider definition that includes intangible benefits, seen as a more holistic approach as advocated by Kapferer (2012):

*“A brand is not a product. It is the product’s essence, its meaning and its direction and it defines its identity in time and space ... too often brands are examined through their component parts: the brand name, its logo, design or packaging, advertising or sponsorship or image or name recognition or very recently in terms of financial brand valuation.”* (Kapferer 2012, p9)

Here the brand is working as an identity system communicating the essence to the consumer:

*“The promise of the bundles of attributes that someone buys and provide satisfaction ...the attributes that make up the brand may be real or illusory, rational or emotional, tangible or invisible.”* (Ambler 1992, p17)

The second perspective concerns the sources of the brand: whether it emanates purely from the company, whether it exists purely in the mind of the consumer or whether there is a relationship between the two. The consumer centred perspective believes the perception of the brand that exists in the consumer’s mind is the reality; it is how they as an individual perceive and experience the brand. Keller (2012) in particular has taken the consumer perspective, defining brand as:

*“ultimately a brand is something that resides in the minds of consumers.”* (Keller 2012, p11)

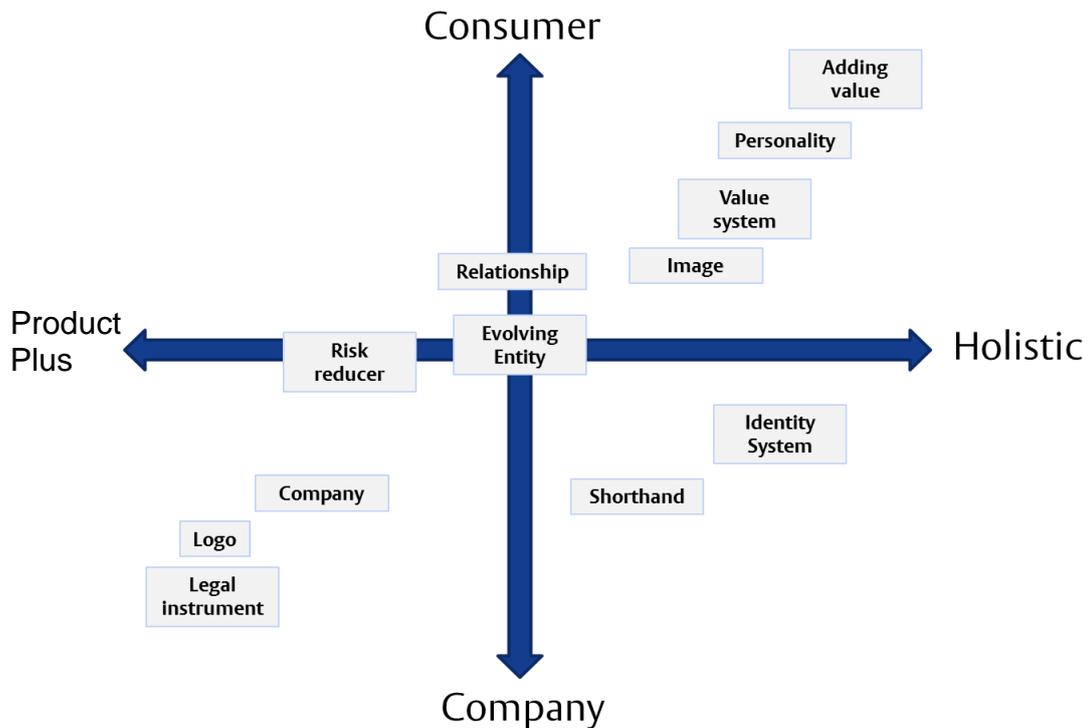
Consistent with the later discussion on how people gather information subconsciously through life from a variety of touchpoints, Blades et al (2012) argue:

*“Just as in other sectors, customers judge a charity holistically based on the totality of their experiences with that brand.”* (Blades, Macdonald et al. 2012, p2)

At the midpoint of the spectrum is the idea of brand as relationship – where the consumer has an attitude towards the brand but the brand as person also has an attitude towards the consumer. Building on the work of Kapferer (2012), Ambler (1992), De Chernatony and Riley (1998), [Figure 7](#) maps twelve definitions of brand from the literature against these two

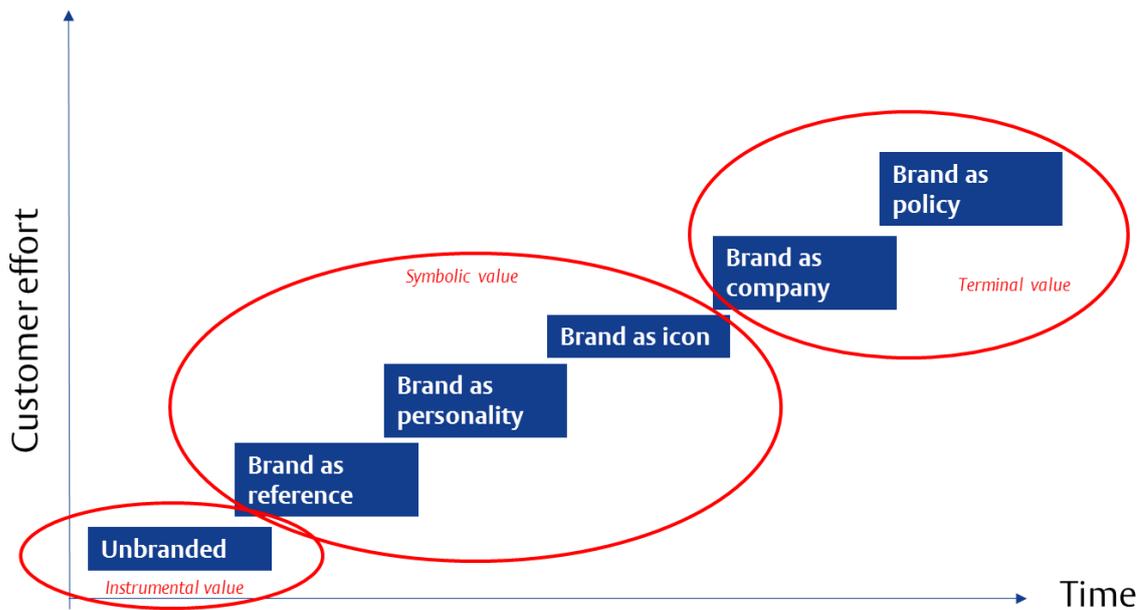
dimensions. The quadrant relevant to this review combines holistic with consumer defined brand.

Figure 7: Twelve definitions of brand mapped against two brand dimensions



The final spectrum is static vs dynamic definitions of brand. The definitions of brand discussed so far imply a static state. In contrast, Goodyear (1996) has articulated brand evolution over time as moving through six stages (see [Figure 8](#)): unbranded goods → brand as reference → brand as personality where the consumer is actively involved in the brand image → brand as icon where the brand is owned by consumers and is a symbol or set of values → brand as company where consumers are more actively involved in the brand creation process → Finally, brand as policy which is seen as being rare, where the brand is wholly aligned with ethical social or political values. Consumers commit to the firms thus supporting the cause.

Figure 8: Six stages of brand evolution, adapted from Goodyear and McEnally 1996



She argues that brands do not need to move through every stage. In an established sector the model allows for brands to enter at stage three or above. Likewise brands do not need to continue evolution to stage six, symbolic values may be enough (Goodyear 1996, McEnally and De Chernatony 1999).

Although the dynamic model is persuasive for mapping broad brand landscapes, with relation to the specific context of major UK charity brands, there appears little movement between the stages presented in the model. There is evidence of a pattern of re-branding (Lee 2013) and there are occasional new entrants such as Help for Heroes. However, with respect to the Goodyear model, the big name brands can be seen as occupying the 'brand as icon' or 'brand as company' categories, depending on their brand strength in a more static way (Harris-Interactive 2013).

From the volunteer perspective, the meaning of the different charity brands they have been exposed to over time is personal and unique, influenced by their experience and interaction with the brands. As the recent comprehensive study of participation in the UK, including volunteering, concluded:

*“Participation must therefore be viewed first and foremost from the perspective of the individual taking part.”* (Brodie, Hughes et al. 2011, Summary p9)

In this context brand is defined as being a holistic, social construct, in agreement with Keller (1993).

### 2.5.2. Role of brand

In this way, the brand is defined as a shorthand description of a bundle of functional and emotional attributes and an enabler to consumer choice, a *“central driver of consumer buying behaviour”* (Biel 1993).

One of the largest studies of brand values and attributes is Young and Rubicon’s Brand Asset Valuator study which maps 13,000 brands covering 35 countries against 50 measures. Analysed by David Aaker (2003) in his article ‘The Power of the Branded Differentiator’ he states the obvious:

*“if the brand fails to develop or maintain differentiation, consumers have no basis for choosing it over others.”* (Aaker 2003, p83)

The brand enables differentiation within a category (Aaker 1996, Halliday 1996, Kapferer 2001), resulting in increased consumer preference and usage (Sirgy 1982). Aaker (2003) argues the brand name makes communication more efficient and effective and also is the basis for sustainable competitive advantage. In a similar vein, Alba and Chattopadhyay (1986) argue this is not just making the original brand strong, but also having a negative impact on competing brands, as they demonstrated through experiments in five consumer goods categories, exposure to one brand significantly impacted on the recall of others.

Specifically within the non-profit context, Hankinson (2001) sees the role of brand as being to enable stakeholders:

*“to make genuine choices between charity organisations dedicated to similar causes.”*  
(Hankinson 2001, p41)

Differentiation of non-profit brands is particularly possible if anchored in the organisational values, as argued by Stride (2006).

An interesting perspective on the role of brand comes from the work of Erdem and Swait (1998). Seen from an information economics viewpoint they examine the impact of the brand on consumers through signalling theory. They argue that in a real world of imperfect and asymmetric information, consumers discover products through the brand – the brand signals a product positioning and credibility. Those brand signals result in improved consumer perceptions of the brand and build confidence. The subsequent reduction in uncertainty lowers both the perceived risk by the consumer and information costs, strengthening the consumer expected utility.

There are significant implications of this argument for research on volunteer choice. A charity brand that most successfully reduces information costs is one that the volunteer is automatically attracted to – evoking Kahneman's (2011) autopilot system 1 thinking; where the volunteer does not have to research a list of alternative potential volunteering opportunities which takes longer, Kahneman's slow system 2 thinking. Likewise a charity brand that reduces the risk of the choice for the volunteer (Kapferer 2001) conveys confidence that their time will be used effectively and to make a difference for example. Fombrum and Shanley (1990) have also argued that in cases where there is too much, too little or too complex information, a strong organisational reputation serves as a value signal. They argue that through this signalling effect, organisational reputation affects their ability to recruit volunteers and staff.

There are also implications for building the strength of the charity brand with respect to the volunteer perspective. Erdem and Swait (1998, 2004) identify three success factors for strengthening the role of brand as a signal to consumers – content, clarity and consistency. Applied to the context of charitable volunteering content relates to not only the physical and functional aspects of the volunteering opportunity but also the symbolic and emotional aspects. Clarity comes from a lack of ambiguity running through marketing communication about the organisation. Consistency is about the different brand touchpoints the potential volunteer may experience – for example whether the messages conveyed in the national advertising of the larger brands is echoed through the interaction with a charity shop

volunteer or the tone of the fundraising direct mail. When deciding with which charity to volunteer, the content, clarity and consistency of the brand signalling can be seen as playing a significant role in strengthening brand differentiation.

Even if strong brand differentiation is not present, a non-profit brand can be preferred by the consumer/volunteer through the concept of typicality. The concept of typicality is based on the theory of categorisation and has been particularly explored by Rosch (1975, 1976). It presupposes the existence of prototype brand organisations (Lange, Selander et al. 2003). Research into donors by Michel and Rieunier (2012) found that the more a charity embodies charitable traits, the more it is typical and the stronger the attraction. High typicality means the organisation is perceived as representative of the sector and the more representative the perception, the higher the intention to donate time or money.

Thought provoking support for this thesis comes from a different academic tradition. Barwise and Meehan (2004) argue that brands win consumers through being 'simply better' at delivering the generic category benefits. Given the importance of brand saliency in consumer choice there is a significant prize for being category leader – being top of mind when the category is being considered, enabling an automatic choice rather than a considered choice amongst alternatives. Although the authors focus on commercial brands, the potential implications for volunteer research are interesting, considering the role of category leader and the inherent benefits compared to costs of maintaining that position (Barwise and Meehan 2004, Michel and Rieunier 2012), underpinned by first choice brand effect theory (Hubert and Kenning 2008) and System 1 thinking (Kahneman 2011).

### 2.5.3. Brand in the non-profit context

Brand has been seen as a difficult concept within the non-profit sector (Ritchie, Swami et al. 1999), particularly given the wide variation in UK marketing activity generally and use of brand specifically within non-profit organisations. The larger, donation led organisations are usually, although not exclusively, at one end of the spectrum (Chew and Osborne 2009) with investment in both understanding and communicating their brands. In the middle ground are charities applying day to day branding (Stride and Lee 2007, McGrath 2010, Tapp 2011) but often under different terminology. As Tapp (1996) explains:

*“Charities do not describe much of what they do as branding. However organisations have long been concerned with maintaining a consistent style and tone of voice ... to ensure that a consistent personality is projected to important stakeholders.” (Tapp 1996, p405)*

Tapp (1996) argues that in underusing their brands, they are underusing one of their most powerful assets.

Finally, at the other end of the marketing spectrum are smaller and/or traditionally statutory funded charities, whose focus is front line service provision, and who operate with minimal central support functions including marketing. However, as Andreason (1994) explains *“the bottom line of social marketing is behavioural change”* (p110) and one of the behavioural objectives for non-profits is inducing people to donate time or money.

Even if charities themselves lack a culture of branding, it does not follow that they lack a brand. As Berry (2000) observed, within services it is the company, not the product, that is the primary brand. Based on his research amongst fourteen mature service companies, he argued that strong brands increased the customer’s trust of the invisible purchase. As there are no products, with their inherent physical differences, developing the brand is crucial to building differentiation. The different components of the service brand Berry describes all offer opportunities for service companies to build the relationship with customers. Specifically for non-profit organisations that is building relationships with donors, volunteers and service users. The ‘presented brand’ is in a large part controlled by the (service) company and includes brand touchpoints like advertising, retail outlets, job advertisements or volunteer work wear. In contrast, they have less control over the brand information given through external communication, through word of mouth or social media, national or local public relations. Finally, brand meaning is the customer’s dominant perception of the brand. Although both external communication and the presented brand contribute to brand meaning, the primary influence is the service experience (Berry 2000). In the context of non-profit organisations, this experience potentially includes retail outlets, fundraising events and outreach programmes.

#### 2.5.4. Differentiation in the non-profit brand context

A powerful driver stimulating the development of charity brands is the competition (Saxton 1996), resonating with Andreasen's (2002) model adapted in [Figure 6](#) (p25). Reaching priority stakeholder groups such as regular donors (Saxton 2011), formal volunteers, corporate partners and opinion formers underpins survival for some charities as statutory funding is cut (Taylor-Gooby 2012, Curtis 2015). The brand is seen as the organisation provides a short hand way of enabling donors to differentiate as causes become cluttered with many organisations appearing to address similar needs (Chapleo 2015). Kapferer (2001) in particular argues differentiation is the key objective of a branding strategy. Looking at the UK non-profit sector Hankinson (2001) proved that significantly more voluntary income was raised by highly brand-orientated fundraisers than it was by low brand-orientated fundraisers. The motivations for building and strengthening the brand of a charity may vary, as do the techniques for building marketing capability. For example, attracting professional marketers from the private sector can bring skill and experience (Dolnicar and Lazarevski 2009, Andreasen 2012); Appealing to advertising agencies for pro bono work can bring creativity and cut through (Waller 2012); Leveraging high profile celebrity supporters can appeal to new audiences (Samman, Auliffe et al. 2009, Davis 2010).

Overall, Hibbert (1996) observed charities often experience low brand awareness and lack clearly defined positions which makes it harder for people to differentiate them from other non-profits. For charities that do invest in building awareness, there is empirical evidence of a positive benefit to reputation. The 'mere exposure effect' describes how the more we are exposed to a brand, across the three levels of information, the more familiar it becomes and we develop a preference for it (Zajonc 1968, Park and Lessig 1981). It is viewed with cognitive ease (Kahneman 2011); subconsciously it is seen as a safe choice. Interestingly this resonates with the research of McQuail (2010), into the relationship between high visibility of brand communication and positive reputation, known as Mass Communication Theory. He presents evidence of a virtual circle with publicity - mass media giving more coverage to organisations they believe are favoured by the public which in turn leads the public to believe these organisations are more important due to the fact they receive more media attention (McQuail 2010).

One dissenting view to this virtuous circle comes from the work of Faircloth (2005) who looked specifically at the role of brand equity in resource provider decisions for non-profit organisations. Building on the work of Aaker (1996) and Keller (1993), he tested three antecedents to brand equity – brand awareness, brand personality and brand image to examine their impact on the decision of volunteers and donors to support, in effect their bias to support the brand. His finding that brand familiarity had a negative relationship with likelihood to support is counter-intuitive. He interpreted this finding through arguing that if potential supporters held negative perceptions of a charity, then the more you knew the less likely you were to help. The size of the sample ( $N < 200$ ) may have impacted the findings but more likely is the dependence on a single organisation. The opportunity for evaluating the role of brand equity on donations was limited through only researching one brand. A second weakness that undermines applying Faircloth's findings more widely is that volunteers were used only as the control sample in the regression model. This was based on a flawed argument, that because altruistic motivations for volunteering are not dependent on situational factors such as marketing (widely researched) therefore all volunteering should be removed from a model looking specifically at resource provider decisions to support non-profits (Faircloth 2005). This ignores the wide variety of motivations for volunteering and misses an opportunity to test the differences between the antecedents of brand equity between donors and volunteers.

In addition, a question has been raised as to whether over exposure to charity brands, for example through extensive direct mailing of fundraising communication, would have a counter effect and deter donors. Research with five large charities in the Netherlands concluded that over exposure did result in irritation but that it had no negative effect on stated or actual donating behaviour (Van Diepen, Donkers et al. 2009).

Finally, the decision maker has been shown to be significantly influenced by how the organisation is framed (Tsai 2007, Markowitz, Cobb et al. 2012, Samu and Wymer 2014). The brand has been seen to play a vital role in that frame, bringing intangible attributes that increase perceived value (Jones, Zolner et al. 2015). In the same way, the choice of charity brand by the volunteer will be affected by the frame through which the volunteer perceives that brand. There has been extensive research into intrinsic and extrinsic motivations for

volunteering (Clary and Snyder 1991, Clary, Ridge et al. 1998, Bénabou and Tirole 2003, Shye 2010). This research has focused on the decision to volunteer generally, not the decision of which charity brand to support. There appears to be little academic insight into the communication frame around the volunteer recruitment appeal from the individual charity brands and whether different frames are more effective (Nisbet, Markowitz et al. 2012, Kampen, Elshout et al. 2013). Given the importance for charities to maximise the effectiveness of marketing investment this is an oversight and an area of great interest for future research. From a decision-making perspective, where the framing 'signals' are endorsed by explicit, conscious knowledge (System 2) they are then turned into beliefs about the brand and subsequent actions such as the decision to volunteer (Kahneman 2011).

### 2.5.5. Charity brand life cycle

One lens through which the role of brand in the non-profit context can be interpreted is that of Life Cycle Theory. Considering the organisation as the brand (Berry 2000), the argument is that as the organisation matures it naturally moves through different phases of orientation, like life stages. Tapp et al (1999) described these phases as cause, funding and need and then identified different roles for the brand depending on phase. The researchers observed that some charities never move beyond the cause phase. The cause is often to help to solve a particular problem as seen in the rapid government and non-profit fundraising reactions to disasters such as the Asian Tsunami (Waters 2013) or Hurricane Katrina (Eckel, De Oliveira et al. 2007). Arguably kick started in the UK through media images of the Ethiopian famine and the subsequent formation of the Band Aid charity (Davis 2010) more recently specific cause fundraising has been channelled through coalitions of existing big name charities such as the DEC (Disaster Emergency Committee). On a more individual scale the cause may be local or family led. Once the funds are raised, the role of the charity has ended, or migrates into a broader mission.

From a branding perspective these cause phase charities focus on the problem not the solution. Building awareness to gain cut through is the primary driver – often through use of a brand ambassador such as Roy Castle, Suzy Lamplugh or Anthony Nolan (Tapp, Lindsay et al. 1999) closely associate with the cause. Equally important is establishing credibility. In the cases of big brand name coalitions such as DEC this is not an issue. For newly created

charities, association through the use of trusted celebrities can provide a short cut to building trust for the charity itself. Bruhn et al (2012) describe this role of the brand as building authenticity through continuity, originality, reliability, and naturalness. Building trust and authenticity enables the brand to deliver a key role – that of risk reducer (Kapferer 2001).

The second phase described by Tapp et al (1999) is when the focus of the charity is to raise funds. In an increasingly competitive environment, the role of the brand is distinct from the cause phase – and is seen as being about building differentiation (Amatulli and Guido 2011). Effective targeting of donors, relationship building, making it easy to give are all contributing success factors. Achieving standout and converting that differentiation into money given is the goal. Charities like Comic Relief or Children In Need achieve high recognition, one-off engagement and subsequent success in fundraising through high profile, saturation type media events in the UK. They are not building on-going proactive, loyal donor relationships in cluttered categories such as cancer, children's welfare or animal protection. Establishing a distinct brand personality is one way of enabling the potential donor to access the charity, to assess whether the organisation's values are congruent with their own. It also enables outer directed benefits such as status by association. Visible signs of allegiance such as wearing of charity wrist bands or pin badges reveal a willingness to be connected with a particular charity brand, not just a cause.

The final phase when considering non-profit brands as moving through various life stages is that of need orientation. The mission of the charity is focused on meeting the needs of service users in a particular way (Tapp, Lindsay et al. 1999). As charities move into this phase, a visible sign is often a re-branding exercise, away from negative labelling towards more positive and proactive positioning (Lee 2013) – such as The Spastics Society to Scope, National Children's Homes into NCH Action for Children, and Help the Aged/Age Concern merging to become Age UK. Both the functional and the symbolic roles of the brand contribute to building a distinctive positioning. Saxton (1995) argued that the strongest brands are those embodying strong beliefs – so convey the values of the organisation as well as the needs of service users. It attracts supporters, including donors and volunteers, who share the vision. For this stage of organisational development in particular the brand is a

valuable asset. An embodiment of values and personality that builds differentiation based on mission and values (Stride 2006).

The applicability of this framework is limited by a number of exceptions. Charity brands that are synonymous with a particular cause (Tapp, Lindsay et al. 1999) especially a specific health issue for example Stroke Association, Parkinsons UK, and Cystic Fibrosis Trust. In each case the brand represents both the interests of service users, support for their families and being part of the solution going forward. As brand leader for a particular cause, they also become the automatic choice for people who become 'connected' with the cause (Hubert and Kenning 2008). Supporters come to the charity through the cause and work with the charity to promote awareness and raise funds from the broader community. Secondly, the maturity of the charity market within the UK results in most of the top 100 charity brands occupying the final, cause, phase of the lifecycle. There are a few exceptions of successful new charities such as Help for Heroes but they are rare (Harris-Interactive 2013).

#### 2.5.6. Role of brand personality

The brand takes consumers beyond the immediate, usually tangible symbols of name, logo, visual identity to the more complex bundle of symbolic benefits, added values and personality (Aaker 1996). Done successfully the brand then adopts a distinctive personality (De Chernatony and McDonald 1992). In particular, the symbolic benefits within brand personality are seen as:

*“the more extrinsic advantages of product or service consumption. They usually correspond to non product-related attributes and relate to underlying needs for social approval or personal expression and outer directed self-esteem.”* (Keller 1993, p4)

Brand personality has been seen as one of the most important ways to differentiate a brand within a category (Halliday 1996). Through that personality, the anthropomorphising of the organisation, people are able to related to the emotional aspects of a brand (Landon Jr 1974, Bell 2011, Seimiene 2012) and differentiate between brands. Different academic perspectives frame the brand as a person, character or partner (Aaker and Fournier 1995)

but all within the context of the existence of brand personality. Failure to create strong brand personalities has been seen as a problem, particularly for non-profit organisations.

The academic unpacking of the concept of brand personality is anchored in the parallel discipline of psychology and the development of the five factor personality model - extrovertness, agreeableness, conscientiousness, emotional stability and openness (Goldberg 1990, McCrae and John 1992). Defining brand personality as a set of human characteristics associated with a brand, Aaker (1997) then famously researched brand personality characteristics. The result was a measure of brand personality with 42 traits collected into five dimensions - sincerity, excitement, competence, sophistication and ruggedness.

The conceptual breakthrough of Aaker's (1997) original brand personality model has led to extensive testing in other cultural settings including France (Ferrandi and Valette-Florence 2000), Germany (Bosnjak, Bochmann et al. 2007), Britain (Ekinci and Hosany 2006), Japan and Spain (Aaker, Benet-Martinez et al. 2001). However, a number of criticisms have also been levelled at the brand personality model. In particular Azoulay and Kapferer (2003) argue that the scale measures dimensions of brand identity, of which brand personality is one part, rather than purely brand personality. They believe the concepts as applied by Aaker are ill-defined. They lobby for a clearer line of sight within marketing back to the underlying psychological concepts of personality and self. Others have found the scale less significant when applied to different cultural contexts (Geuens, Weijters et al. 2009, Achouri and Bouslama 2010).

Venable and Rose (2005) provided the first empirical support for the importance of brand personality for stakeholders within the non-profit sector. The key literature on the application of the brand personality construct to non-profit are summarised in Appendix 2. In all six stages of their research on American donors, Venable and Rose (2005) found that people easily assigned human characteristics to non-profit brands; findings showed that current and potential donors differentiate between non-profits on the basis of the organisation's personality. The researchers identified four dimensions of non-profit brand personality: integrity, nurturance, sophistication and ruggedness. The latter two mirror

Aaker's (1997) personality dimensions but integrity and nurturance emerged as new brand personality concepts specific to the non-profit sector. The research team concluded that:

*“the development of a strong brand personality may provide an efficient means to position a non-profit organisation both within and across market segments as it struggles with the increasing competition for donors.”* (Venable, Rose et al. 2005, p309)

They automatically assign a greater value to perceptions that are more relevant to their needs and goals, assessing fit with their own values and personality. The greater the congruence, the stronger the brand preference and value assigned (Grubb and Hupp 1968, Fournier 1998). Of particular relevance is Aaker's (2000) subsequent research examining how a person's brand preferences are affected by their self-concept and situational influences. Aaker found that people's preference for brands that had personality traits consistent with their own depended in part on how self-aware they were and how likely they were to conform to what was socially acceptable (Aaker 2000). There is evidence of charities matching volunteer recruitment campaign messages to types of volunteer motivation (Clary, Snyder et al. 1994) but this fails to tap into the broader motivational stream of self-congruity, what the decision to choose that organisation says about you as a person, and the fit of the organisational values as a whole with personal values. Bennett (2009) found that for donors, image congruence with the charity was a strong influence on switching behaviour.

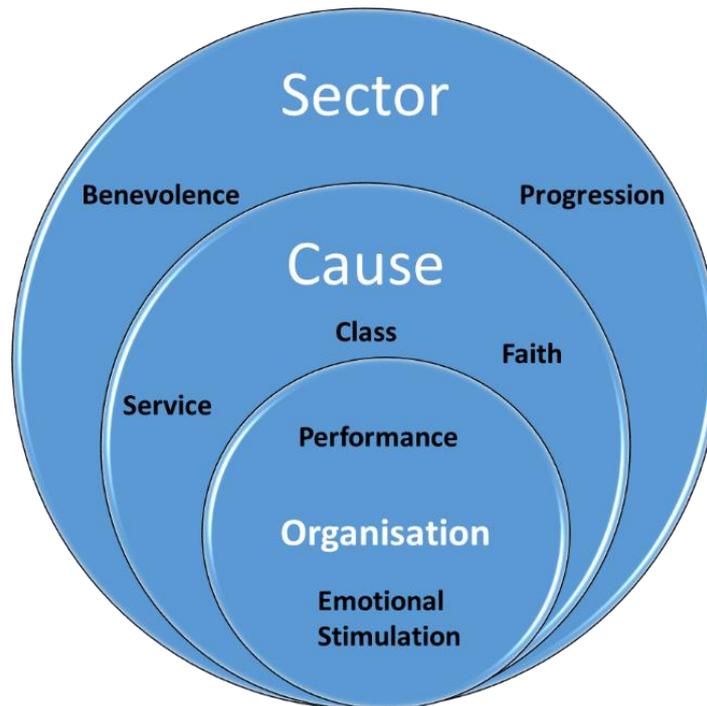
A key question for volunteer research into choice of organisation is whether volunteers are attracted to an organisation simply because it is a charity, rendering the specific brand choice potentially irrelevant. The attributes of emotion and performance identified through studies within the non-profit sector reflect a consensus of academic thinking about the dimensions that underpin personality traits. They are not new. Although definitions vary, the first refers to attributes such as competence, agency, and individualism; the second to warmth, communality, and collectivism. They can be summarised as warmth and competence (Aaker, Vohs et al. 2010). Robust testing in a variety of settings led Fiske et al (2005) to describe the two brand personality dimensions of warmth and competence as fundamental. The macro implications for volunteer research are two-fold – whether

individuals judge organisations along the dimensions of warmth and competence and also whether people judge each other along the same dimensions.

Aaker et al (2010) examined the former, whether judgements about warmth and competence affect the way people see organisations and in particular the sector in which they operate. They found that the consumer stereotype of non-profit organisations was warm but not competent. The stereotype of a commercial firm was competent but not warm. More importantly, these stereotypes had a subsequent effect on consumer behaviour - they were more willing to engage with or buy a product from a commercial company, seen as more competent. The research also found that if a non-profit organisation could strengthen credibility, for example through endorsement, which would move it towards a 'golden quadrant' of having a strong brand reputation on both fundamental dimensions. In effect they would be admired and trusted (Aaker, Vohs et al. 2010). One implication is whether there is a stronger attraction when the charity more strongly embodies charitable traits than another - in effect is more typical (Michel and Rieunier 2012). This fits with the finding that affect, including emotion, is an important factor is appealing to volunteers in particular and stakeholders in general (Michel and Rieunier 2012).

It is interesting to compare this research with the earlier work on donors in the UK by Sargeant et al (Sargeant, Ford et al. 2008, Sargeant, Hudson et al. 2008). The authors researched brand personality traits as organisational descriptors across three different UK charitable sectors. Finding that 32 of the 61 personality traits were in common, they argued that consumers characterised brand personalities differently in the non-profit sector compared to the commercial sector; that consumers automatically assign certain brand personality attributes to all these organisations simply because they are non-profit, unless proven otherwise, and that they are in common and therefore not a basis for competition between organisations. One perspective, illustrated in [Figure 6](#) is to consider these attributes as a generic form of competition – they are common across donating to major charities but potentially not to other ways of spending money. Likewise Sargeant et al (2008) argue there are factors that differentiate at the cause level (form competition). These are described as service, class and faith which draws comparison with the World Values Survey clusters of altruism, leisure and church (Randle, Leisch et al. 2013) and is illustrated in [Figure 9](#).

Figure 9: Charity brand differentiation, adapted from Sargeant et al 2008



After the second quantitative stage of the donor research, Sargeant et al (2008) conclude that only emotional stimulation is a means for differentiation at the enterprise (brand) level which resonates with the importance of emotion in decision-making (Bagozzi, Gopinath et al. 1999), particularly in the non-profit context. Their discussion of emotion includes generating excitement, stimulating humour and presenting a strong media voice:

*“Our study suggests that organizations seeking to develop a genuinely distinctive persona should focus on the ‘emotional stimulation’ engendered by their brand. Here, we concur with Aaker (1997) who regards ‘excitement’ as a key route to differentiation. While other aspects of their brand personality appear to be shared, it is clear that... can successfully differentiate on the basis of the tone of voice adopted.”*  
(Sargeant, Hudson et al. 2008, p626)

They also challenge the role for brand management of non-profit organisations:

*“This has profound implications for non-profit brand management because unlike commercial brands there would appear to be relatively few traits that are built*

*through an organization's own fundraising or marketing communications.” (Sargeant, Hudson et al. 2008, p626)*

The research from Sargeant et al (Sargeant, Ford et al. 2008, Sargeant, Hudson et al. 2008) contrasts with other marketing literature on the role of brand in the decision-making process (Aaker 1995, Kapferer 2001, Andreasen and Kotler 2002, Barwise and Meehan 2010), the enterprise level in [Figure 6](#) (p25). It is also in direct contrast to the work of Jundong et al (2009) in their work on the role of brand equity with Chinese donors. They argued:

*“Empirical results indicated that two dimensions of non-profit brand equity – brand personality and brand awareness could strengthen individual donors self-concept, which in turn influenced on individual giving directly and significantly.” (Jundong, Lanying et al. 2009, p225)*

Likewise Bennett (2003) draws the opposite conclusion for non-profit brand management:

*“The finding that the favourability of a person's overall impression of a charity exerted a strong effect on his or her selection of that charity underscores the need for charities to devote substantial resources to image building and reputation management.” (Bennett 2003, p27)*

### 2.5.7. Self-congruity and brand personality

Finally, there are implications from this literature in terms of the consequences of the decision to volunteer, what it reveals about perception of self. Through the choice of charity, the person expresses something about themselves. Not only as an individual but also revealing which social group they see themselves in, underpinned by Social Identity Theory. It describes how people classify themselves and others into different social categories – for example gender, by age and or by membership of organisations (Murphy, Benckendorff et al. 2007). It also explains how they can have several different self-concepts in their lives which are arranged hierarchically (Purkey 1988, Geuens, Weijters et al. 2009). Consequently the concept of self is important to the consumer, it will affect the choices they make directing behaviour towards enhancing self-concept through the consumption of goods as symbols. In this way, people gain or reinforce their sense of self through the services or

goods they buy and what it says about them (Beerli, Díaz et al. 2004, Denzin and Lincoln 2005, Barden 2013) . The construct of self has been divided into five categories – ideal self, actual self, social self, ideal social self and self-expectations. Actual self is how a person sees themselves in reality whereas ideal self is how the person would like to perceive themselves in an ideal world. Social self is how we present ourselves to other people (Sirgy 1982, Champniss, Wilson et al. 2015).

*“People are highly social animals, belonging to many social groups, each with a distinct identity. You can have an identity as a Catholic, a Jew, or a Hindu; as an American or a Russian; as a professor or a musician; and so on. People don’t identify with all their groups at the same time, of course.”* (Champniss, Wilson et al. 2015, p4)

Research by Achouri and Bouslama (2010) demonstrated that people look for opportunities that enhance their identities and when they find them, that relevant identity is reinforced. The more salient self-concepts have been identified as being the ones that are more likely to affect behaviour than those that are not so important (Arnett, German et al. 2003). The implication is that the stronger the congruity between the consumer’s actual or ideal self and those of the product or service brand, the stronger the preference for that brand (Malhotra 1988, Scholderer, Brunso et al. 2002, Joji and Ashwin 2012). The tendency to choose brands that mirror their personality and values (Stride 2006) is motivated by two self-concepts; self-esteem and self-consistency. Epstein (1973) described these as the tendency to look for experiences that enhance self-concept and for a person to act consistently with his perception of his self. Helpfully Purkey (1988) draws the analogy of a gyrocompass of personality that directs behaviour and provides a constant personality. In this way, although the self-concept is dynamic and learned over time, it is relatively stable, always returning to the person’s ‘true north’.

In particular the congruence between self-concept and the personality of the brand has been shown to influence consumer behaviour. The research by Kressman et al (2006) for example in the car sector found that self-congruency affected brand loyalty directly and indirectly through *“functional congruity, product involvement and brand relationship”* (Kressmann, Sirgy et al. 2006, p955). Within the travel sector Murphy et al (2007) found that

where consumers associated a desired destination with a brand personality, there was evidence of a high level of congruity between self-image and perception of that destination.

In the non-profit context, volunteering can strengthen their identification with a particular social tribe, for example role in the congregation, role in the community, role as a parent (Tajfel and Turner 1986, Ashforth and Mael 1989, Arnett, German et al. 2003). Social ties like these also build trust, reducing the personal risk of the decision through volunteering for an organisation valued by the tribe such as the local parents' association or Christian Aid. Research supporting the self-identity construct reveals that the structure of self is broadly stable over time – what changes is the social structure surrounding the person (reported in (Arnett, German et al. 2003)).

There are three further implications that can be drawn from Self-Identity Theory for research into charity brand choice by volunteers. The first is that understanding how a volunteer perceives themselves in their volunteering role will give an insight into which self-identity they are enacting and whether that played a role in the choice of organisation. The second implication concerns the role of charity brand awareness and reputation in organisational choice. Arnett's research (2003) into university students revealed that the more prestigious the university, the more salient the 'university identity' and subsequent supportive behaviours such as donating. To identify whether the finding could be extended to charity volunteers, research would need to explore a potential link between higher status, more prestigious charities and the importance of that charity in the volunteer's view of themselves (Baek, Kim et al. 2010). If a relationship could be found and the high status charity more likely to be a salient identity for that person, then supportive behaviours such as volunteering loyalty or volunteering visibility could follow.

Finally, the university research (Arnett, German et al. 2003) also revealed that for the more prestigious universities the students were more likely to recommend them to other potential students. Given that word of mouth is the most common way for volunteers to find out about a charity (Brodie, Hughes et al. 2011), the potential implication is one of virtuous circle for the more prestigious charities - finding it easier to recruit volunteers who in turn feel proud and want to recruit more supporters. This strongly resonates with the work by Hoyer and McInnes (2004), already described, in deconstructing the concept of symbolic

consumption. In particular, the expressive component of symbolic consumption enables the volunteer to say something about him or herself through the choice of volunteering organisation – their values and/or personality (Hoyer and MacInnis 2004). As De Chernatony et al (2011) argue:

*“Brands acquired an emotional dimension that reflected buyers moods, personalities and the messages they wish to convey to others.”* (De Chernatony, McDonald et al. 2011, p41)

This is particularly relevant for non-profit organisations which have been described as value expressive organizations (Supphellen, Kvitastein et al. 1997), where the values lie at the heart of the organisation (Saxton 1995).

Also of particular relevance is the research applying self-congruity to volunteer decision-making within the Australian non-profit sector (Randle and Dolnicar 2011). Self-congruity had been applied to a volunteer context before (Beerli, Díaz et al. 2004), on the island of Gran Canaria in Spain. However, the study compared ‘collaborators’ of charitable and ecological non-profit organisations to examine the level of self-congruity between the two groups. The definition of collaborators is unknown but potentially could include donors, volunteers and/or members. The definition of charity is also unclear and appears to imply any non-profit that is not ecological. Finally, given the limited geographical area of the study, the findings have not been applied by other researchers. The Australian researchers addressed this gap in knowledge (Randle and Dolnicar 2011).

Having adapted Venable’s (2005) brand personality scale to the Australian market, Randle and Dolnicar (2011) then surveyed recent volunteers and potential/non volunteers across eight different charities. Their research explicitly built on the conceptualisation of volunteers as consumers: that the choice of organisation to volunteer for is a consumer behaviour decision (Wymer Jr and Samu 2002). The Australian research identified that people who preferred different volunteering organisations differed significantly in their self-concept. In particular for the three charities in their sample with high levels of brand awareness and distinct brand images, self-congruity theory was proven to hold. Individuals who volunteered for them perceived those charities as more similar to their self-concept than other charities.

The practical implications drawn by the researchers is that self-congruity could be a valuable tool for strengthening the efficacy of volunteer recruitment in the non-profit sector (Randle and Dolnicar 2011).

A wider implication also emerges. Without a critical mass of awareness, plus a distinct personality, that enables potential volunteers to not only identify with it but differentiate it from other non-profits being considered, fine tuning recruitment techniques feel premature. The selection by the researchers of a range of sizes and types of charities is in contrast to organisation selection criteria of Venable et al (2005), Sargeant et al (2008) or Michel and Rieunier (2012) for example. Brand personality traits are informed by any direct or indirect contact the person has with the brand (Plummer 1985). In effect they are created over time through the various components of the marketing mix (Levy 1959, Barden 2013). For this reason Venable and Rose (2005) identified the three largest US charity sectors and then identified well known, national organisations of similar sizes that attracted donors within each sector. Sargeant et al (2008) identified nine well known national British charities from three distinct causes. Likewise Michel and Rieunier (2012) identified five French charities with international presence that scored over 65% on prompted recognition and reputation scores according to a national annual French brand survey. Through introducing an additional variable, that of range in charity awareness/size, the Australian team effectively limited the significant results to three rather than eight organisations (Randle and Dolnicar 2011).

## 2.6. Academic literature summary

The chapter examines how literature can inform our understanding of the decision-making process undertaken by volunteers when considering which charity to support with their time. A summary of the key insights from the academic literature review is shown in [Figure 10](#). The next section reviews the significant secondary data (section 2.7), both the regular national Government surveys on volunteering and key ad hoc studies. Finally, the research aims and questions are presented, building on existing academic literature and secondary data.

Figure 10: Summary of key insights from academic literature

<p><b>1: Volunteer Motivation and exchange</b></p>	<ul style="list-style-type: none"> <li>• Volunteering involves a social exchange of time for anticipated needs met (Blau 1964, Emerson 1976, Wilson and Musick 1997)</li> <li>• The breadth of functional goals people are looking to meet through volunteering including social, career and learning (Clary, Ridge et al. 1998, Mowen and Sujan 2005, Shye 2010)</li> <li>• Regular volunteers more likely to have a range of motivations than occasional volunteers (Hutin 2008)</li> <li>• The intangible nature of non-profit organisations mean potential stakeholders consider rewards at an abstract level (Venable, Rose et al. 2005)</li> </ul>
<p><b>2: Symbolic consumption</b></p>	<ul style="list-style-type: none"> <li>• Brand can be seen as a social construct of individual perception and experience (McEnally and De Chernatony 1999, Kapferer 2001)</li> <li>• Volunteering can be seen as symbolic consumption (Bagozzi 1975, Wymer Jr and Samu 2002)</li> <li>• The four components of symbolic consumption are at the heart of understanding brand choice (Hoyer and MacInnis 2004)</li> <li>• It describes what the brand choice expresses about the individual in terms of their social identity (Arnett, German et al. 2003)</li> <li>• It describes what the brand choice reveals about the individual's social groups (Wymer Jr and Samu 2002)</li> </ul>
<p><b>3: Decision-making</b></p>	<ul style="list-style-type: none"> <li>• Knowledge is built over time, including about brands (Zaltman 2003, Kahneman 2011, Barden 2013)</li> <li>• Decisions are based on implicit as well as explicit factors (Kahneman 2011, Barden 2013)</li> <li>• Emotion plays an important role in decision-making (Bagozzi, Gopinath et al. 1999)</li> </ul>

	<ul style="list-style-type: none"> <li>• Decision-making process varies by high or low involvement (Celsi and Olson 1988)</li> </ul>
<p><b>4: Charity Brand personality</b></p>	<ul style="list-style-type: none"> <li>• Charities have a brand, even if they do not engage in branding activity (Berry 2000)</li> <li>• Strong brands increase trust of invisible purchase (Berry 2000)</li> <li>• Donors differentiate non-profits by brand personality (Venable, Rose et al. 2005)</li> <li>• Strong brands enable volunteers to choose brands that reflect their personality (Achouri and Bouzlama 2010, Randle and Dolnicar 2011)</li> <li>• Some personality traits are due to the cause not the brand (Sargeant, Ford et al. 2008)</li> <li>• Brand image explains intent to give time &amp; money (Michel and Rieunier 2012)</li> </ul>

## 2.7. Secondary data review

### 2.7.1. Continuous data sources

There are three key sources of continuous national data on UK volunteering: UK Government statistics, NCVO<sup>2</sup> and the Charities Aid Foundation. The format of the data collection commissioned by the UK Government has changed in the light of funding cuts, with the Citizenship Survey morphing into the Community Life Survey but with half the sample size. Previously issued quarterly, this has not been published since July 2014. However, its primary purpose remains measurement – the level of formal and informal volunteering as well as description of demographic profile. The shape of volunteering described by this data source has been discussed in chapter 1. In addition, it charts reasons for volunteering, reasons for stopping and barriers to volunteering. Brand or organisational choice is not included within its scope. It is supplemented by the quarterly tracker on ‘Taking Part’ produced for the Department of Culture, Media and Sport every year since 2005 which measures participation in culture, sport and leisure and has been an area of focus to understand the legacy of the 2012 Olympics.

The UK Civil Society Almanac is produced by NCVO every two years (most recently June 2015) and draws together data from various sources: the financial information for the sector is based on Charity Commission accounts so reflects a time lag of a year. Its volunteering data uses data from the Community Life Survey with supplementary analysis.

In the international context, the annual World Giving Survey is produced by the Charities Aid Foundation (CAF) and based on global interview data from Gallop. In 2014 in the UK, 29% people in the survey said they “gave time” in the previous month. When viewed in terms of numbers of people volunteering in that country (absolute amount or percentage) the UK ranks 33<sup>rd</sup> of the 140 countries included. India and USA top the absolute levels of people volunteering and former USSR countries with their tradition of volunteering on a Saturday dominate the proportion of population volunteering table.

<sup>2</sup> National Council of Voluntary Organisations

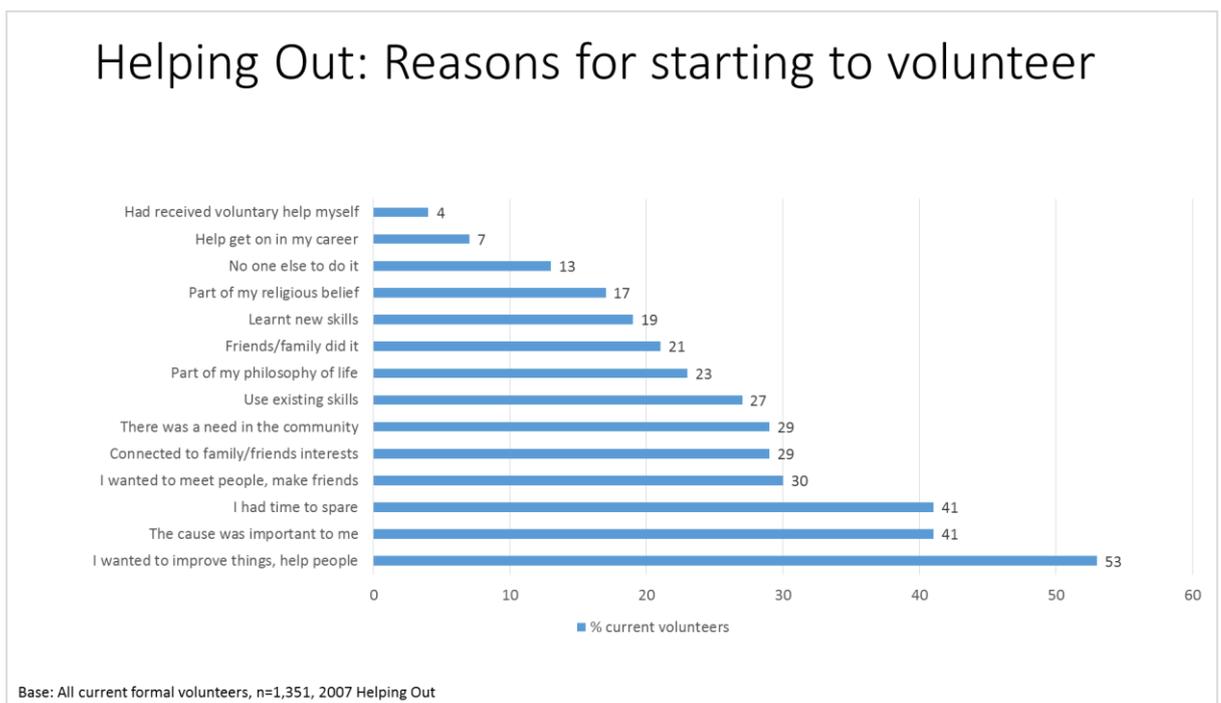
## 2.7.2. Ad hoc data sources

Three ad hoc research reports have greatly enhanced our understanding of volunteer behaviour.

### A. Helping Out 2007

This national survey of volunteering and charitable giving, (Low, Butt et al. 2007) was funded and published by the Cabinet Office of the UK Government and was conducted by the Institute for Volunteering Research (IVR) in partnership with the National Centre for Social Research (NatCen). Its scope included the extent of volunteering, profile and activities of volunteers and routes into volunteering. Of relevance to this research was the data on motivation for volunteering, shown in [Figure 11](#).

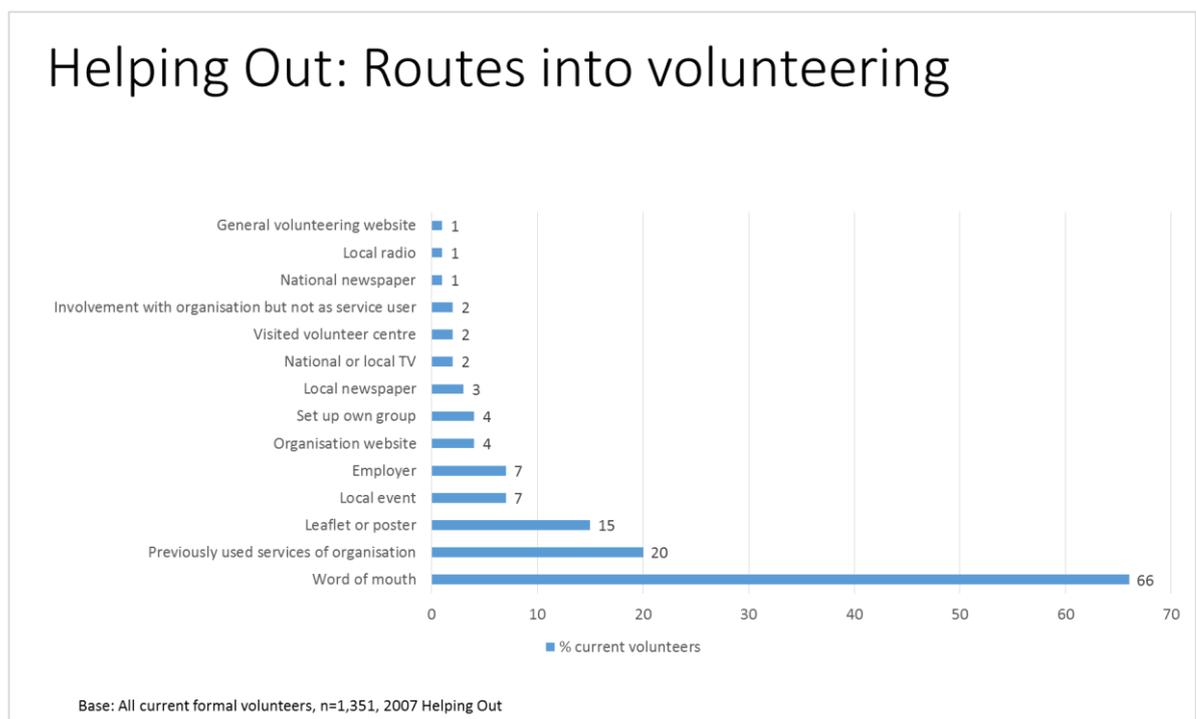
Figure 11: Reasons for starting to volunteer, adapted from Helping Out 2007



The main reason cited in the survey for volunteering was wanting to help people and improve things (53%) but equal second was that the cause was important and the person had time (41% each).

Secondly, the importance of word of mouth as a method of discovering the charity volunteering opportunity was clear, more than three times (66%) the next brand discovery route which was discovering the brand through being a service user (20%), shown in [Figure 12](#). Half of all current formal volunteers sampled had not used any of the organisational sources of information listed (such as national or local charity communication material, local library, local council, charity shop, volunteer centre).

Figure 12: Routes into volunteering, adapted from Helping Out 2007



## B. Pathways into Participation 2011

Funded by the National Lottery, the Pathways into Participation Report was the culmination of a two and half year qualitative research project to understand community participation – including voting, donating, civic action and volunteering. There were four key findings that have particular relevance for this research:

- 1) The motivation to volunteer, as with other types of participation, has to be viewed from an individual perspective

*“People participate because they want to, and sometimes because they need to. They get involved in activities that have personal meaning and value, that connect with the people, interests and issues that they hold dear. Participation must therefore be viewed first and foremost from the perspective of the individual taking part.”* (Brodie, Hughes et al. 2011, p69)

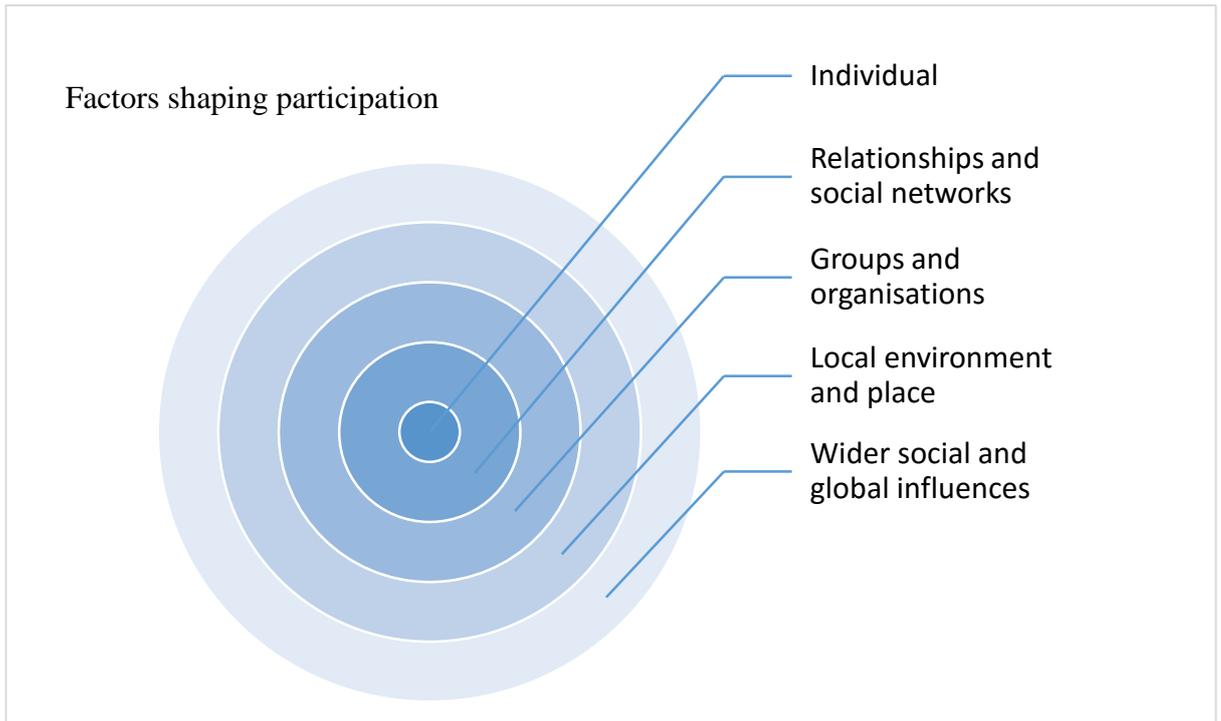
The research identified six categories of motivation for participation: helping others, developing relationships, exercising values and beliefs, having influence, personal benefit and being part of something. They observed that it was not the case of one category rather than another, that people who participated had multiple motivations. Finally, these motivations were felt to be closely connected to the person’s identity, values and beliefs.

2) The decision to participate needs to be seen in context

*“Participation is a reflection of an individual’s personality and identity, and the meaning they give to and take from their participation. The individual is at the heart of participation; it is about individual choice and personal preferences, as well as agency, or an individual’s capacity to take action. However, there also exist a range of factors, external to the individual and often beyond their control, that influence the way that people participate. Participation is integrated and embedded in everyday life, and must be viewed within the context of the many interdependent layers of the environment that shape people’s lives, influencing who they are and what they do.”* (Brodie, Hughes et al. 2011, p35)

The report recognises the importance of influences such as family and friends (social networks), the work by charitable organisations themselves to reach out to the person, what exists in their local community and the impact that wider social issues and global events that might also contribute to the decision to participate, as illustrated in [Figure 13](#). These factors change in significance over a person’s lifecycle, as does their level of participation.

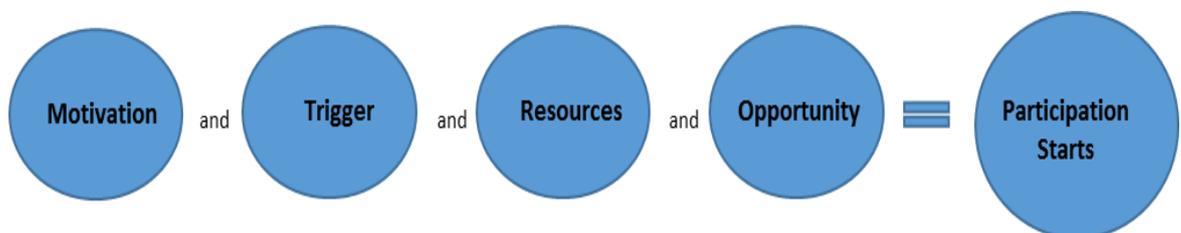
Figure 13: Factors shaping participation, adapted from Pathways into Participation 2011



3) The decision to participate requires several factors to align

The report identifies that when personal motivation is combined with the opportunity and resources to volunteer plus a specific trigger such as a personal life event (like retiring or moving), emotional reaction (wanting to improve things locally) or an external influence (such as being asked) that leads to participation, illustrated in [Figure 14](#).

Figure 14: Adapted from Pathways into Participation 2011



The conclusion that likelihood to participate is moderated by access to resources whether practical, learnt or felt resonates with the early decision-making models, particularly the construct of self-efficacy (Ajzen 1991).

Having the opportunity to participate, through organisations, venues and events is seen as the last key component that when combined with the other factors leads to participation.

*“People’s priorities shift as their circumstances change and their participation changes due to the impact of critical moments and turning points or transitions such as moving or retiring. These life changes can reshape people’s lives, influencing whether they participate or not, as well as the activities they choose to be involved in.”* (Brodie, Hughes et al. 2011, p8)

#### 4) Giving and receiving

Finally, the research identified that people benefit from participation as well as giving. This resonates strongly with Social Exchange Theory (Blau 1964, Emerson 1976).

As the authors discuss:

*“This is not to suggest that participation lacks altruism, but rather that if there is not some mutual benefit then people’s involvement may falter.....Interviewees often spoke about gaining from participating (in terms of friendship, satisfaction, influence, support, confidence, skills and recognition) as much as they gave (in terms of time, money, compassion, care and energy.”* (Brodie, Hughes et al. 2011, p5)

The report highlighted that if the participation was not mutually beneficial then *“people’s involvement may falter”* (Brodie, Hughes et al. 2011, p70).

### **C. The New Alchemy 2014**

NfP Synergy, is a UK research consultancy specialising in understanding and supporting the non-profit sector. In 2014 they undertook a major research project into volunteering, published under the title ‘The new alchemy: How volunteer turns donations of time and

talent into human gold' (Saxton, Guild et al. 2014). Within the study there are four specific observations of particular relevance to this research.

#### 1) Volunteering within a wide competitive set

The report discusses the *"spread of the consumer model into broader areas of life"* (2014, part 1, p22); in particular observing that people have become much more adept at making choices from a vast array of information, whether for goods and services, leisure, media, sport. To manage this information overload, consumers have learnt to be discerning and discriminating. The reason why this is relevant to non-profit is that the competitive set from which different volunteering opportunities exist is not just other charities but other uses of time.

*"As our interviewees reminded us, you are not just competing with other charities – and that's certainly a crowded and tough enough market on its own. You are also competing with everything else and individual might be doing in those precious five hours a week: family time, TV, cinema, the gym, post-work drinks, Sunday lunch with friends and the Saturday sales."* (Saxton, Guild et al. 2014, part 1, p21)

The report also recognises how uncomfortable the concept of branding remains within the non-profit sector.

*"Even in 2014, with an unprecedented level of professionalism, the third sector remains slightly uncomfortable with the notion of branding at all."* (Saxton, Guild et al. 2014, p3 part 4)

#### 2) Volunteers are individuals

As one of the practitioner interviewees in the sample said:

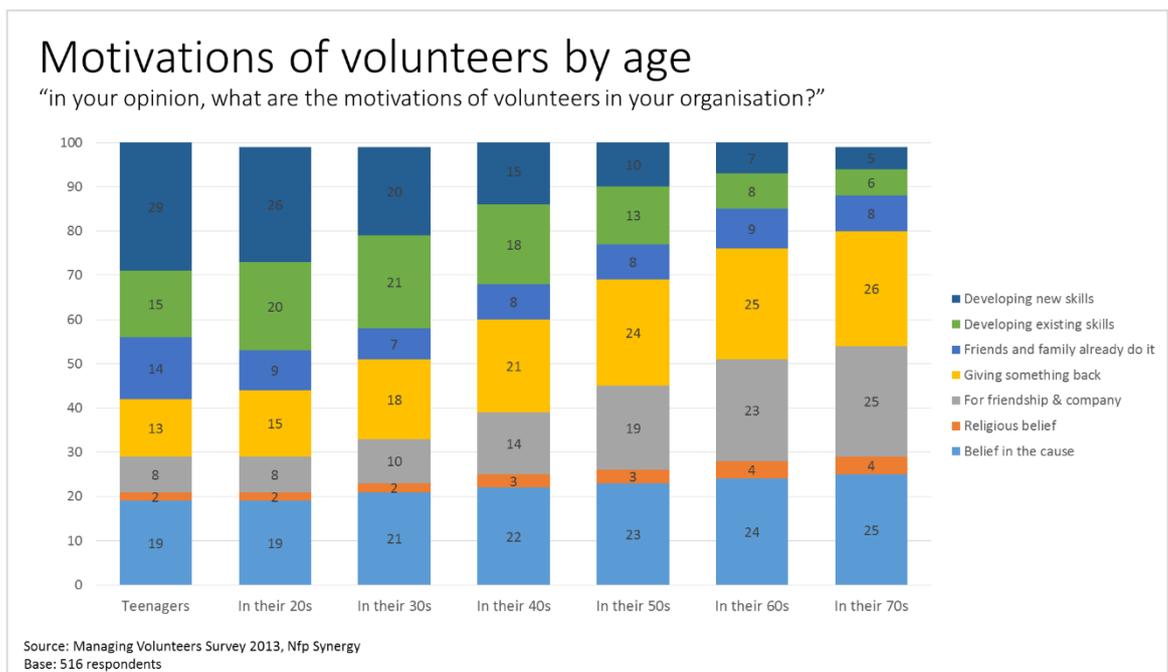
*"motivation is one of the most over-researched topics (but) none of the research really give a practitioner anything valuable because everyone's different."* (Saxton, Guild et al. 2014, part 3, p15)

*“ Whether you are a graduate volunteering to gain skills for your CV, a new retiree seeking to pass on professional knowledge or someone whose life was changed by an experience with cancer or Alzheimer’s who wants to meaningfully support others, your motivations and expectations are highly individual.” (Saxton, Guild et al. 2014, Summary p2)*

### 3) Volunteers can be selfish

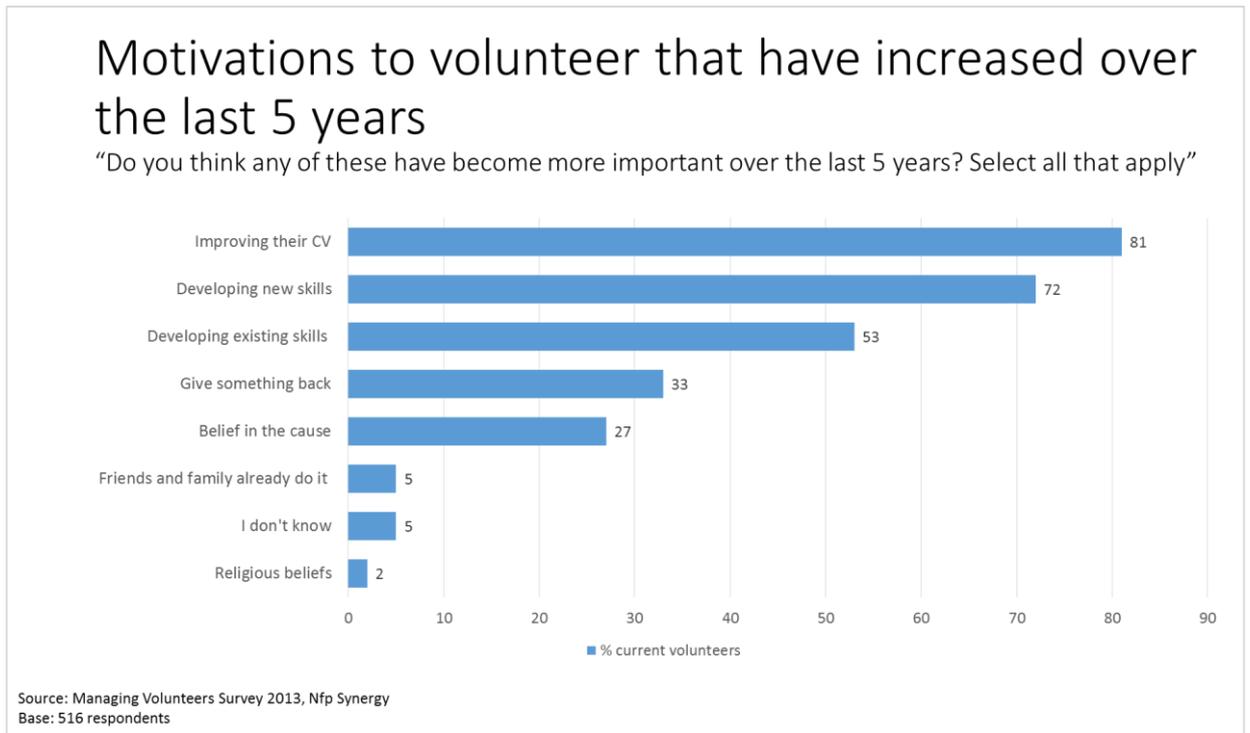
Building on their earlier report, *The 21<sup>st</sup> Century Volunteer* (Saxton and Evans 2005), NfP Synergy argue *“to help people be altruistic, we need to help them be selfish”* (2005, p48). They observe that to harness the transformational power of volunteering for both the giver and the receiver, charities need to accept that the volunteer needs to benefit, that meeting instrumental needs such as improved employability, learning new skills or developing existing skills are as valid as a sense of moral duty (Saxton and Evans 2005, Krutkowski 2014), as illustrated in data from volunteer managers. Figure 15, taken from the report, illustrates how the motivation of volunteers is perceived by the volunteer managers to change with age cohort, in particular the switch between developing new skills and giving back as people get older.

**Figure 15: Motivation by age, adapted from NfP Synergy 2014**



Overall, the volunteer managers perceive that the motivations for volunteering for a charity that have become stronger over the last five years are particularly improving their CV and developing new or existing skills, perhaps reflecting the rise in popularity of volunteering for the younger age groups, illustrated in [Figure 16](#).

**Figure 16: Motivation over time, adapted from NfP Synergy 2014**



#### 4) Brand Discovery

Finally, the way volunteers discovered their charity brand was consistent with other research. Their data showed 47% volunteers in their sample started volunteering because somebody asked them. Also 37% of people not currently volunteering said they would be interested in starting and that the “being asked” was the key incentive.

#### 2.7.3. Secondary data summary

The review of the published secondary data on UK volunteering was completed to ensure the research built upon the existing base of knowledge but also to ensure the primary research being undertaken was unique in its contribution. The key sources are summarised

in Table 2. The scale of the samples across both the continuous and ad hoc data is considerably greater than much of the pure academic research in this area (Hankinson 2001, Venable, Rose et al. 2005, Sargeant, Ford et al. 2008). The authors of the secondary volunteering data are overwhelmingly academics (Low, Butt et al. 2007, Brodie, Hughes et al. 2011, Saxton, Guild et al. 2014), commissioned by national funders such the UK Government or the National Lottery. Finally, these reports are not constrained by the long lead times required for peer reviewed journals and therefore can offer more timely information.

There are two weaknesses with these sources of data. They do not relate the volunteering information back to academic theory to enable us to understand how thinking about volunteering has evolved as a result of the new data. Secondly, they do not come from a brand perspective. Their primary focus is the non-profit context. Pathways into Participation (Brodie, Hughes et al. 2011) does examine the triggers and barriers to the decision to participate in society generally. However, there is very little discussion of the role of brand in that decision across either the continuous or the ad hoc secondary data.

**Table 2: Summary of key secondary sources of volunteering data**

Title	Date	Publisher	Author	Sample size	Method
Pathways into participation	2011	NCVO & IVR <sup>3</sup>	Brodie, Hughes, Jochum, Miller, Ockenden, Warburton	101	Ad hoc Qualitative - Depth interviews
Helping Out	2007	Cabinet Office	IVR & NatCen <sup>4</sup> (Low, Butt, Ellis Paine, Davis Smith)	2156 adults for core sample plus ethnic boost sample of 549.	Ad hoc Interview questionnaire
The New Alchemy	2014	Nfp Synergy	Nfp Synergy (Guild, Harrison, Saxton)	1000 adults per wave, (Charity Awareness Monitor)	Ad hoc, CAM is 4-6 times pa, on-line survey

<sup>3</sup> Institute for Volunteering Research

<sup>4</sup> National Centre for Social Research

Taking Part	Start 2005 /6	DCMS <sup>5</sup>	TNS BMRB	10,000 Adults 16+ & 2,000 children 5-15.	Continuous monthly. Face to face
Citizenship Survey	2001 -11	DCLG <sup>6</sup>	Ipsos Mori and TNS-BMRB	10,000 adults in England and Wales each year plus ethnic minority boost of 6,200.	Quarterly Household Survey. Collected face to face.
Community Life Survey	2012 -July 2014	Cabinet Office	TNS BMRB	5,000 interviews across the four quarters of fieldwork	Continuous (rolling quarterly basis). England only, face to face.
UK Civil Society Almanac	2015	NCVO	NCVO	6,000 charity commission annual accounts	Every 2 years. Collation and analysis of existing data

## 2.8. Aims of the research

**The aim of the research is to explore the role the brand plays in the choice of charity by UK volunteers.**

Given the scale of volunteering in the UK and throughout the western world, the choice of charity brand by volunteer is a widespread social phenomenon. The need for charities to attract more volunteers to their brand is fundamental for their sustainability. And yet the phenomenon remains an under-researched area, falling between the three areas of academic and practitioner insight. This presents an opportunity for research with potential for both academic and practitioner impact.

<sup>5</sup> Department of Culture, Media and Sport

<sup>6</sup> Department of Communities and Local Government

### 2.8.1. Limitations of previous research

The academic literature review examined three related fields: consumer decision-making, brand and the non-profit context. These three areas of research have historically been distinct sources of insight. It is the space where they meet that is of particular interest for this research.

Understanding the way people make decisions is important, particularly in the non-profit context and with respect to brands. Conceptualising the decision to volunteer as a consumer behaviour decision is not new. It is underpinned by Social Exchange Theory which positions the decision maker as considering the consequences (benefits) of the decision as well as the costs incurred. This perspective resonates with historic consumer behaviour decision-making models such as BCOS and TPB. In both these models the perspective of others and the perceived self-efficacy in the future role were distinct constructs, illustrating the relevance of the models to the research space being explored. These models imply a linear, rational decision process and link to the work on choice from a competitive set. As the decision to volunteer is made infrequently, the opportunity for learning through repeat behaviour is limited and the competitive set is unclear. Both the literature on brands and on decision-making highlight the possibility for a more emotional, automatic process of decision-making, based on knowledge stored subconsciously. At the point of decision-making, this knowledge of brands, built up from a range of touchpoints and over time, becomes relevant and useful. The brand is therefore defined as a consumer based concept, built through the perception and experiences of the individual, seen through their eyes. Once this level of brand awareness has been reached with the individual decision maker, then it can be seen as an enabler of consumer choice. Without that brand awareness, the role of brand in the decision is less clear.

The symbolic consumption construct also helps navigate the academic debate on the lack of distinctiveness between charity brands, and subsequent lack of opportunity for non-profits to differentiate themselves. Through the four components of symbolic consumption (expressiveness, emblematic, role acquisition and connectedness), the potential for unlocking this debate in the non-profit context arises. Viewed from the perspective of the individual decision maker, rather than the organisation, the role of the charity brand is to

enable choice for the volunteer. In situations of brand awareness by the volunteer, it can provide differentiation at the point of decision-making. For strong brands, the brand represents a distinctive personality against which the volunteer can match themselves (self-congruity) or not. But the brand is also acting as shorthand for the volunteer to differentiate between cause and potentially type of role also. Through the choice of brand, cause or role the volunteer says something about themselves, their connection to the work of the charity, the personal goals they are seeking to fulfil, their values in relation to their peer group. It is acting as a reflection of their 'self'.

Adapting a competitive level model to the non-profit context has also helped find a way through this debate. There is no evidence on a sequenced decision chain, for example charity → cause → role → brand. For different decision makers (volunteers in this case) the combination and relevance of each of these competitive levels could be different. In addition, the level of emotion involved will be different and emotion has been shown to be a strong driver to achieving goals especially around decisions to help others. Those with a strong personal, often emotional, connection to the cause and/or brand are likely to make the decision differently to those wanting to fulfil volunteering hours to be accepted onto a university course. Within research into brand image in the non-profit context, the emotional dimensions have been found to be a strong driver of decisions to volunteer, more so than functional dimensions. The level of involvement in the decision will be different and potentially previous knowledge of the sector may be different. For example, whether the decision maker is a novice or an expert on the sector has also been shown to affect the way they make the decision.

### 2.8.2. Gap in the literature

Despite these pockets of insight, the choice between brands by volunteers remains under-researched. The concept of brand still sits uneasily in the non-profit context, either seen as a proxy for wasted budget or an ill-advised application of competitive, commercial concepts to mission based organisations. Within the secondary data reviewed, produced by government or practitioner organisation, there is little discussion of brand. Relevance of cause is one of the reasons given for volunteer motivation but the specific choice of charity is not examined. Functional factors such as time, location and gaining skills are recognised to play a part, as

do triggers to stimulate action such as being asked or seeing a leaflet. This highlights which factors are salient and top of mind rather than deeper, more subconsciously held beliefs. It resonates with the theory on how people build up knowledge but fails to explore the reasons behind the decision.

As discussed, much of the work on volunteering considers the motivation to volunteer generally. It does not examine brand choice. Where brand image and personality are considered within the non-profit context, it is as separate constructs rather than their role in choice between brands. However, the benefits of a distinctive brand have been shown to include automatic choice for those seen as typical of their sector, enabling differentiation through brand personality and choice through self-congruity. In addition, non-profit brands have a higher intangible, abstract component than some product brands making trust in the decision even more important.

It is that space between the three areas that remains interesting. That is the relationship between the attributes of the non-profit brand (or cause or role), the process of the consumer decision (to volunteer) and the person themselves ('self') within the non-profit context. It draws together the values and personality of the decision maker, the level of decision-making and the relevance of brand. The review of historic decision-making models identified the Means-End Chain methodology as having the greatest potential to link these three areas.

### 2.8.3. Research questions

**The aim of the research is to explore the role the brand plays in the choice of charity by volunteers.**

**The research questions are:**

- 1. What is the decision-making process undertaken by volunteers when selecting a charity brand?**
- 2. What is the role of brand in that decision-making process?**
- 3. Does utilising Means-End Chain methodology in the non-profit context deliver insight?**

## Chapter 3: Research methodology

### 3.1. Chapter summary

This chapter outlines the research philosophy, approach and methodology identified as best fit for the research questions. It presents the rationale for the choices made as well as alternatives considered. It address potential limitations and weakness in the design adopted. The following chapter describes the design of the data collection and analysis phases. [Figure 17](#) illustrates the overall research design development process, discussed in this chapter and the next. A summary of the methodological choices made is presented in Appendix 3.

Figure 17: Research Design Development Process



### 3.2. Research questions

The phenomenon being explored through the research is the choice of charitable organisation by volunteers. **The aim of the research was to explore the role the brand plays in the choice of charity by volunteers.**

**The research questions are:**

- 1. What is the decision-making process undertaken by volunteers when selecting a charity brand?**
- 2. What is the role of brand in that decision-making process?**
- 3. Does utilising Means-End Chain methodology in the non-profit context deliver insight?**

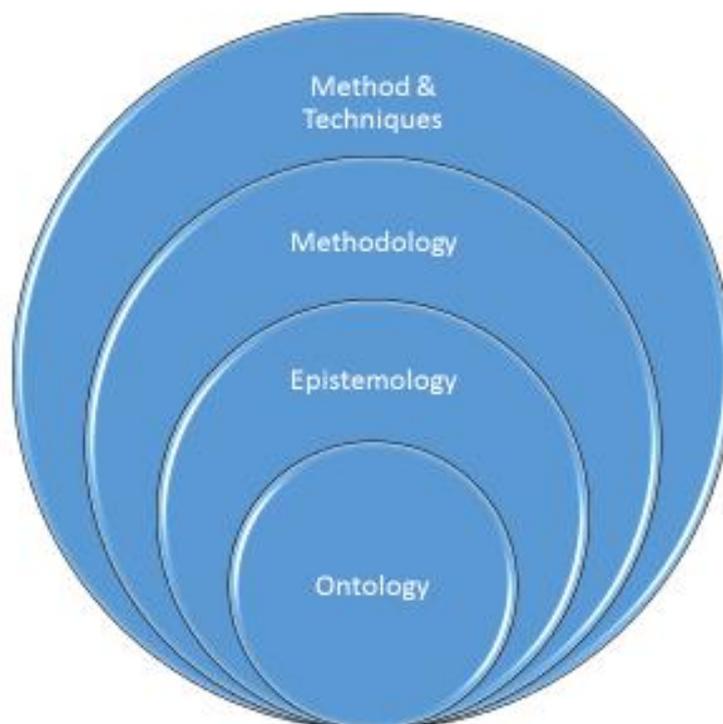
### 3.3. Research philosophy



#### 3.3.1. Introduction to research philosophy

It is important to recognise the core influence of the research philosophy on the research design, specifically the ontological and epistemological positions taken. This is well illustrated by the Four Rings Model (Easterby-Smith, Thorpe et al. 2015, p405) which shows actual research methods and data collection techniques directly flowing from the view of how reality and knowledge are believed to be constructed, shown in [Figure 18](#).

Figure 18: Four rings model, adapted from Easterby-Smith, Thorpe and Jackson 2015



Being conscious of the philosophical position adopted enabled confidence in the research design choices, despite it not being the 'familiar' method employed in the non-profit context. In addition, it meant the potential limitations of the method chosen including the role of the researcher could be mitigated throughout the research process (Saunders, Lewis et al. 2012).

### 3.3.2. Ontology

Ontology describes the different perspectives on the nature of reality. These perspectives are commonly described as objectivism and subjectivism (Saunders, Lewis et al. 2012) or realism and relativism (Easterby-Smith, Thorpe et al. 2015). An objectivist ontology (also known as realist) considers social entities, such as companies, brands and community, as external and independent to the people within those entities. Researchers understand this reality through directly observing and objectively interpreting the social world through different research techniques (Rose, Spinks et al. 2014). Objectivists believe that reality can be discovered.

In contrast, subjectivism holds that reality is created through the perceptions and actions of people, sometimes labelled 'social actors' (Saunders, Lewis et al. 2012). Subjectivists believe the reality is constantly changing so research needs to understand what is happening in that situation, at a specific point in time and the factors that led up to that situation. They believe that reality will be experienced differently by different people depending on their social context.

The decision to volunteer is personal. Particularly for regular volunteering, with its implicit on-going commitment to the service user, it is a decision with costs. Not just the opportunity cost of time but also the emotional cost of effort and involvement in the service delivery and the potential social cost of negative perception by peers. It is also a decision made infrequently. The volunteer is less likely to be able to draw on similar decision-making choices as reference. They are more likely to combine what they want from the role, their needs, with their perception of the charity's ability to meet those needs.

As a result, it is important to frame the marketing problem through the eyes of volunteers in order to better understand their decision-making context. Therefore the ontological approach selected for this research is subjectivism where social phenomena are created from the perceptions and actions of the actors (Saunders, Lewis et al. 2012). The research will therefore endeavour to:

*“See the research topic from the perspective of the interviewee.”* (Cassell and Symon 2004, p11)

In particular it will:

*“study things in their natural setting, attempting to make sense of or interpret phenomena in terms of the meanings people bring to them.”* (Denzin and Lincoln 2005, p3)

This philosophical perspective is lent support by the two year study into participation, reviewed in chapter 2 which argued:

*“Participation is personal and must be viewed first and foremost from the perspective of the individual taking part.”* (Brodie, Hughes et al. 2011, p9 summary)

### 3.3.3. Epistemology

Epistemology is about the study of knowledge, *‘how we know what we know’* (Easterby-Smith, Thorpe et al. 2015, p51). The two polar views of epistemology are positivism and interpretivism. Building on an ontological position of reality being external and objective (objectivism), a positivist perspective on knowledge is that knowledge about that external world can be observed and tested (positivism). The researcher in this process is seen as outside the data collection process, is value neutral and is merely collecting data on reality.

In contrast, with the interpretivist perspective, people interpret their everyday roles and activities through the meaning they give those roles. In particular they also interpret the actions of others through their own meanings and social context, where:

*“People perceive different situations in different ways as a consequence of their own view of the world.”* (Saunders, Lewis et al. 2012, p132)

The implications for the researcher of an interpretivist perspective are quite distinct from a positivist perspective which is why clarity around the philosophical underpinning to the research is vital. The researcher who adopts an interpretivist perspective for a particular study needs to understand their personal impact on the research. They enter the world of

the research participants and need to understand the world from their point of view through taking an empathetic stance. The researcher is an integrated part of the research process, not a data collector.

The broad epistemological perspective selected as best fit for the research is interpretivism, which recognises that people are different - and everyday roles, like volunteering, are seen in the light of the meaning we give to those roles (Saunders, Lewis et al. 2012). The literature review also identified the importance of social identity, recognising the key influence that a decision maker's community may have on the decision as well as the context within which the decision was taken. Again from the Pathways into Participation Report:

*“People do not operate in a vacuum; their participation is situated in time, place and space.”* (Brodie, Hughes et al. 2011, p2 summary)

Within the interpretivist philosophical tradition, it is social constructivism that sees reality as being socially constructed (Saunders, Lewis et al. 2012). Social constructivism focuses on how social and environmental factors combine with personal relevance to create a unique decision-making process for that person which is a constantly interpreting the world around them. As Levy explains:

*“Transactions between marketers and consumers are, above all else, exchanges of meanings. Interpreted (or perceived) meanings are fundamental to marketing's core interests, such as the study of exchanges and the management of customer relationships.”* (Reprinted Levy 1959)

#### 3.3.4. Implications of research philosophy

In considering the research design for this study, the implications of a positivist approach compared to a social constructivist approach (Easterby-Smith, Thorpe et al. 2015) were thoroughly considered, as shown in [Table 3](#).

Table 3: Research implications of positivism vs social constructivism paradigms

Research Implication	Positivism	Social Constructivism
Observer	Must be independent	Is part of what is being observed
Human Interests	Should be irrelevant	Are the main drives of science
Explanations	Must demonstrate causality	Aim to increase general understanding of the situation
Research progresses through	Hypothesis and deductions	Gather rich data from which ideas are induced
Generalization through	Statistical probability	Theoretical abstraction

(Source: Adapted from Easterby-Smith, Thorpe & Jackson 2015)

Taking a social constructivist epistemology is in contrast to much of the research within the marketing tradition, particularly studies of values and motivation. The norm is a more positivist tradition reflected in their research objective of testing theory, delivered through quantitative method choice (Reynolds 1985, Clary, Snyder et al. 1992, Aaker 1997).

In particular, the potential for generalization can be limited through the social constructivist philosophy. However, although each volunteer will have their own construction of reality, this does not mean that common themes and patterns cannot be found within the data. The sample has been selected with a base level of homogeneity - with key variables in common, such as type of volunteering role, cause and level of commitment. The task is to identify similar elements for example between the level of abstraction at which the charity brand decisions are made and/or the balance between personal relevance and environmental contextual factors. With qualitative research external validity is constrained. However, the method adopted, including a rigorous interpretation process, supports robust internal validity ensuring reliability of the study and the potential for broader theoretical significance (Marshall and Rossman 2010). In particular the data itself is 'sense checked' against three additional sources of information to understand multiple perspectives and strengthen reliability of the research (Ritchie, Lewis et al. 2014), as shown in Table 4.

Table 4: Sources for sense checking

Research Phase	Source	Method	Purpose
Phase 1	Industry experts	Depth interview	Sense check the relevance and value of the research question and method
Phase 2	Head Office managers of participating organisations	Depth interview	Sense check the results from the primary data (volunteer interviews)
	Recent published volunteering data	Secondary analysis	Sense check the results from the primary data (volunteer interviews)

Secondly, the philosophical approach adopted has implications for the role of the researcher. Taking an interpretivist perspective requires an engagement, an empathy between the researcher and the researched. The relationship between the two is itself part of the research process (Cassell and Symon 2004). The researcher cannot and should not view themselves as outside the research experience. They need to try to understand the participants point of view, not merely record it (Ritchie, Lewis et al. 2014).

*“Data are a social construct of the research process itself.... [They] are of the skills and imagination of the researcher and of the interface between the researcher and the researched.”* (Sunkyu, Ball et al. 1993, p45)

The analysis of the narratives of participants involves interpretation, an element of subjectivity. However, the approach taken has been one of “empathetic neutrality”, being aware of and reflective of the impact the researcher has on the research process, as well as avoiding any conscious or structural bias in the collecting, analysing or sharing the data (Ritchie, Lewis et al. 2014).

Finally, there are implications for the way existing research and theory informs this study. This work is inductive, identifying patterns through observation of the world. However, the direction to look and the way to look have been informed by theory. This is not a grounded

theory approach, in its truest sense of meaning. It does approach the research question with an informed understanding of relevant research gone before. And yet it remains exploratory. It is theory building not theory testing. It keeps the context and the individual sense of their reality at the heart of the research.

### 3.4. Research approach



The research approach identified as best fit for exploring the phenomenon of charity brand choice by volunteer in this research is qualitative.

The phenomenon of charity choice by volunteer is an under-researched area. However, the related phenomenon of the decision to volunteer generally can be conceptualised, although not proven, as the first stage in a decision-making process with charity brand choice as the second stage. Historically, the more familiar method for evaluating general volunteer motivation in academic studies has been quantitative questionnaires – against pre-determined attributes and criteria, occasionally informed through an initial qualitative phase. In addition, the three major UK government funded studies into volunteering were all based on quantitative measurement through survey method (Low, Butt et al. 2007, Government 2010, Cabinet-Office 2015).

However, the first weakness of this survey based methodology is the risk that it collects only explicit responses, more easily recollected by the respondent as they are top of mind. Kahneman's (2011) extensive work on understanding decision-making adds light to this area, helping us understand why this is not the whole story. He describes this type of thinking as System 2, where conscious choices are made for known reasons and often evaluated against alternatives. A focus on this deliberate decision-making underestimates the contribution of intuitive, rapid decision-making described as System 1 by Kahneman (2011). These autopilot type decision tap into associated learning, signals received over a lifetime in the broader environment of everyday activity. They may be subtle and peripheral – and are held within our subconscious memory so that they can be accessed quickly when needed. Where there

is a good fit to what the person needs, she ascribes a higher value to the signal and gives it her attention, she focuses on it. Signals that are relevant to us are given more attention. So potentially, through this subconscious, associated memory, a volunteer can build a picture of a charity brand and assess their value. Therefore it is key that research into understanding the phenomenon of charity brand choice by volunteer goes beyond the top of mind, conscious, explicit motivations and also taps into the more implicit knowledge and perceived value of the brand that has potentially been built up over time but is not so easily accessed by the volunteer.

Crucially this perceived value is relative and depends on how the volunteering role is framed. The background frame in which a person, the potential volunteer, evaluates the brand provides the anchoring mechanism which influences brand perception by contrasting it against other volunteer roles or other uses of time. It needs decoding through the research in order to understand the implicit drivers of the decision to volunteer (Kahneman 2011).

The second weakness is that the quantitative survey method measures the relative importance of attributes and assesses how well brands are perceived to perform against those attributes. What this research also needs to identify is the choice criteria leading up to the decision, how the choice relates to the attributes and why those attributes are personally relevant. In addition, the decision who to volunteer for will be anchored in the participant's particular socio-environmental context. Only through understanding that context and personal relevance of the different brand attributes together can the choice of charity brand be understood.

Finally, another weakness in the survey based method concerns the way in which people think about brands. Brand attributes can be functional (such as skill acquisition) but also abstract – such as anticipated benefits when needs are met, including psychological (warm glow of doing good) and social (status within peer group). Different brand attributes may symbolise different anticipated benefits. With non-profit organisations the role of abstract brand attributes is more significant than for commercial brands (Venable, Rose et al. 2005).

Therefore, the primary method of data collection selected as most appropriate for exploring this phenomenon is individual semi-structured depth interviews with volunteers. Through

the semi-structured interviews, the causal relationship between variables can be explored (Saunders, Lewis et al. 2012). The purpose of the interview is to probe the choice of charity/brand from the point of view of the volunteer who has already made that decision, in effect examining actual purchase and consumption rather than intended purchase.

Qualitative researchers who use interviews as data collection tools believe that they can:

*“investigate elements of the social by asking people to talk, and to gather or construct knowledge by listening to and interpreting what they say and to how they say it.”* (Mason 2002, p225)

So through qualitative depth interviews the research aims to uncover the implicit reasons for brand choice as well as the explicit, gain a sense of the associated learning the participant has about the brands, understand why certain brand attributes are personally relevant and the probe the environmental context of the decision. Traditional quantitative surveys cannot meet this brief.

There are weaknesses inherent in the qualitative approach. To ensure the highest level of rigour and quality of research output possible, the research design has been adapted to mitigate these weaknesses, as shown in [Table 5](#).

**Table 5: Adaptations to research design**

<b>Potential Weakness</b>	<b>Mitigating Action built into Research Design</b>
Data collection time consuming and expensive	1) Potential for interview delays factored into timeline 2) Student grant used for transcription service to speed up process
Analysis and interpretation of data dependent on researcher knowledge and systematic process	1) Literature review of analysis methods for Means-End Chains to identify for the most relevant for this research (given wide range) 2) Two rounds of external independent secondary coding to check inter-coder reliability. 3) Iterative process – for levels of abstraction, computer vs manual method and cut off points for data inclusion.

Role of researcher	<ol style="list-style-type: none"> <li>1) Period of reflectivity built into to timeline to review role of researcher and efficacy of discussion guide/interview techniques.</li> <li>2) Conscious awareness of influence of researcher’s background knowledge.</li> </ol>
Lack of external credibility for pure qualitative research	<ol style="list-style-type: none"> <li>1) Well recognised technique chosen with set techniques and rigour built in</li> <li>2) Robust data set (51 interviews)</li> <li>3) Anchored in theory</li> <li>4) Triangulated with Head Office interviews and secondary data on volunteering.</li> </ol>
Replication and generalizability more difficult	<ol style="list-style-type: none"> <li>1) Theory building research objective rather than theory testing.</li> <li>2) Transparency of method</li> <li>3) Homogeneity of sample</li> <li>4) Transparency on sample characteristics and rationale</li> </ol>

### 3.5. Research methodology



#### 3.5.1. Alternative methodologies examined

In the selection of the most appropriate technique to address the research question, other qualitative ‘bottom up’ research techniques were examined. These included depth interview as part of Case Study, Repertory Grid and Critical Incidence Technique methods.

Taking one charity as a case study and understanding why a range of volunteers were attracted to that brand would be an interesting future study but would not inform the research question currently under consideration. Understanding the volunteer decision-making process is a relatively under-researched phenomenon (Carroll 2013). Including different charities and sectors in the research sample would strengthen the potential

practitioner impact of the research. In addition, focusing solely on one charity reduces the potential for theoretical development and future generalizability of findings (Yin 2011).

The Critical Incident Technique (CIT) was also explored, particularly when combined with grounded theory framework for data analysis. The strength of CIT across multi-site samples and in emotionally laden contexts was appealing (Flanagan 1954). CIT was also attractive in that it aims to 'get closer to the subject' (Lewis-Beck, Bryman et al. 2004) – capturing the thought process, the frame of reference and feelings about an incident/decision. The renaming of CIT as a 'behavioural event interview' brings it even closer to the research question being considered (McClelland 1998). The decision to volunteer is a specific behavioural action that would stand out for the participant. The data from the unstructured interviews could then be analysed within a constructivist grounded theory framework taking an inductive approach (Corbin and Strauss 2008, Glaser and Strauss 2009). CIT is described as working best when the reason for the act (in this case volunteering) is clear to the researcher and the consequences of the act definite (Flanagan 1954). In addition, the lack of technique guidance for probing and uncovering the full picture risks making the technique unreliable (Dibley 2004). It is reliant on the skill of the interviewer to uncover a full, not partial, picture. And the use of pure inductive data analysis, without being informed by the literature on volunteer motivation, consumer decision-making or brand personality congruence, risks reinventing the wheel rather than advancing theory.

Finally, the Repertory Grid method required the brand and choice attributes to be described in advance so they can be compared and contrasted through triadic sorting (Cassell and Symon 2004). In addition to being used as a stand along method, Repertory Grid is commonly used as part of the Means-End Chain method, as a way of eliciting product attributes and ranking the relevance of those attributes. However, for reasons discussed earlier, the risk was that only explicit attributes will surface, similar to quantitative surveys. Implicit attributes and the personal relevance of those attributes would remain unexplored as would the importance of the linkages between constructs.

### 3.5.2. Method rationale

The specific method identified as enabling the depth interviews and subsequent analysis to deliver what was needed to answer the research questions is the Mean-End Chain method (Gutman 1982). The Means-End Chain (MEC) theory frames a marketing problem as a specific consumer decision to be made, in this case charities needing to attract more volunteers to their brand (Reynolds and Olson 2001). It emphasizes that individual consumer behaviour is not driven by the physical or even abstract attributes of the product or service they are choosing, but by the consequences those attributes bring and ultimately through to meeting their personal needs, values or goals. It examines what choice criteria the consumer/volunteer used to evaluate different alternatives and why they were personally relevant to them.

It is the linkages, the chain, between these levels of abstraction that explain the underlying behaviour. In effect the attributes of the product or service are a means to an end with the 'end' in this case being the outcome of the decision, the personally relevant consequences anticipated and personal values met (Reynolds and Olson 2001). Probing through face to face, in-depth, individual, semi-structured interviews enables the researcher to uncover implicit as well as explicit needs and motivations in the participants' own words.

*“By uncovering the way attributes, consequence and values are linked in consumption decision-making , MEC can nevertheless shed light into how automatic, unconscious or emotional decision-making comes to being.” (Costa, Dekker et al. 2004, p404)*

Means-End Theory is supported by Kelly's (1977) Personal Construct Theory which describes how people are always trying to make sense of their own world; how our behaviour is driven by a need for meaning. The concrete attributes so often reported in quantitative studies of volunteering (“I could walk there”, “My friend worked there”) and the benefits the role provides (social, learning) are in fact subconsciously concerned with the achievement of individual goals (Mulvey, Olson et al. 1994). The laddering technique of Means-End Chains offers a methodology that uncovers the choice criteria in that decision process (Reynolds and Olson 2001, Brunsø, Scholderer et al. 2004, Aurifeille, Gil-Lafuente et al. 2006).

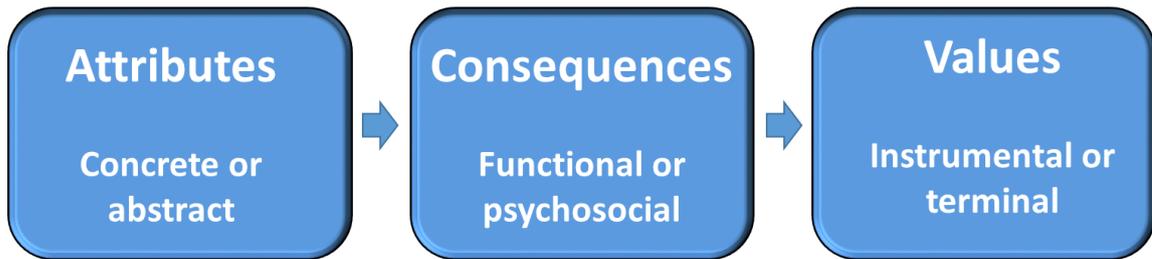
### 3.5.3. Method purpose

Within the literature there is a debate between two potential purposes of Means-End Chains - based on motivation (Reynolds and Olson 2001) or cognitive structure (Grunert and Grunert 1995). The motivation argument is that Means-End Chains enable us to better understand a consumer's motives for choosing a particular product or service. The cognitive structure view argues that Means-End Chains effectively describe how information is stored and connected in the memory through linkages and networks (Gutman 1982, Grunert and Grunert 1995, Reynolds and Olson 2001). Advocates of this school of thought like Grunert and Grunert (1995) believe Hierarchical Value Maps are therefore a description of cognitive structure and therefore can be used to predict behaviour, that they are situation invariant. This sits uneasily with an interpretivist research philosophy where meaning is situationally dependent. However, the chapter by Claeys and Vanden Abeele (2001) in Reynolds and Olson's book on Means-End Chains (2001) argues that MEC can be seen as both cognitive and motivational structures; that through MEC these two schools of thought in consumer research can be work in partnership (Jägel, Keeling et al. 2012). In addition, in practical terms, there is little difference between the two approaches. They are both interested in understanding why a person makes a choice, beyond the attributes of that product or service.

### 3.5.4. Method structure

The early research supporting Means-End Theory describe a model with three levels of abstraction as shown in [Figure 19](#) (Gutman 1982, Reynolds and Gutman 1988, Zeithaml 1988, Grunert and Grunert 1995). Subsequently more complicated structures have been developed such as the six level model (Olson and Reynolds 1983) or the more popular four level model structured as attribute → functional consequence → psychosocial consequence → value (Dibley 2004, Jägel, Keeling et al. 2012, Menvielle, Menvielle et al. 2014).

Figure 19: Simple Means-End Chain model, adapted from Reynolds and Olson 2001



This research goes back to the original theory of a three layer model. There are two reasons for this choice of structure. Firstly, within the non-profit sector more of the attributes are abstract than would be expected with a product brand (Hankinson 2001). And more of the consequences are directly psychosocial rather than a functional consequence first, with the exception of time/location as discussed later. The delineation between concrete attribute leading to abstract attributes or functional consequence leading to psychosocial consequences is not as straightforward as required for the more complex models. In addition, the three level model more closely reflected the volunteer narratives, how they talked about volunteering, resulting in more complete ladders from the dataset.

### 3.5.5. Method application

Within the field of marketing, Means-End methodology has been more commonly used for uncovering consumer consequences and values in fast moving consumer brand choice, for example fashion (Dibley and Baker 2001, Amatulli and Guido 2011, Jägel, Keeling et al. 2012, Lundblad and Davies 2015). A literature review of Means-End methodology reveals three trends in application of the technique. Firstly its use in investigating leisure choices remains popular, including ski destinations (Klenosky and Gengler 1993), museum choice (Jansen-Verbeke and Van Rekom 1996, Petkus Jr 2000), outdoor activities (Goldenberg, Klenosky et al. 2000, Maxwell 2011) and tourism in general (Klenosky 2002, Watkins and Gnoth 2011). Secondly, MEC continues to be selected to evaluate advertising and marketing communications messages (Reynolds and Olson 2001, McGrath 2010). Finally, MEC is growing in popularity with researchers from the Far East (Choi, Liu et al. 2010, Hwang, Young et al. 2010, Jung and Kang 2010) particularly using hard laddering techniques (where

respondents make choice of attributes, consequence and values from a list prepared in advance rather than elicited during the interview).

The application of Means-End Chain methodology to the non-profit context conceptualises a person's decision to support a charity with their time to be based on the anticipated consequences of volunteering for them, such as needs satisfied, goals met, values achieved. This particularly resonates with the literature on volunteer motivation (Clary, Ridge et al. 1998, Shye 2010). The technique implies that brand attributes are only really relevant for the consumer as a way of meeting their needs and values via the consequences the volunteer/consumer perceives those attributes to have delivered. So seen this way, the volunteering choice of organisation is not made purely on the characteristics of the role or the charity but instead for the meaning it gives to the volunteer (Reynolds and Olson 2001).

The use of Means-End theory in the non-profit context is rare as the weight of academic investigation has been focused on volunteer or donor motivation, where the norm is theory testing through quantitative survey. There has been one study using the Means-End laddering technique to uncover volunteer motivations - at a Special Olympics events in California (Long and Goldenberg 2010). The researchers used hard laddering, through questionnaires and analysed results using Laddermap software. The findings that the primary motivation for volunteering at the Special Olympics events were due to a son or daughter taking part appear obvious. The theory around the connectedness function (Hoyer and MacInnis 2004) is not discussed, nor the lack of choice set considered – what the alternatives were for volunteering or other uses of the volunteer's time. So there remains an opportunity to illustrate how Means-End Chain methodology can shed light on the non-profit sector generally and volunteer decision-making specifically.

### **3.5.6. Method issue: choice within a competitive set**

Traditional applications of the Means-End Chain method build on understanding choice of product or service compared to alternatives within a competitive set. In both Kahneman's model (2011) and Reynolds and Olson's Means-End Chain method (2001), the insight into the decision comes through the behaviour of making a choice. If the research was concerned for example with differences between brands within a specific high frequency product

category such as savoury snacks, the competitive set of brands as alternatives is relatively clear – primary category (snacks), sub-categories (usage occasion, target consumer) and even meta-category (food consumed between meals including sweets, fruit, drinks). The competitive set chosen is either in-kind (same category) or functional competitors (meta-category) (Reynolds and Olson 2001).

However, the choice category for volunteering is not as clear. The category entry point may vary. People may enter through the:

- cause, moderated by local availability (Brodie, Hughes et al. 2011) (*“I want to work with children, these two children’s charities work in my area ...”*<sup>7</sup>)
- brand (*“I have always admired xx so they were an immediate choice when I thought about volunteering”*)
- role (*“I thought I could really make a difference doing that job, given my skills”*).

Potentially the competitive set is ego-emotive, with a wide range of charity brands operating in that locality, all competing on psychosocial or value level. The work by Sargeant (2008) highlights some of the complexities in this area particularly differentiating between charitable purpose overall, cause and brand.

In addition, the extension of the Means-End model by Manyiwa and Crawford (2002) considers a stage before product attribute – that of the consumer choice itself. It is the choice that links through to personal values rather than the product attributes. They argue that the actual choices a person makes are a more enduring predictor of future consumer behaviour than hypothetical elicitation of product attributes, even within their case study of breakfast cereals. Actual, rather than hypothetical, decisions are made in context. The drivers towards that decision for example may include the connectedness role within symbolic consumption (Hoyer and MacInnis 2004) such as a family member having been supported by a particular charity. In this case, a competitive set is unlikely – the decision is more automatic. There is no pre-determined set of products.

<sup>7</sup> Quotes in this section are fictional to illustrate potential volunteer responses.

Examining actual rather than intended choices within context also has potential to offer greater insight into the decision to volunteer. A latent motivation to volunteer, perhaps due to having more time since retiring, might be triggered into active choice of a charity with which to volunteer. The alternative may not be choice of another formal volunteering role, but perhaps more time on leisure or supporting someone informally. Means-End methodology is insightful for probing the implicit values behind the choice. However, to understand the drivers behind the decision-making, the broader personal and social context of the decision also needs to be considered rather than simply the brand/product attributes of the choice made (Manyiwa and Crawford 2002). This has important implications for the data collection and analysis stages of the research, discussed in the next chapter.

### 3.6. Chapter conclusion

The phenomenon of charity brand choice by volunteers is an under-researched academic area. In exploring the phenomenon, methodological choices have been informed by related fields of research, specifically on decision-making, volunteer motivation and brand choice. Looking through the lens of the individual volunteer, what they understand either explicitly or implicitly about the charity brands brings a fresh perspective and is reflective of the subjectivist ontological approach and social constructivist epistemology within the interpretivist tradition. Within the qualitative research approach, the Means-End Chain method has been selected as best fit for answering the specific research questions of this study. Care has been taken to go back to the original three level structure of MEC, seen as more appropriate for the non-profit context. In addition, the more commonly used repertory grid method for data collection within MEC has been rejected as not best fit for exploring this phenomenon. The selection of an alternative data collection method and data analysis process are discussed in more detail in the following chapter.

## Chapter 4: Research design of data collection and data analysis

### 4.1. Chapter summary

This chapter outlines the data collection and data analysis decisions within the research design process. As with the research methodology selection discussed in the previous chapter, it presents the rationale for the choices made as well as alternatives considered. It outlines the primary method of analysis, Means-End Chains but also explains why an unplanned secondary analysis was conducted to ensure the research questions were met effectively.

### 4.2. Data collection method design



#### 4.2.1. Introduction to data collection design

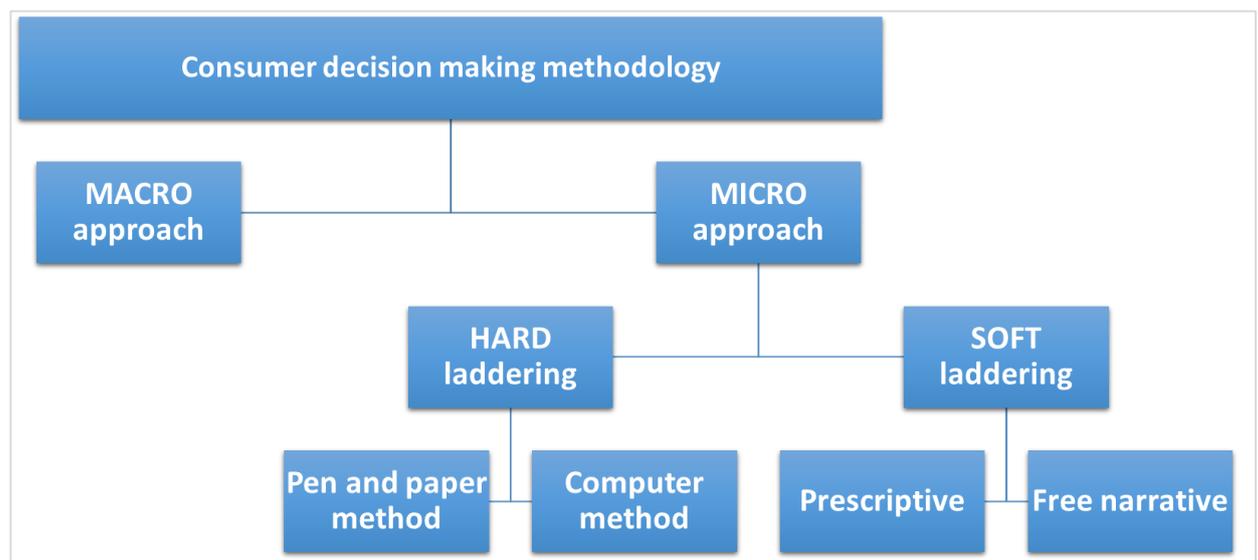
To understand the research design choices for data collection, the way Means-End Chain methodology has metamorphosed into different forms was mapped. A literature review into the MEC method has revealed considerable divergence in approach as well as confusion in terminology, so making sense of that method journey was felt to be important for making informed choices about the data collection methods for this study.

#### 4.2.2. Method evolution

Research relating personal values to product/service choice has evolved into two different directions (Reynolds 1985). The 'macro' approach stems from sociology and segments consumers by values. Lists of consumer values are created in advance of the survey and then tested. The VALS methodology from the Stanford Research Institute (Kahle, Beatty et al. 1986) is an important example of the macro approach. Two weaknesses identified with this approach are that it assumes that consumers are able to identify their personal values and assumes they will be honest and accurate in their responses (Reynolds 1985, Valette-Florence and Rapacchi 1991).

In contrast in the ‘micro’ approach, stemming from psychology, consumers themselves develop the attributes – known as free elicitation. The linkages between those attributes and subsequent consequences and values are what is important (Menvielle, Menvielle et al. 2014). Within the ‘micro’ approach there are two different techniques, hard and soft laddering, shown in [Figure 20](#)<sup>8</sup>.

**Figure 20: Methodological evolution of Means-End Chain**



This divergence of method has caused concern amongst researchers as it has been shown to lead to different results (Russell, Busson et al. 2004, Phillips and Reynolds 2009). As discussed in section 3.5.5, hard laddering involves the participant selecting attributes, consequences and values from pre-determined lists. In hard laddering the respondent produces ladders one by one, working up the levels of abstraction and then moving onto the next attribute. Hard laddering favours self-administered questionnaires, known as the ‘pen and paper’ method or computer survey method. In the softest of hard laddering approaches the consumer lists attributes that are important for them and completes a series of boxes that question why that factor is important to them, known as branching charts. At the hardest end, respondents tick from lists of pre-determined attributes, consequence and values (Jägel, Keeling et al. 2012). Previously estimated at representing 25% of laddering

<sup>8</sup> The ‘prescriptive’ and ‘free narrative’ labels have been developed through this research and are discussed in section 4.2.3.

studies published in academic journals (Phillips and Reynolds 2009), hard laddering has grown considerably in popularity recently as it has the advantage of being quicker, cheaper and minimises the impact of the interviewer (Russell, Flight et al. 2004). It is seen as being more efficient for collecting data and reducing social desirable bias (Jägel, Keeling et al. 2012).

In contrast soft laddering is seen as the original, and historically the most commonly used, laddering method for interviewers (Russell, Busson et al. 2004). It is based on face to face depth interviews. It is strongly advocated by the chief architects of Means-End Theory (Reynolds and Olson 2001) as a way of engaging the respondent so that the responses given are personally relevant and probe through to the value level of meaning. Although time consuming and requiring a higher level interviewer skill:

*“if the aim of the study is to uncover an unprompted broader and more detailed picture of people’s perceptions and beliefs then soft laddering would seem to be appropriate.”*  
(Scholderer and Grunert 2005, p582)

#### 4.2.3. Method development

Within soft laddering, a ‘prescriptive’ interview technique has been detailed, often with a two stage approach – a) choice of an elicitation technique to generate attributes and b) laddering questions to establish how those personally relevant attributes link through to consequences and values, usually through the “Why is that important to you?” question (Reynolds and Olson 2001). Three techniques for attribute elicitation have been identified:

- Sorting (including the popular triadic sorting technique)
- Direct (either freely or from a list)
- Ranking.

The research questions of this study presents an opportunity to return to the original objectives of the soft laddering approach: to frame a marketing problem in terms of an individual consumer decision, to probe which factors are personally relevant and what the outcomes of those factors are, to understand what they truly and deeply mean for that person in the context in which they made that decision, to create an environment where

trust is established and top of mind responses are aired early to ensure the real reasons for choice can emerge during the interview. For these reasons direct elicitation has been advocated by several authors (Bech-Larsen and Nielsen 1999, Manyiwa and Crawford 2002, Zanoli and Naspetti 2002). Direct elicitation technique involves the respondent focusing on the phenomenon being researched, the decision made and “coming up with” the attributes that were most important to them. Direct elicitation does **not** involve the respondents sorting the attributes at the start of the interview. Bech-Larsen et al (1999) argue this approach is:

*“(the) closest to natural speech interviewing technique, which compared to other techniques is believed to lead to a stronger focus on idiosyncratic and intrinsically relevant attributes and to less focus on extrinsic product differences.” (Bech-Larsen and Nielsen 1999, p317)*

In addition, Costa et al (2004) argue that:

*“If the aim is to obtain insight into how subjects compare fairly abstract and dissimilar objects, then direct elicitation techniques seem to be the most appropriate. They are the least time consuming and produce a high number of abstract attributes.” (Costa, Dekker et al. 2004, p405)*

Within volunteering the competitive set is more complex. It might include doing something else with your time, different cause, different volunteering roles or difference charity brands. In addition, for categories that are sensitive for example understanding how a charity cause might be personally relevant to a volunteer, the endless “Why?” question was judged to be inappropriate. Reynolds and Olson (2001) themselves describe the need to allow the natural flow of speech during the interview and “reconstruct ladders only after the interview” (Reynolds and Olson 2001, p75).

Finally, traditional techniques force the respondent to identify reasons for selecting a charity at the start of the interview. This raises the concern that this would lead to the more obvious top of mind answers often found in volunteer surveys rather than the real and personal reasons revealed as their story emerged. Through the course of the interview the

researcher can build trust and empathy that allows other attributes and their related consequences and values to emerge.

In the absence of terminology within the existing literature, this approach has been labelled as 'free narrative', in contrast to the technique recommended by Reynolds and Olson (2001), labelled for purposes of this research as 'prescriptive'. The 'free narrative' approach is built on the two main characteristics of the soft laddering approach:

- eliciting the attributes during the interview not before
- constructing the ladders themselves after the interview from the transcribed narratives rather than working through systematically with the participant during the interview

However it also allows participants to introduce new attributes at any point of the interview. This is in contrast to traditional 'prescriptive' soft laddering where the attributes are elicited only at the beginning of the interview.

The differences in method between traditional 'prescriptive' soft laddering techniques and the proposed 'free narrative' technique are summarised in [Table 6](#).

Table 6: Differences between two soft laddering techniques

<b>Soft laddering methodology</b>	<b>Prescriptive technique</b>	<b>Free narrative technique</b>
Data collection: through face to face, depth semi-structured interview	Yes	Yes
Interview objective: to identify the reasons behind one consumer decision.	Yes	Yes
Source of attributes: interviewee	Yes	Yes
Attributes sorted/ranked against comparative product/service attributes	Yes	No
Interview structure: two stage	Yes	No

Ladder identification: during interview	Varies	No
Analysis: Use of Implication Matrices and Hierarchical Value Maps.	Yes	Yes

The advantages and disadvantages of the two techniques were then evaluated and are summarised in [Table 7](#).

Table 7: Evaluation of two soft laddering techniques

<b>Evaluation of two soft laddering techniques</b>		
<b>Soft laddering methods</b>	<b>Prescriptive technique</b>	<b>Free narrative technique</b>
Advantages	<ul style="list-style-type: none"> <li>• Published, prescribed step by step technique facilitates replication by other researchers</li> <li>• Less skill required by interviewer</li> <li>• Based on comparisons between products within competitive set</li> </ul>	<ul style="list-style-type: none"> <li>• Allows time for trust to develop between interviewer and interviewee, important for complex and/or sensitive subjects</li> <li>• Attributes can emerge at any stage, allowing for subconscious or less obvious attributes to emerge</li> <li>• Free flow narrative enables story telling of wider situational context.</li> <li>• Interview questions less repetitive.</li> </ul>
Disadvantages	<ul style="list-style-type: none"> <li>• Less suitable for brands that lack clear competitive set</li> <li>• Less suitable for brands that are more abstract</li> <li>• Risk of only collecting salient, consciously recognised attributes</li> </ul>	<ul style="list-style-type: none"> <li>• Technique lacks body of evidence on replication to other studies.</li> <li>• Dependent on role of the researcher to understanding the subjective reality of the customers in order to make sense of and understand their motives, actions and intentions in way that is meaningful.</li> </ul>

	<ul style="list-style-type: none"> <li>• Repetitive nature of questioning technique not suitable for sensitive subjects</li> </ul>	<ul style="list-style-type: none"> <li>• More work at analysis stage – identifying ladders from transcripts.</li> <li>• Greater role for researcher in identifying coding means secondary coder check important for achieving quality.</li> </ul>
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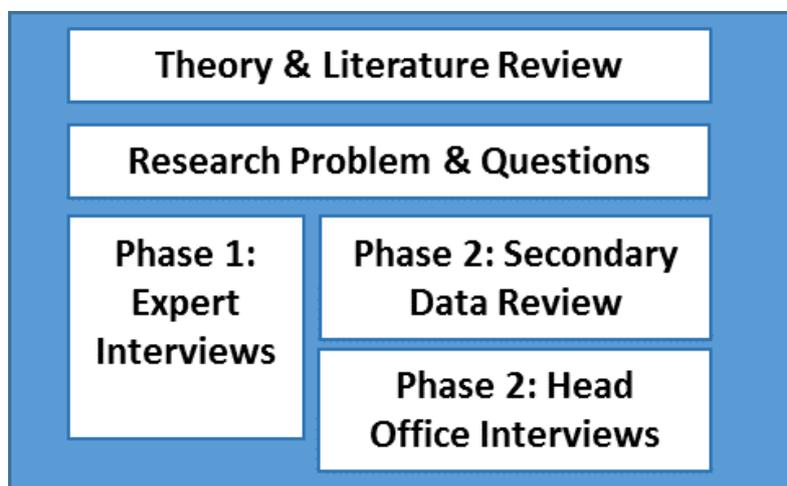
The assessment of potential weaknesses in the ‘free narrative’ technique led to the research design being adapted for this study in three ways:

- 1) Rigour: Secondary coder check built into the process.
- 2) Objectivity: Period of reflection built into the process to understand role of the researcher and efficacy of discussion guide for probing attributes, consequences and values.
- 3) Time Management: Greater budget allocated to professional transcription, to enable the research to spend the time on checking, coding and analysis rather than typing.

#### 4.2.4. Additional data collection

To enable the primary data from the volunteer interviews to be ‘sense checked’, three additional data collection activities were undertaken in advance, illustrated in [Figure 21](#). These were sector expert interviews, organisational interviews and secondary data review.

Figure 21: Research design process - phases 1 and 2



### **1) Phase 1 sector expert interviews.**

Eight depth interviews were conducted with industry experts. These ranged from experienced Heads of Volunteering, professional researchers specialising in volunteers and Brand Consultants in the non-profit sector. The purpose of the interviews was to inform

- a. Whether the proposed research question was of practical relevance and potential impact for the charities themselves.
- b. Whether there are any problems researching brand in the non-profit context, particularly with volunteers.
- c. Why traditional volunteering research including national Government Surveys was 'light' on brand.
- d. Which cause categories to approach, which had the greatest potential to be of wider generalisability but also which would be best fit for the research question.

### **2) Phase 2 organisational interviews.**

For each of the charities participating in the research, interviews were also conducted at Head Office with two senior managers – one responsible for brand and one responsible for volunteering. These were conducted to understand any charity-specific philosophical approaches to volunteering, potential issues, internal language and brand investment. In addition, prior to the charity being approached to take part in the research, a desk research study into the five potential 'targets'<sup>9</sup> was done to maximise chances of the research proposal being of practical benefit and being relevant to their current challenges.

### **3) Phase 2 secondary data review**

Recent published national research into volunteering was reviewed to specifically understand the existing practitioner insight into the role of brand and cause (Low, Butt et al.

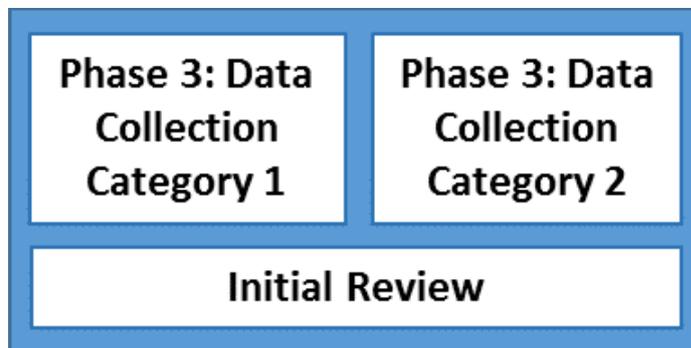
<sup>9</sup> The choice of charities for the research is discussed in more depth in section 4.2.5.

2007, Brodie, Hughes et al. 2011, Cabinet-Office 2014, Saxton, Guild et al. 2014). The results of this review have been incorporated into the literature review (section 2.7).

#### 4.2.5. Design of primary data collection

The research design for the data collection stage, illustrated in [Figure 22](#) involved choices about type of charity, cause sector, brand and nature of the volunteer role. The decisions made are summarised in [Table 8](#) at the end of the section and the rationale for each decision made discussed below.

Figure 22: Data collection design - phase 3



##### **A: Charity type choice**

**Decision:** Focus exclusively on service delivery charities.

**Rationale:** In order to answer the research question effectively, only charities where volunteers deliver a service were considered. Charities that work primarily with paid staff or whose role is to distribute funds, such as Children In Need, were excluded as not providing insight to the specific research question.

Likewise only charities providing some or all of their services within the UK were considered, due to practical feasibility of conducting fieldwork. This is in contrast to research into donors where the service delivery they are funding may be overseas, such as International Aid (Sargeant and Lee 2004, Venable, Rose et al. 2005).

## **B: Sector choice**

**Decision:** Examine two different charity cause sectors to provide contrast and strengthen generalizability.

**Rationale:** In identifying the most relevant charity sectors, the issue of automatic choice was considered (Kahneman 2011, Barden 2013). For some charities there is a direct link between the cause, often a specific disease and one charity – for example Parkinson’s UK, Prostate Cancer UK, Stroke Association or Diabetes UK. Although there are smaller charities also fundraising for these diseases, they are not well known and survive through leveraging the publicity generated by the cause leader. These specialist big names focus on one cause and become an automatic choice for those with a strong connectedness function to them, for example when the volunteer or someone in their family needs support for that condition (Starnes and Wymer 2000, Hoyer and MacInnis 2004). In order to answer the research question on the role of branding, these ‘one condition, one charity’ type causes have been excluded. Instead charitable sectors with greater competition have been selected – where brands work to provide differentiation for donors and volunteers, consistent with research approaches taken by other studies into UK charities (Venable, Rose et al. 2005, Sargeant, Ford et al. 2008).

The first sector identified is Children and Young People. In the UK this sector accounts for a quarter of the whole voluntary sector (34,000 children’s charities in England) but only 1/10<sup>th</sup> of the voluntary income (National-Children's-Bureau 2012). The 37 largest children’s charities account for 36% of the total sector income, with 94% operating purely at a local level. The top three children’s charity brands that deliver services in the UK and have service delivery volunteers were approached. The second sector identified is Advice and Listening, with service delivery by volunteers, strong national presence and strong brand names. Two charities were approached to be involved with the research, both of whom had been mentioned by volunteers in the children’s sector as a potential alternative choice.

## **C: Brand choice**

**Decision:** Research brands that are within top 100 UK Charity Brands.

**Rationale:** Just as levels of proactive branding activity and service reach vary between charities, so do the levels of brand awareness. Research from Australia demonstrated how volunteers use the brand to assess the congruence of brand personality of the organisation with their own before making a choice (Randle and Dolnicar 2011). The study also highlighted the importance of brand awareness – the volunteer could only consider the brand effectively if they had a base level of awareness about that charity, if they had heard of it.

To effectively answer the research question concerning role of the brand, the research design was adapted to only include charity brands with a minimum threshold of awareness and brand strength. The method identified to select these brands was the annual Charity Brand Index conducted by Harris Interactive (2013). Well regarded in the industry, and with methodology checked by the researcher, it assesses brand strength (relevance, distinctiveness, trust, impression, propensity to give and familiarity) weighted by awareness. In the 2013 report for example Oxfam had the highest level of spontaneous brand awareness (46%) but only ranked 16<sup>th</sup> for overall brand strength (Harris-Interactive 2013). For purposes of this research into volunteering, brands were only considered if they fell within the top 100 of the national Charity Brand Index 2013. One exception was debated – that of strong local brands such as Sue Ryder or Helen & Douglas House. However, although they do have high profile within a certain geographical region, they have not been included for this research as the fieldwork was spread across several regions and inclusion would have fragmented the results.

#### **D: Volunteer choice**

**Decision:** Interview regular, formal volunteers.

**Rationale:** Formal volunteering is defined by the Government and practitioners alike (Low, Butt et al. 2007, Cabinet-Office 2015) as taking place at least once a month through a charitable organisation or group. Informal volunteering does not involve an organisation and therefore is outside the scope of the research question.

The rationale for focusing on regular volunteers is the implied sense of commitment. The decision is one of higher involvement than for supporting a one off fundraising event or

occasionally 'helping out' in a shop when needed, for example. The consequences of making a regular commitment involve the opportunity cost of time and often also emotional cost of involvement, and therefore the decision is more likely to be actively considered rather than low level decision-making which may be more impetuous. It is envisaged that higher involvement, conscious decision-making is more easily recollected and described.

In addition, the volunteers selected as most appropriate to test the research question are service delivery volunteers rather than fundraisers or campaigners. Again, these front line volunteers make a commitment – if they fail to make their volunteering time, a service user could be let down.

### **E: Timespan choice**

**Decision:** Interview recent volunteers, defined as joining that organisation within last 12 months.

**Rationale:** It was important for research accuracy that the volunteers had already made the decision who to volunteer for, that they were interviewed having joined the organisation rather than discussing speculative options of who they might volunteer for in the future. The consideration set is interesting, particularly in the light of local availability (Whittich 2000) but has greater scope for respondents to 'talk up' their options – and say what they think the researcher wants to hear. Actual decisions made are a more accurate reflection of the decision-making process reality (Reynolds and Olson 2001).

Volunteers were only included if they had joined the non-profit organisation within the last 12 months. That was to maximise the chances of the decision-making process for joining being accurately recollected, rather than merged into motivations for staying. Note that for some charities where the recruitment and training programmes take time, this is 12 months since being accepted or starting the training rather than 12 months from starting to enquire.

### **F: Voluntary choice**

**Decision:** Only consider voluntary decisions to volunteer.

**Rationale:** As the research examines the decision by volunteer of which charity to support, volunteers who are not the decision maker in their choice of charity have been excluded. These may include volunteering as work rehabilitation for people with learning disabilities, as part of community service programme or through employer community placement. Means-End Chain theory is based on the voluntary choice by the decision maker (Reynolds and Olson 2001).

The volunteer fieldwork itself took place between October 2013 and November 2014. The fieldwork design compared to reality is summarised in [Table 8](#) (at the end of this section) and the rationale for choices made discussed in the following section.

### **G: Pilot choice**

**Decision:** No full pilot stage but one practice interview conducted to test the discussion guide as well as a 'reflexivity pause' built into the process.

**Rationale:** A full scale pilot was judged not to be necessary as the approach taken was iterative; throughout the volunteer interviews the transcriptions were done continuously and the interviews reviewed for what worked and what could be improved. This approach is in line with Morse et al (2008) who argued that:

*"Qualitative researchers should reclaim responsibility for reliability and validity by implementing verification strategies integral and self-correcting during the conduct of inquiry itself. This ensures the attainment of rigor using strategies inherent within each qualitative design."* (Morse, Barrett et al. 2008).

To prepare for the interview stage, key qualitative research texts (Cassell and Symon 2004, Silverman 2011, Ritchie, Lewis et al. 2014, Easterby-Smith, Thorpe et al. 2015) were reviewed for best practice in:

- 1) Interview environment – location, researcher appearance, timing
- 2) Interview flow – building trust, explaining the project, closing well
- 3) Interview techniques – unblocking tools, open ended questioning, managing emotion.

Interestingly none of these texts advocated a pilot for depth interviews. However, a practice volunteer interview was conducted to test the flow of the interview topic guide. In addition, a research diary was kept, capturing a summary perception of each interview to help recollection of the interview context.

A 'reflexivity pause' was also built into the fieldwork (December 2013) to enable the researcher to step back from the fieldwork and reflect on role of interviewer, emergent findings and efficacy of interviews to provide data for the research question. In keeping with a reflexive approach, the potential impact of previous brand and non-profit experience was consciously considered (Cassell and Symon 2004). In addition, empathy with respondents sharing personal and sometimes emotional stories necessitates a more involved and discursive questioning style by the researcher rather than purely the role of a passive listener. Given prior experience of objective, detached interview technique, reflection was made on the impact of that difference in interview technique. The order of the questions within the discussion guide was varied as a result, the explanation of the researcher's reasons for interest in the subject shortened and a questions specifically about brand added for cases where the brand had not been naturally discussed in depth during the interview. The interview topic guide is shown in Appendix 4 highlighting the relevant theory.

#### **H: Questioning technique**

**Decision:** Use a wider range of interview prompts rather than simply the "Why?" question

**Rationale:** Through the laddering technique the researcher is aiming to uncover both the explicit and implicit reasons for charity brand choice as the social context and decision-making process may not be obvious to the respondent. The repeated use of the "Why?" question, common in Means-End Chain methodology (Reynolds and Olson 2001) has potential to be problematic given both the abstract nature of charity brand attributes and the personal socio-emotional context in which the decision was made. For these reasons a range of laddering and probing techniques were used, including:

- Evoking the situational context (thinking back to when you decided to become a volunteer...)

- Considering the absence of volunteering for that charity (what would you have done if you hadn't decided to become a volunteer with XX charity)
- Understanding the parallel behaviour of charitable donations
- Third person probe - understanding reaction of friends and family to the choice to organisation
- Using metaphor to describe the organisational values
- Describing themselves in three words.

These prompts were used to uncover the subconscious elements of the decision and the social context in which the decision was made. This approach resonates with the work of Manyiwa and Crawford (2002) incorporating the importance of social context in determining linkages between values and behaviour within the Means-End Chain method.

Table 8: Summary of primary data collection design

<b>Research characteristic</b>	<b>Planned</b>	<b>Actual</b>
Sample size	20 volunteers for each "cluster" recommended for Means-End Chain (Reynolds 1985, Valette-Florence and Rapacchi 1991)	Achieved – 51 volunteers, cluster size 20+
Contrasting clusters	Two	Achieved – Children & Young People + Advice & Listening
Face to face interviews	All (to build trust)	49 face to face achieved, 2 by phone for logistical reasons
All interviews recorded	All to enable transcription so full detail of interview can be understood.	49, one face to face declined recording, one phone interview at short notice so no recording, in both cases detailed notes taken.
Consent and right to withdraw	All – University of Reading ethical process followed	Achieved for 51 volunteers. One phone interview was not used as consent form not returned

Critical mass of brand awareness	All five within top 100 charity brands	Achieved
Service delivery volunteers	All volunteers in sample to be delivering services rather than fundraising or retail	Achieved
Regular, formal volunteers	Defined as volunteering at least once a month through an organisation or group	Achieved (majority volunteered weekly)
Personal voluntary decision to volunteer	Volunteering as community service, learning disability work programmes or employer placement schemes excluded.	Achieved
Recent volunteers	Volunteers joined in last 12 months	Achieved but re-defined as 12 months since accepted/ started training due to long lead times on training and recruitment.

### 4.3. Data analysis design



#### 4.3.1. Introduction to data analysis design

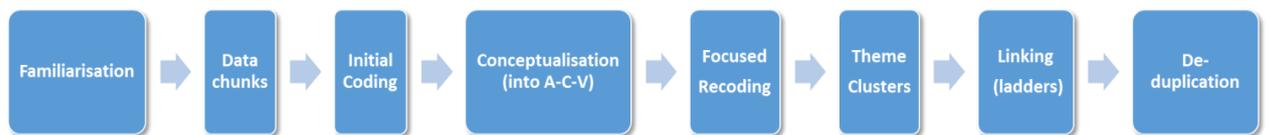
Two methods have been used for analysis. The primary method is Hierarchical Value Maps based on Implication Matrices found in Mean-End Chain Theory. In addition, to specifically understand the awareness of and connection to the brand, brand data from the fieldwork was then analysed using Framework Analysis. The rationale for analysis design for Mean-End Chains is discussed in the following section. The Framework Analysis design is discussed in section 4.3.3.

### 4.3.2. Means-End Chains (MEC)

#### A. MEC coding process

A full coding process map is shown in Appendix 5 and summarised below in [Figure 23](#) but in reality an iterative process approach was taken. The objective was to ensure rigour within the qualitative tradition.

Figure 23: Coding process



The familiarisation stage was both visual (re-reading transcripts) and aural (listening to the recordings). The data chunking identified and captured key passages within the transcripts. The coding emerged through the analysis rather than being pre-determined. The code labels came from the data. However, the values labels in particular showed a reassuringly close match to Kalhe's values language (Beatty, Kahle et al. 1985), shown in Appendix 6. The Code Book is shown in Appendix 7. The initial coding was 'open coding', labelling each data chunk within an interview with a code then moving onto the next interview. The open codes were then allocated to concepts, in this case categorised as to whether they were attribute, consequence or value. The Code Book was then simplified. The data was then re-coded with the perspective of having been through the whole data set and based on the simplified codes. The codes were then clustered into themes and the dataset categorised into higher level themes (axial coding). The linking stage for Means-End Chains is the connection between data chunks (and their codes) at different levels of abstraction, so attribute to consequence or consequence to value, or all three within each respondent. Building these ladders and understanding the connections is the chain in MEC. Only then can de-duplication take place, removing coding ladders that exactly match, within one respondent's data. The following rules were followed for this study:

- 1) Within an individual interview, duplicate chains are (recorded but) not counted. So if one respondent said both

- Challenge → still learning
- Challenge → still learning → self-respect

then the three layer version would be 'counted' and the other considered a duplicate.

2) Where the respondent has two out of three of same layers in common only, that is counted. For example if both the ladders below came from one respondent, they would still be included as they show a different 'path'.

- Challenge → still learning → self-respect
- Challenge → feel useful → self-respect

A method specific software programme called MECAnalyst+ was purchased to facilitate the analysis but was found to be seriously incompatible with Windows (8 or 7). So the final counts, analysis and map drawing have been done manually (supported by MS Excel and PowerPoint).

Once the ladders were identified, the Implication Matrices were produced (showing direct and indirect relationships between the codes) and then Hierarchical Value Maps drawn. In reading the Implication Matrices, XX.YY is interpreted as XX being the direct relationship count and YY representing the indirect relationship count. Indirect relationships in the three layer model map show how many times an attribute leads indirectly to a particular value.

### **B. Use of secondary coding**

The original advocates of Means-End Chains, Grunert et al (1995) believing that the coding process within Means-End Chains specifically would not benefit from having 'parallel' coders, because it is the researcher who understands the data the best.

However, independent verification of the coding strengthens the quality of the result and the rigour of the process. The purpose of involving a third party (or two) who is detached from the data collection and analysis process is to provide a check, particularly to allocation of data chunks to specific codes (Campbell, Quincy et al. 2013). Within Means-End particularly, where the number of relationships between certain codes is counted and reflected as strength of relationship, the accuracy of the coding is key. It is also to a certain

extent subjective and this can lead to challenges when involving third parties in the process. The secondary coder has not been through the extensive literature review stage. They have not heard the participants full narrative to be able to put data chunks into context. There is also the time consideration. With data sets as large as this one, with 51 depth interviews all transcribed and analysed, not only does it involve a significant time commitment by the third party, but also for the researcher, to prepare the data chunks for the secondary coder and to analyse the subsequent results afterwards. Although some researchers (Kurasaki 2000) argue that intercoding from free text rather than pre-selected data chunks is desirable, it lengthens the process and burden on the secondary coder considerably so was judged to be impractical.

Despite intercoder reliability being a familiar academic tool within the qualitative tradition, there is a lack of common method (Feng 2014, MacPhail, Khoza et al. 2015). As Campbell et al (2013) explain:

*“There is not much guidance in the literature for researchers concerned with establishing reliable coding of in-depth semistructured interview transcripts.”*

(Campbell, Quincy et al. 2013, p297)

For this research two stages of independent assessment were built into the design of the data analysis phase, each with different objectives. The first coder had significant experience of the non-profit sector, although not directly with any of the organisations involved, and an excellent ability to interpret meaning despite not coming from an academic background. The objective was not only to sense check the actual allocation of the data chunks but also to sense check the code labels themselves. The inter-coder check took place at the end of the fieldwork for category 1 (children’s charities) and was based on free sorting – so developing her own codes. Afterwards, there was a discussion to match her set of code labels to those within the Code Book – and to discuss which data chunks were allocated to those labels. The result was the renaming of several of the code label as well as a three stage iterative process of re-allocating the data chunks where we disagreed. The final result at the end of the iterative process was an 80% match. The inter-coder reliability rates by code are detailed in Appendix 8.

After the fieldwork for the second category was completed and analysed, a second round of secondary coding was undertaken. The purpose of this round was to enable the whole data set to be analysed and to provide rigour. In this case the coder was an academic researcher. At this advanced stage of the process, the data chunks were coded against the original Code Book rather than free coding. Again three iterative rounds of discussion were needed to identify data chunks where there were two or more potential interpretations. This was particularly due to the secondary coder not having English as her first language or a background in non-profit. However, her academic rigour and intellect ensured a thorough process and useful subsequent debate. After the discussions and movement on both sides, the final result was an 85% inter-coder match. The secondary coder selection rationale, task and results are summarised in [Table 9](#).

Table 9: Secondary coder summary

<b>Coder Profile</b>	<b>Task</b>	<b>Data Reviewed<sup>10</sup></b>	<b>Inter-coder reliability</b>
<ul style="list-style-type: none"> <li>• Regular volunteer</li> <li>• Oxford English graduate</li> </ul>	<ul style="list-style-type: none"> <li>• Free coding into detailed (sub) codes</li> <li>• Category 1 only</li> </ul>	450 data chunks	80%
<ul style="list-style-type: none"> <li>• Academic Lecturer</li> <li>• Quantitative PhD</li> </ul>	<ul style="list-style-type: none"> <li>• Whole data set (both categories)</li> <li>• Against pre-determined codes</li> </ul>	1,306 data chunks	85%

The reallocation of codes within the secondary coder process has a significant impact on the construction of the Attribute-Consequence-Value ladders within the Means-End Chain analysis. As discussed earlier (MEC coding process) only unique ladders within each participant interview are counted within the Implication Matrix (IM) and mapped in the Hierarchical Value Maps (HVM). Any changes in that coding means any duplicates within each interview are 'removed' (not counted) and the IM and HVMs for each category and

<sup>10</sup> Result before de-duplication.

overall need to be recalculated. This process potentially illustrates why the use of secondary coding is rare in Means-End Chain research. Overall, the two rounds of external validation have strengthened the research validity and transparency.

### **C. MEC analysis design**

A methodological literature review revealed there was no one standard method for analysing Hierarchical Value Maps. The most common approach is a number cut off for pairs (so counting direct link between two levels of abstraction above a certain number, for example 3+). There are no theoretical or statistical rules for deciding the level of cut off (Grunert and Grunert 1995). The actual level of cut off is found by trial and error, balancing visual simplicity with explanatory power of the map. Too high a cut off, too many relationships are lost (Gutman 1997, Reynolds and Olson 2001, Zanolli and Naspetti 2002).

There are also two other methods. Percentage relationship explanation takes the least contributing factors that account for say 70% explanatory power of a value or consequence (Phillips and Reynolds 2009, Jägel, Keeling et al. 2012). Any relationships above 70% are discounted as not being the primary contributors to that value or consequence. Finally, the most frequent preceding factor method is where researchers select the two most frequent preceding factors to a value (or consequence) and discard all others (Grunert and Grunert 1995).

Following this methodological literature review, a combination of techniques was selected for analysis design, anticipated as being the optimum balance between validity and simplicity of explanation: targeting 70% relationship explanation but with a numeric cut off value to ensure validity (3+ for combined dataset). Appendix 9 details the approach taken and it is discussed in section 6.5.

### 4.3.3. Framework Analysis

#### A. Introduction

Reflection on the results of the Means-End Chain analysis in the context of the research question, led to a second stage of analysis of the laddering interview data that concerned brand. There were three reasons this secondary analysis was required:

- 1) Brand had emerged through the primary method (Means-End Chain) as one of the most dominant drivers to the volunteering decision within this sample and strong contribution to theory. Probing this important finding through a multi-method approach would strengthen the reliability of the results (Yin 2003).
- 2) The specific research questions around the role of brand outlined at the start of the research had yet to be fully explored. This is particularly seen as one of the key reasons for taking a multi-method approach (Yin 2003). Specifically the variety of interpretations of brand that were simplified into the one “Big name” code in the Means-End Chain analysis. Deepening understanding through secondary analysis would enable the research to describe the role rather than simply observing the presence of the phenomenon.
- 3) Finally, one area, that of brand discovery, was present within the dataset but not present in the primary analysis because it was part of the context rather than an attribute for choice. Manyiwa and Crawford (2002) identified understanding the context leading up to the Means-End Chain analysis as particularly important to interpreting the overall results.

The use of this second stage of analysis cannot be seen as pure methodological triangulation as it does not probe the whole dataset and is supplementary rather than of equal weight (Silverman 2011). Means-End Chain is the dominant method. It was important not only to ensure the original research questions were addressed in depth, but also to ensure a quality of depth of analysis and to provide a different perspective for discussion and as a platform for future research.

## **B. Objectives**

Within the context of this decision to volunteer, the objectives of this secondary analysis were:

- 1: Identify patterns in the brand discovery routes experienced by volunteers.
- 2: Explore the brand consideration set within the context of this decision to volunteer.
- 3: Contribute to the exploration of the relationship between cause, brand and role already discussed within the Means-End Chain analysis.

## **C. Methodology**

The four main methods for qualitative data analysis identified by Silverman (2011) are:

- Constructivist Grounded Theory
- Framework Analysis
- Interpretative Phenomenological Analysis
- Thematic Analysis

The four methods were reviewed and Framework Analysis was identified as the optimum fit for the research objectives of this secondary stage for three reasons. It is consistent with the philosophical approach taken for the overall research, namely interpretative constructivist. It was designed to be used with qualitative interview data. And finally, the matrix method was attractive as it enables the researcher to visualise and analyse within case and across case simultaneously.

Framework Analysis is a relatively new method. It was developed in the 1980s in the UK by the National Centre for Social Research (Ritchie, Lewis et al. 2014) and has been subsequently incorporated in the UK government national research programme (Spencer, Ritchie et al. 2003). It has been widely used in applied social policy research, particularly in health (Pahl and Spencer 2004, Yardley, Bishop et al. 2006, Burt, Shipman et al. 2008, Marzuki 2009, Srivastava and Thomson 2009). However, a literature review, revealed that although there has been wide spread use of framework terminology, there is little evidence

of the Framework Analysis methodology being conducted within the context of either non-profit or brand.

The five key stages of Framework Analysis are:

- 1: Familiarisation
- 2: Generating thematic framework
- 3: Indexing and sorting
- 4: Charting
- 5: Mapping and interpretation (Ritchie, Lewis et al. 2014).

Framework Analysis has now been incorporated into CAQDAS software such as NVIVO10 (Ritchie, Lewis et al. 2014). However, as the primary analysis for this research was conducted manually, the secondary analysis was also conducted manually to enable consistent interpretation across the two analytical methods.

The primary purpose of using Framework Analysis for this research was to address specific research questions that had not emerged from the primary analysis method (Means-End Chain). A thorough familiarisation phase of the whole data set had already been undertaken within the Means-End Chain analysis. Therefore for this secondary stage analysis the familiarisation stage focused purely on the data relevant to the brand research questions. The development of themes within the framework was informed the results of the Means-End Chain analysis on the importance of brand. It also reflected the variety of experiences and understanding of brand by the participants. Therefore the data involved and subsequent themes emerging focused purely on brand rather than a re-analysis of the whole data set, as illustrated in [Table 10](#).

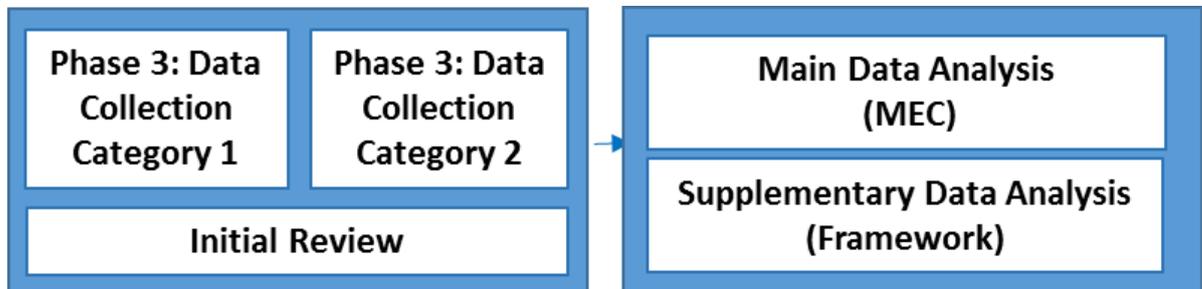
Table 10: Framework Analysis of brand from existing primary data

Themes developed in the Framework Analysis	Relevant interview question within existing primary dataset
<p><b>1: Brand Engagement</b></p> <p>1.1 Earliest memory of brand</p> <p>1.2 Background to brand</p> <p>1.3 Personal connection to brand</p>	<p>Can you think back to the first time you heard about this brand? What did you know about this brand before you joined?</p>
<p><b>2: Brand Discovery (volunteering)</b></p> <p>2.1 Trigger to volunteer choice</p> <p>2.2 Discovery of volunteer role</p> <p>2.3 Discovery Action</p>	<p>Tell me about how you came to volunteer for this charity? What did you do next?</p>
<p><b>3: Brand Consideration Set</b></p> <p>3.1 At decision-making point</p> <p>3.2 Subsequent alternatives</p>	<p>What other charities did you consider?</p> <p>If you didn't volunteer for this charity now, which other charities (or activities) would you do instead?</p>
<p><b>4: Brand Importance</b></p>	<p>Does the charity's brand matter to you?</p>
<p><b>5: Depth of charity relationship</b></p> <p>5.1 Family history of volunteering</p> <p>5.2 Other volunteering roles</p> <p>5.3 Charities support financially</p> <p>5.4 Deeper support for this charity</p>	<p>Has anyone in your family volunteered before?</p> <p>Do you/have you ever volunteered for anyone else?</p> <p>Do you support any charities with donations?</p> <p>Do you do anything else with this charity apart from your volunteering?</p>
<p><b>6: Brand Promotion (WOM)</b></p>	<p>Do you tell people about your volunteering?</p>

#### 4.4. Chapter conclusion

The chapter examined the data collection and data analysis stages, illustrated in [Figure 24](#).

Figure 24: Research design for data collection and analysis



Significant variations in technique within the Means-End Chain (MEC) method were discovered so the rationale for the choices made for this research is presented. The involvement of secondary coders was discussed as this is not common within previous research based on MEC (Jägel, Keeling et al. 2012, Lundblad and Davies 2015). In addition, the chapter explained the need for a second analytical method to ensure the research questions were adequately explored.

## Chapter 5: Results of research process

### 5.1. Chapter summary

The chapter outlines the adaptations made to the planned Research Design, described in the previous chapter. It outlines the purpose of being clear about the changes made. It describes the interview process, being clear about changes to the timeline and data collection methodology. In particular it considers the influence prior knowledge of the subject would have on the research output and the importance of reflexivity.

### 5.2. Purpose

The purpose of being transparent about the adaptations is to reflect the objective of continually strengthening the quality of the research output and to illustrate the rigour undertaken in the qualitative process. This

*“audit trail allows the reader to see into the research process and follow its main stages.”* (Ritchie, Lewis et al. 2014, p377)

In addition, one of the primary goals for the overall research process was to strengthen skills as a qualitative researcher. Being conscious of lessons learnt and practical adaptations needed to the Research Design contribute to that goal.

### 5.3. Interview process

The Research Design for Data Collection was for all interviews to be face to face, recorded and then transcribed. Full ethical approval had been given through the University of Reading Ethical Approval process. A discussion guide was produced based on insight from the expert interview stage and the literature review but with an understanding that this would be an iterative process and both the order of the questions and the questions themselves could change during the fieldwork phase (shown in Appendix 4).

Fifty-two in-depth laddering interviews were conducted with current volunteers from five UK charities, within two sector causes.

Once permission had been granted by senior management at the Head Office of each charity, then 'branches' or local organisations within each charity were approached, with central permission, to request volunteers for the research. The areas identified to be included in the sample considered not only a range of projects by the charity but also a spread of areas. The purpose of this was not to achieve geographical representation but rather to ensure all the participants were not from one 'branch'. Both the Head Office interviews and expert interviews had identified the variation in culture from one 'branch' to another as an issue to be aware of, often determined by a strong leadership figure within that local organisation. The range of projects within the sample also sought to ensure not all the service delivery took place in a local centre, where service users come together, but also some outreach where the volunteers go to the service user. For the services where the support is phone based these were either at the local office or at Head Office (national).

A tailored email requesting volunteers was then prepared for each project or area, outlining the purpose of the project, specifying that the research responses would be anonymised and the interview requirement of no more than one hour at the date of their choice (shown in Appendix 10). The request also outlined the scope of volunteers wanted – particularly that they volunteered at least once a month, were in service delivery roles (so not fundraising or administration) and had been with the charity for less than 12 months. The vast majority of the participants volunteered weekly so that element of the brief did not cause any problems and volunteers were generous in coming forward to offer to take part in the project. They self-selected into the sample. With one charity in particular, so many people 'volunteered' to take part in the research, some had to be turned down. In contrast, where there were a few missing from the required sample for a particular charity, the local manager was approached again to encourage volunteers to come forward, sometimes several times. However, for two of the charities where there is a pattern of people volunteering with them for many years, identifying newcomers was a real challenge. In this case the snowball method was used, asking one volunteer to suggest other volunteers who were on induction training courses for example as well as approaching different senior employees at the local charity to recommend volunteers who met the brief (Ritchie, Lewis et al. 2014).

The interviews took place wherever the participant requested – the locations included homes, public cafes and offices of the charity. The preferred method was a visit to the person’s home and featured many cups of tea. The length of the interview varied from 35 minutes to 55 minutes and covered three phases. During phase 1 of the interview, the following areas were covered:

- Explanation of the research project, role of Henley Business School and University of Reading. This included taking them through a one page project description sheet (shown in Appendix 11)
- Explanation of the ethics of the project, that the interview would be anonymised within that charity, so narrative could be identified as coming from a specific charity but the individual or local service would not be identifiable. This enabled the researcher to have ethical approval to name the charities if the central organisations agreed; given changes in staff at Head Office this was a fluid issue
- Participant signing the Ethical Consent Form (shown in Appendix 12)
- Agreement to record the interview
- Participant understanding that there was no right or wrong answer, that it wasn’t a test of their knowledge of the organisation
- Personal briefing on researcher’s background to build trust and establish rapport
- Warm up questions about the participant’s life, for example

*So can you just start by telling me a bit about yourself?*

*And in terms of hobbies, what do you do for fun?*

*Is there anything else that you do?*

*What would you be doing if you weren’t doing this?*

*Have you done any volunteering before?*

Phase 2 of the interview then followed the topic questions discussion guide although the order of the questions was varied to fit with the participant’s narrative and situation. As discussed in section 4.3.2, a soft laddering approach, labelled ‘free narrative’, was adopted

specifically to enable attributes to emerge during the interview and to avoid simply considering only the more top of mind or socially desirable reasons for volunteering. The interview focused on their decision to choose their current/main charity with which to volunteer.

*Did you know it would be hands-on before you started?*

*When you were thinking about your jobs and volunteering roles, how far would you be prepared to travel?*

Through prior practitioner experience<sup>11</sup>, it was understood that there can be a difference between the reasons why a volunteer chooses a charity and the reasons why they stay with the charity. In particular social reasons can become more important once the volunteer becomes part of the charity team, and cause also can become more motivating once the volunteer has learned more about the work the charity does from the inside. As a result for the accuracy of the research data it was key that the respondent remembered back to the phenomenon of charity choice, the point of decision-making (Reynolds and Olson 2001). Evoking the situation context was done through questions using the past tense, such as:

*So what I'm interested in is thinking back to when you decided to become a volunteer...*

*I'm just going to go back to [charity] bit, so what attracted you, what made you think [charity] might be right for you?*

*What led you to that decision, if you can remember back?*

*Did you look at any other children's charities?*

*What made you think it was definitely for you?*

*One of the things you said ... when you started it was sort of a couple of hours a week, three hours a week. I know you've taken on more now, but when you were thinking*

<sup>11</sup> Previous experience included working in senior Marketing roles for two UK charities. The roles included managing research on and communication with volunteers as well as other stakeholder groups.

*about the role did you have an idea in mind about how much time you wanted to spend on it? Was that important?*

*So can you tell me when you decided to become a volunteer?*

*What did you think you would get out of it?*

To understand the decision-making process, prompts included:

*And did you look at anyone else?*

*Obviously you're giving up your time. What would you do with your time if you weren't doing this? Would you do a different volunteering role or would you...?*

*So with the [charity] role, I know it's not why you signed up for it if you like, but what did you think, when you thought you'd go and be a volunteer, that you might get back from it? You know, so you're giving up your time...*

*And if the [service] had not turned up, you know, if you hadn't seen the poster, and it happened to be a name that you thought was really credible, would you have looked at anybody else? Who else would you have looked at?*

In particular, the questions probed to understand what they knew about the organisation before they made the decision to volunteer with them.

*I'm interested in what you knew about [charity] before you joined?*

*Tell me about that, what reputation do they have?*

*You said you knew [charity] were a big name. Did it matter that they were a big name?*

*And when you saw the name, you said it stood out? You know, you're looking at the website, you've got a long list of names, what did it say to you, what did you know about it apart from [what] your neighbour [said]?*

Then the motivation for the choice was probed. Each reason given for choosing that specific charity was probed to understand the expected consequences of that reason and what it meant to the person, which needs or values it was meeting. The reasons were noted to enable each in turn to be probed. In some cases the use of the “Why?” question, recommended within Means-End chain research, was possible. However, the continued use of “Why?” can lead the respondent to feel like they are being interrogated and this risks breaking down the personal empathy and rapport established. Therefore a range of questioning techniques was used including varying the language:

*What does that mean, what were you looking for?*

*How does that make you feel?*

*And why does that matter to you?*

*But why did you want to do it?*

*Why is that important?*

Also specifically following up an attribute:

*Why was it important to you to provide that sort of support to other people?*

*The other thing you talked about was it being meaty. What do you mean by that, what you were looking for was meaty?*

*The other thing we talked about when you were thinking about the jobs was you said you wanted to do something properly. Can you tell me a bit about that?*

*And why do you want to make a difference?*

*Why does it matter to you to have experience with children?*

Where the respondent struggled with laddering from a particular attribute, a range of unblocking techniques were used, including:

Social context: Understanding what friends and family think of the decision:

*You talked a little bit about your village, but do people know that you volunteer for [charity]?*

*Do any of your family volunteer or your friends volunteer?*

*Do they think differently about you? What do they think about you doing it?*

Alternative options:

*If you weren't volunteering here, or if you decide not to do this, what would you do instead with your time?*

Considering exchange:

*One of the ways people think about volunteering is like an exchange. You give up your time. I'm trying to understand what you get back from it and whether it is different from what you thought you would get back?*

These unblocking techniques were considered as part of the preparation for the volunteer interviews and were identified through the methodological literature review (Reynolds and Olson 2001, Cassell and Symon 2004, Silverman 2011). Two potential pitfalls were also considered as a result of the literature review. The first was the misinterpretation of 'Brand' and 'Marketing' within the non-profit sector. For some volunteers, spending money on building a brand took money away from providing services to vulnerable people (Saxton 2004). Therefore any mention of brand was seen as negative and care was taken to describe the organisation in a different way. For others the charity brand is simply the name and the logo (Stride and Lee 2007, Tapp 2011). For some brands are associated with following trends, buying into luxury goods and again not synonymous with the work of charities. Therefore, two questions were introduced into the fieldwork. The participant was asked to describe the charity they had decided to volunteer for as an animal and explain why. This use of metaphor had the result in breaking down the 'baggage' around branding, as the explanations tended to reveal what the volunteer perceived the brand personality of the charity to be (Lakoff and Johnson 2003, Zaltman and Zaltman 2008). These results have been

described in a separate paper (Mitchell and Clark 2015). The second question was introduced in case the subject of the brand had not emerged naturally during the discussion. By asking “*Do you think the brand matters to [charity]?*” their understanding of what the terminology ‘brand’ stands for was uncovered – whether it is name and logo only or the whole organisation.

The second area for caution emerging from the literature was the top of mind compared to subconscious reasons for charity choice (Kahneman 2011, Barden 2013). Top of mind reasons tended to be functional, such as convenient location and availability of volunteer, vacancy or socially desirable altruism (wanted to help people) (Clary, Ridge et al. 1998, Burns, Reid et al. 2006). These often emerged early in the interview. As the interview progressed, other attributes emerged, often linked to the relevant personal background of the participant or wanting to meet personal needs such as mental stimulus or career development (Shye 2010). These more inwardly focused motivations were seen by some volunteers as being selfish, they were sometimes embarrassed to admit they were not just there to help people. On probing, these motivators emerged as strong drivers of choice.

The final phase of the interview was the wrap up. This included checking notes to ensure nothing had been missed and returning to those topics if necessary. The participant was also given the opportunity to add anything that they thought had been missed in the interview and they were thanked again for giving up their time. As Rose et al (2014) state

*“Also, it is good practice to invite the interviewee to add any comments or address any issues they feel are important before concluding.”* (Rose, Spinks et al. 2014, p242)

Given the size of the sample, the use of a third party transcription service was used to enable the focus to be on familiarisation and interpretation of the data rather than transcription. For participants with strong accents or interviews taking place in noisy surroundings, the decision was taken to transcribe the interviews herself to ensure the transcription was accurate. This had the additional benefit of enabling the researcher to fully understand the transcription process. For each externally transcribed interview, the transcripts were carefully checked against the audio file to ensure accuracy and familiarisation.

## 5.4. Summary of process adaptations

Differences between the planned research design for the data collection process and reality are summarised in [Table 11](#).

Table 11: Summary of primary data collection design

<b>Research Characteristic</b>	<b>Planned</b>	<b>Actual</b>
Sample Size	20 volunteers for each “cluster” recommended for Means-End Chain.	Achieved – 51 volunteers, cluster size 20+
Contrasting clusters	Two	Achieved – Children & Young People + Advice & Listening
Face to face interviews	All (to build trust)	49 face to face achieved, 2 by phone for logistical reasons <sup>12</sup>
All interviews recorded	All to enable transcription so full detail of interview understood.	49, two not recorded so detailed notes taken by researcher <sup>13</sup>
Consent and right to withdraw	All – University of Reading ethical process followed	Achieved for 51 volunteers.  One additional phone interview not used as consent form not returned.
Brand Awareness	All five within top 100 charity brands	Achieved

<sup>12</sup> In total, three interviews were conducted by phone but only two were included in the final dataset.

<sup>13</sup> In total, three interviews were not recorded but only two were included in the final dataset.

Service delivery	All volunteers to be delivering services (not fundraising or retail)	Achieved
Regular, formal volunteers	Defined as volunteering at least once a month through an organisation or group	Achieved (majority volunteered weekly)
Personal voluntary decision to volunteer	Volunteering as community service, learning disability work programmes or employer placement schemes excluded.	Achieved
Recent volunteers	Volunteers joined in last 12 months	Achieved but re-defined as 12 months since volunteering started rather than since accepted by organisation.

The detailed fieldwork classification sheet is not included to preserve anonymity but a top-line summary is shown in Appendix 13.

## 5.5. Discussion of process adaptations

The actual research process was adapted from the planned research design in four areas: timeline, interview process, role of the researcher and maximising practitioner impact.

### 5.5.1. Timeline

One of the risks with qualitative research is recognised to be the time consuming nature of both the data collection and data analysis stages (Silverman 2011, Saunders, Lewis et al. 2012). As a result, adequate time to gain organisational agreement was built into the timeline. Contact was made through attending practitioner conferences (for four organisations) where the key decision makers were present and through referral from

personal contacts (for one organisation). Face to face meetings were subsequently held in their Head Offices and participation agreement reached centrally with each of the charities approached. There then followed a process of identifying and contacting the regional offices of each charity and publicising the project; asking for volunteers who met the criteria to come forward. With all but one of the charities, interview arrangements were then made on an individual basis. For each charity, between three and five different regional 'branches' were involved to widen the perspectives of the volunteers involved. Depth interviews at central organisational level were also undertaken with one senior manager responsible for volunteering and one responsible for brand, to gain an insight into the culture and issues of that organisation that might influence the volunteer responses.

Despite careful planning, the timeline was delayed in three unanticipated ways.

- 1) Interview arrangements: Reaching the individual volunteers at one of the charities took considerably longer than the others due to decentralised nature of the organisation. The required number of interviews (40) to ensure the sample was robust for a two cell analysis of Means-End Chains had been achieved already but the it was important to have two charities in the second cause sector rather than one so the research was balanced between causes, and the volunteer profile of this organisation offered something unique to the other participating organisations. So completion of the fieldwork was delayed until the autumn term of year three to enable the fifth organisation to take part. A variety of methods was used to unblock these issues including personal visits to their offices, reaching for personal contacts and references, offering a range of meeting places and widening the range of people at Head Office who could persuade the regional 'branches'. Once achieved, the interviews with the fifth organisation were interesting, insightful and brought a distinct perspective so worth the delay.
- 2) Secondary coding: Time was built into the project plan for one round of secondary coding. However, a second external coder was also included, delaying the project by a month, to ensure rigour of analysis across the full data set against the Code Book. The time involved included the manual preparation of the data chunks, context

briefing for the secondary coder, manual matching of the chunks by code against the original coding and three rounds of discussion of the areas where the secondary coding did not match the original coding.

- 3) Method of analysis. The original plan was to use a software programme specific to the Means-End Chain methodology to produce the implication matrices and Hierarchical Value Maps. The software is called *MECAnalyst+* and is the only current software available, *Laddermap* the previous software now viewed as being outdated and not powerful enough (after contact with the publishers of the programme). The *MECAnalyst+* software was purchased and data from Category 1 input. Unfortunately the programme continually crashed, wiping any data stored, and was found to be incompatible with Windows 7 or 8. An updated version of the new software is now being produced by the manufacturers but has not been launched yet. The decision was made to revert to manual analysis to reduce the risk of further delays. One month was lost with this process.

### 5.5.2. Interview design

There were five areas where the research design for the interviews had to be adapted.

- 1) Scope: Within the research design, the scope for the volunteer sample was defined as requiring regular volunteers that had been with the organisation less than 12 months. This requirement was included to maximise the chances of the volunteer accurately recollecting the decision-making process and motivation prior to joining that organisation. However, two of the charities had long recruitment and training processes, sometimes more than nine months so the scope was adapted to include volunteers who had been actually volunteering for 12 months although may have been in a probation or training pre-stage for longer.
- 2) Face to face: Three of the volunteer interviews had to be conducted by phone due to:
  - a. Volunteer travelled to wrong city/office for interview
  - b. Serious flooding made travelling to interviewee impossible
  - c. Work commitments of volunteer meant only phone interview was possible.

- 3) Consent: One interviewee, the same person who was interviewed by phone during the floods, did not return the ethical consent form despite chasing so their data was not included in their research.
- 4) Recording: One volunteer did not want to be recorded so detailed notes were taken instead. In addition, the two phone interviews that were included were also not recorded (due to being in third party offices) but detailed notes taken.
- 5) Transcription: Interviews where there was a significant amount of background noise or where the volunteer had a strong accent were personally transcribed (not sent away) to ensure these narratives were accurate and that the researcher was very familiar with the transcription process.

### 5.5.3. Role of interviewer

The research design considered the role of the interviewer. The choice of semi-structured rather than structured interview technique permits the researcher to vary both the topics covered and order of topics during the interview *“depending on the flow of conversation”* (Saunders, Lewis et al. 2012, p374). The rigid *“Why?”* questioning technique advocated within traditional Means-End Chain interviews (Reynolds and Olson 2001) was judged to be inappropriate for both building trust between interviewer/interviewee and also for uncovering subconscious, implicit rationale for charity choice. Of particular concern was going beyond any social desirability bias (Fisher 1993, Lee and Sargeant 2011), for example a motivation for volunteering being seen as altruistic, to be wanting to *“help people”* rather than being honest about more introspective motivations such as needed more social interaction or mental stimulus. Therefore the approach of Kvale (2008) was adopted, anticipating that:

*“The interviewer has to continually make on-the spot decisions about what to ask and how; which aspects of the subject’s answer to follow up, and which not; which answers to comment and interpret and which not. The interviewer should have a*

*sense for good stories and be able to assist the subjects in the unfolding of their narratives.” (Kvale 2008)*

A more conversational style was deliberately adopted, recognising that there is not one interview style that is seen as preferable in terms of data quality (Silverman 2011).

Secondly, the research philosophy for this study, outlined previously, was based on a subjectivist ontology where social phenomena are created from the perceptions and actions of the actors (Saunders and Thornhill 2004). The research aimed to:

*“see the research topic from the perspective of the interviewee.” (Cassell and Symon 2004, p11)*

As discussed previously, the research design for the interviews included the researcher being aware of and reflective of the impact the researcher has on the research process, as well as avoiding any conscious or structural bias in the collecting, analysing or sharing the data, known as *‘empathetic neutrality’*, (Ritchie, Lewis et al. 2014). The researcher was also conscious of her potential role in influencing the interviewee given her significant practitioner experience of working with volunteers in non-profit organisations and of managing consumer and retail brands.

In the light of these considerations, the research design was adapted in three ways:

- 1) Establishing trust: Despite the objective of empathetic neutrality and interviewer having prior experience of detached, objective interviewing technique, during the volunteer interviews it became clear that a greater level of trust was established when the interviewee knew more about the interviewer. A more personal relationship was established through sharing the interviewer’s story including interest in the non-profit sector and family background.
- 2) Managing emotion: During the interviews, particularly in the children’s sector, establishing trust led to very personal stories emerging of personal relevance of the cause, occasionally told with high levels of emotion. This was not anticipated within the original research design. However, with all the interviews, in line with good

ethical protocol, the interviewees knew they could withdraw at any point during the interview and that they could change their mind after the interview and not be included in the research. None of the participants felt the need to take up this option. In these situations, the interview process was adapted to enable the participant to fully tell their story if they wanted to, at the expense of answering other questions if necessary.

- 3) Enabling reflection: Within the research design, it was always planned that a top line research diary would be kept to aid both reflection and recollection. Reflection in particular has been seen as important in the light of the researcher influencing the research process (Rose, Spinks et al. 2014):

*“Reflexivity about our own standpoint in relation to the research is particularly relevant when we are doing research about which we have strong personal feelings or close personal involvement.”* (Rose, Spinks et al. 2014, p21)

King, writing in Cassell and Symon’s book (2004), adds:

*“The term reflexivity refers to the recognition that the involvement of the researcher as an active participant in the research process shapes the nature of the process and the knowledge produced through it.”* (King, Chapter 2, Cassell and Symon 2004, p20)

However, in the light of both the levels of emotion emerging in the interviews and need for sharing of the interviewer’s background to establish trust, an additional stage, a ‘reflexivity pause’ was added to the process. This was the month of December 2014 where fieldwork was paused and audio files of the existing interviews were re-examined and the role of the interviewer consciously considered.

#### 5.5.4. Maximising practitioner impact

Built into the research design was a preliminary stage of depth interviews with subject experts. These included experienced practitioner researchers, brand consultants and senior managers within the non-profit sector. The purpose of this stage of the research design was to ensure that the research questions addressed through the study would have practitioner

impact, would be relevant and interesting to the wider non-profit community. During the process, the research design was also adapted to maximise this objective. The additional activities undertaken were:

- 1) Sharing the research with the participant organisation: following the completion of the fieldwork for each participating organisation, meetings were set up to share and discuss the interim findings. This was particularly to recognise that practitioner timelines tend to be shorter than academic thesis timelines; to enable any findings to be taken on board more quickly. It had the additional benefit of sense checking the interim findings for the researcher.
- 2) Sharing the research with the wider academic community: A conscious effort was made to develop both working papers and academic papers at academic conferences to gain feedback on the work, both externally (published proceedings for Academy of Marketing 2014, 2015 and British Academy of Management 2015, listed in Appendix 1) and internally (Henley PhD conference 2015, Henley Marketing PhD Conference 2013, 2014, 2015, University of Reading 3 minute Thesis Competition 2014, Fairbrother lecture finalist 2014, University of Reading poster competition finalist 2015). The overall impact of this academic feedback has strengthened the quality of the research impact for practitioners.
- 3) Sharing with faculty: An afternoon workshop was set up with faculty members within the School of Marketing and Reputation at Henley Business School to sense check the Code Book within the Means-End Chain methodology. This was not within the original process design but was extremely useful in enabling the researcher to defend code selection and discuss higher level themes vs. sub-codes, again strengthening the result for practitioners.

## 5.6. Chapter conclusion

Despite a detailed research design, it was anticipated that there would be the need for adaptation of the process during the fieldwork. A strength of this iterative approach is the ability to be flexible and alter the process where needed. This chapter attempts to map

those adaptations made and explain the rationale behind the change, with the purpose of being transparent about the process and illustrating the lessons learnt by the researcher.

## Chapter 6: Results of data collection and data analysis

### 6.1. Chapter summary

The chapter presents the results of the Means-End Chain analysis on the primary data, the depth interviews with charity volunteers. After an overview of the results, the final themes used to code the data are detailed. The results are then shown for the whole dataset as well as category 1 (children) and category 2 (advice and listening) separately. The shape of the data, including the direct and indirect relationships, is described and then the dominant perceptual relationships for the full ladders are presented. The cut off levels for the analysis are discussed and Hierarchical Value Maps (HVMs) drawn. The discussion of the results is reserved for chapter 9.

### 6.2. Overview

After five rounds of coding and de-duplication, there were 1,185 data chunks within unique ladders used for the analysis, taken from 51 interviews, shown in [Table 12](#).

As outlined in section 3.5.4 the original three layer model of Means-End Chain laddering has been selected as best fit for this research question and context. Overall, there were 221 complete ladders (three stage) and 261 incomplete ladders (two stage). The average number of complete ladders per participant was 4.3.

Table 12: Final classification of data chunks

<b>Data chunks</b>	<b>Category 1 Children</b>	<b>Category 2 Advice &amp; listening</b>	<b>Total</b>
Attribute	229	188	417
Consequence	260	222	482
Value	143	143	286
Total	632	553	1,185

### 6.3. Code development

The coding process was an intensely iterative and manual process within five rounds of coding, two of which involved a secondary coder. The coding process reflected the need to balance simplicity of results with preserving the insight from and accuracy of the participant's narratives.

The sub-codes were developed from the free text. Duplicates were removed and a gradual process of clustering similar sub-codes into master codes and ultimately in themes refined the total number of variables from 155 original sub-codes (round 1) to 31 final themes (round 5), shown in [Table 13](#). The final themes cover the three levels of abstraction: attribute, consequence and value. It was important to code the original data chunks at the detailed sub-code level rather than a broader master code or more top line theme. This was to enable the content and definitions of the higher level master codes and themes to develop during the iterative process without having to re-code all the relevant **data** chunks as a consequence of any change. It still meant that after each round of coding the **ladders** had to be reconstructed as any changes in clustering has an impact on the individual participant ladders, potential duplication and subsequent **counts**.

Table 13: Final coding by level of abstraction

<b>Combined categories</b>	<b>Number of sub-codes (round 5)</b>	<b>Number of master codes</b>	<b>Number of themes (round 5)</b>
Attributes	50	25	13
Consequences	77	27	11
Values	20	11	7
Total	147	63	31

In some cases, for example the value 'Sense of belonging' there was no change in terminology from round 1 to round 5. For others for example 'Sense of accomplishment' there were component codes ('Sense of accomplishment, Sense of purpose, Self-fulfilment') and within the sub-codes, several were re-allocated from consequences to values (such as

'Like doing my own thing' and 'Rewarding') following the faculty coding workshop and the perspective of the secondary coders.

The attribute themes and codes are shown in [Table 14](#), consequence themes and codes in [Table 15](#) and finally values themes and codes in [Table 16](#).

Table 14: Attribute themes and their codes.

<b>Theme</b>	<b>Ref</b>	<b>Master code</b>	<b>Sub-code</b>
<b>Open to all</b>	1	Open to all	Open to all people in need Non-judgemental Meet wide range of people
<b>Social</b>	2	Social	Working with other people, Meeting other people
		Small org' feel	Small organisation feel
<b>Cause</b>	3	Helping kids	Kids have a hard time Working with children
		Helping parents	Working with parents It's hard for young mums Working with young families
		Positive cause	Positive cause Not grimmest end
		Not religious	Not overtly religious
		Cause close to my heart	Cause close to my heart
		Compassionate org	Compassionate culture
		Linked to church	Linked to church
<b>Location</b>	4	Local	Local
		Not too local	Not too local Up in town
<b>Skills/ experience</b>	5	Skills	Using skills Use experience

		Autonomous role	Level of autonomy
<b>Professional</b>	6	Professional organisation	Professional organisation Good organisational support and training Welcoming people Good organisation Professional response
<b>Challenge</b>	7	Challenge	Personal challenge Mental challenge
<b>Hands-on</b>	8	Hands-on	Hands-on role Face to face role Direct contact with people
		Regular contact	Work with someone over time Able to do something properly
<b>Arms' length</b>	9	Arms' length	Arms' length Not relationship
		Behind the scenes	Work behind the scenes
<b>Big name</b>	10	Big name	Big name Good reputation Old established brand Knew about them Large organisation
<b>Accreditation</b>	11	Accreditation	Working in charity sector Needed for my course
<b>Time</b>	12	Good use of time	Had time
		Low time commitment	Flexible time commitment Low time commitment
<b>Interesting</b>	13	Interesting work	Interesting work Different to day job

Table 15: Consequence themes and sub-codes

Theme	Ref	Master code	Sub-code
Feel useful	14	Feel useful	Fit with what I am good at Wanted to feel useful Feeling useful Make good use of time Giving me a role Give sense of purpose to my day Felt I could do it Avoid boredom Use local knowledge
Feel valued	15	Feel valued	Feeling that you matter Make up for feeling unloved as a child Felt wanted by the organisation Family don't take me for granted Feel appreciated
		Prestigious	Part of something prestigious
		Family role model	Family proud of me Be good role model for my kids Make sure family don't get out of touch
Still learning	16	Still learning	Still learning Learnt new skills Stay active Be a better person Better understand myself
		Something for me	Wanted to do something for me
		Stimulating	Stimulating
Make a difference	17	Make a difference	Have responsibility Take responsibility to make things better Able to make a difference

			<p>Able to give something I never had</p> <p>Prevent one child</p> <p>See evidence that making a difference</p> <p>Helping people</p> <p>Helping others</p> <p>Prevent one person</p>
		Effective	Effective organisation
		Can build sense of trust	Can build sense of trust
		Wider impact	<p>Helping whole family</p> <p>Help them get a good start in life</p> <p>National scale</p> <p>Feel investing for the future</p>
<b>Help career</b>	18	Gain experience	Enable me to gain experience
		Help career	<p>Help career</p> <p>Find out what area you like</p> <p>Made me more credible</p> <p>Enable me to get a job</p>
		Help course	<p>Shows commitment</p> <p>Help course</p>
		Credible name	Credible name
<b>Fit with my life</b>	19	Convenient	<p>Fit with my life</p> <p>Convenient location</p> <p>Break from commuting</p>
		Not locked in	<p>Not letting people down (time)</p> <p>Can back out</p> <p>Not emotionally responsible</p>
		Avoids social difficulty	Avoids social difficulty

		Easy to do	Easy to do Suited me
		Not draining	Wouldn't be drained Need break from grim
<b>Feel part of a team</b>	20	On the team	Feel part of team Like being part of a group Being more social Part of my community Meet wide range of people Avoid isolation
<b>Feel supported</b>	21	Reassuring	Reassuring Feel safe
<b>Way to give back</b>	22	Way to give back	Enable me to give back Experience of support for me Help someone like me
<b>Enjoyment</b>	23	Wanted to enjoy it	Enjoy working with children Enjoyment Wanted to enjoy it
<b>In touch with real world</b>	24	In touch with real world	In touch with real world (me)
		Multi-cultural	Rainbow organisation Non-judgemental
		Changed my perspective	Changed my perspective

Table 16: Values themes and sub-codes

Theme	Ref	Code	Sub-code
<b>Self-respect</b>	25	Self-esteem	Believe in being useful Self-respect Personal development
<b>Social recognition</b>	26	Being well respected	Being well respected Feel appreciated
<b>Sense of accomplishment</b>	27	Sense of accomplishment	Sense of achievement Like doing own thing
		Self-fulfilment	Personal satisfaction Rewarding
		Sense of purpose	Turning a negative into a positive Sense of purpose
<b>Sense of belonging</b>	28	Sense of belonging	Sense of belonging
<b>Living my values</b>	29	Living my values	Living my values
		Promoting my faith	Promoting my faith
		Giving back	Believe in giving back Not everyone as lucky as me Justify my existence Believe in making a difference
<b>Pleasure</b>	30	Enjoyment	Sense of enjoyment
<b>Excitement</b>	31	Excitement	Sense of excitement

#### 6.4. Shape of the data

As discussed in section 4.2.3 there are alternative research views on defining ‘unique’ in the Means-End methodology. One perspective is to only count **unique pairs**, so only one example of a direct relationship pair within a particular participant, for example ‘Location → Fit with my life’. After a thorough familiarisation with the data, recent Means-End Chain

papers by two UK based experts on Means-End methodology, Professor Thorsten Gruber<sup>14</sup> (Gruber, Szmigin et al. 2008, Gruber 2011, Jägel, Keeling et al. 2012) and Dr. Iain Davies<sup>15</sup> (Lundblad and Davies 2015) were reviewed. A different perspective was adopted as a result: to enable **unique ladders** – so if a ladder went from the same attribute to the same value but the path through the consequence was different they were both included as unique. For example, 'Cause → Feel useful → Sense of accomplishment' and 'Cause → Feel valued → Sense of accomplishment' would both be counted as unique ladders for an individual participant. This means there can be duplicate pairs within one participant but only if they are contained within a unique ladder path. This distinction and transparency is key to interpreting the data. Ultimately 703 direct relationship pairs were included (Attribute-Consequence or Consequence –Value), shown in Table 17.

Table 17: Overview of direct and indirect relationships

<b>Final (Round 5)</b>	<b>Total</b>	<b>Category 1 (Children)</b>	<b>Category 2 (Advice &amp; listening)</b>
Number of complete ladders (A-C-V)	221	112	109
Total Number of Direct Relationships	703	372	331
Number of Direct Relationships Attribute-Consequence (A-C)	417	229	188
Number of Direct Relationships Consequence-Value (C-V)	286	143	143

There were 221 final indirect relationships (Attribute-Value) included which given the three layer model used (Attribute → Consequence → Value), also reflects the number of complete ladders as attributes were only used where a consequence of the attribute was also described (so a direct relationship pair). Therefore, as all attributes had consequences, those that go on to explain the consequence in terms of a related personal value are a complete

<sup>14</sup> Manchester Business School

<sup>15</sup> Bath School of Management

ladder (A-C-V). The simplicity of the three layer model enables dominant perceptual patterns to be identified in a different way to the more complicated four or six layer model.

Therefore there were 261 incomplete ladders, either only Attribute → Consequence (196) or Consequence → Value (65). This number would have been higher if a more complex model had been used, given how many of the consequences named were psychosocial only and how many attributes were intangible only, in keeping with the non-profit literature (Hankinson 2001).

The following examples illustrate the volunteer ladders.

#### Complete ladder examples from category 1 (children)

*“I feel very strongly really that the children in our society often have a pretty raw deal, that they are the saviour of our society (A: Cause) → And, if one wants to change society one is going to have to support the children (C: Make a difference) → It makes me feel that I can justify my existence.” (V: Living my values) Ch1v1*

*“I decided I’d rather do something properly than do lots of things (A: Hands-on) → I’m retired, I don’t need to work. I’m doing this to make a difference (C: Make a difference) → I wouldn’t be doing this if I didn’t feel I had something to offer, so seeing making a difference gives me the reassurance.” (V: Sense of accomplishment) Ch1v2*

*“But I also think that the way they do it is very well organised (A: Professional) → I mean I love it you know (C: Enjoyment) → I feel very strongly that it’s something I want to do as part of the way I live my life.” (V: Living my values) Ch1v3*

*“Just because it helps children that are the most vulnerable group (A: Cause) → you feel like you’re doing something very productive (C: Feel useful) → I’m quite proud of what I do.” (V: Self-respect) Ch2v2*

*“What they then saw was a professional side of me, because they’ve never known me as a lawyer (A: Skills/Exp) → So, I suppose also it was a drive for me to show the children that I wasn’t going to sit on my backside; that they had to get out and work.*

*I wanted them to be a bit motivated and I wanted them to see a rougher side of life, and I wanted them to value me. I could feel myself being sucked into a hollow of the spoiled mum at home (C: Feel valued) → I want them to look up to me, and without wishing to be too touchy about it, I don't want them to abuse me; I want to be busy so that I don't have to clear up their mess because I want them to look after themselves. I want them to be independent and I think in a way they've got a slightly valid point. If I'm not busy and they are super busy, then perhaps I should be clearing up after them, and I don't want to do that because I think I'm worth more than that and I don't want them to think that I should do that, and I want them to be independent themselves." (V: Self-respect) Ch2v3*

*"Something with direct contact with other people I think. I quite liked being able to listen to people's experiences so I thought a helpline would let you do that and then I'd be able to help people by just listening to them, things like that. So, the charity I volunteer for would just have to have contact with people, I think (A: Hands-on) → it's quite nice to know that you're kind of making a, not really a change to society, but you're kind of helping others who might be going through difficult times (C: Make a difference) → because I don't want to just take from society; I want to put something back into it." (V: Living my values) Ch2v4*

*"It's something a bit more official I suppose (A: Professional) → Sometimes you get people at the end of calls saying 'Oh thank you, that has been really helpful' or 'I think I'm going to go and do something that you have suggested or talked about (C: Feel useful) → Everyone wants to be useful. Well I don't know, I do. I have always wanted to be worthwhile." (V: Self-respect) Ch2v5*

*"At my age, you know, you've got to have a challenge in life (A: Challenge) → I came into this because I knew I could do some good (C: Make a difference) → I hoped I could do some good. By doing some good you get that warm feeling." (V: Pleasure) Ch2v6*

*"And I ended up in care and I thought like the way children just get dumped in care homes these days ain't nice. They don't have people like who care for them, they are*

*just like ... the social workers are just doing their jobs (A: Cause) → I think I just want to be a good social worker, one that will help protect kids and realise you know who needs help, who doesn't, because it's tough being a kid and not having no one there for you (C: Make a difference) → I just want to make a difference, even if it's to just one child, at least then I know that I've made that difference." (V: Sense of accomplishment) Ch3v1*

This last ladder is a good example where the key phrase "make a difference" actually occurs in the description of the volunteer's values rather than in the consequence of the attribute (cause). From the wider interview we learn that she sees her volunteering role as a stepping stone to being a good social worker. Through being a better social worker than the ones she has experienced in her childhood, she wants to 'Make a difference'. And knowing she has made that difference brings a 'Sense of accomplishment'.

#### Complete ladder examples from category 2 (advice and listening)

*"I wanted also to be an organisation that had a kind of team feel about it. A lot of the other charity work is operating much more as an individual (A: Social) → because a lot of life has been working as part of team, leading things (C: Feel part of team) → I wanted to belong to some groups because I wanted to contribute. I sounds needy doesn't it, when I say I want to belong." (V: Sense of belonging) Ch4v7*

*"I was looking for something that was actually a little bit more demanding, that there would be training involved that it would expand your horizons in a different direction (A: Challenge) → All my working life, all part of everything you do there's always training and that's part of it I quite like. You just keep learning more and more and moving further and further forward (C: Still learning) → So as I say the idea of working in a shop just didn't do it for me." (V: Self-respect) Ch4v8*

*"I started going to the office [in town] once a week, but I got a level of more flexibility around my life (A: Time) → the choice of why [charity] versus getting involved in [alternative charity] or something else, is I liked the fact that it was helping people in*

*real desperation, real need (C: Make a difference) → So I just felt when I did it, it felt good.” (V: Sense of accomplishment) CH5v10*

*“I wanted to sort of exercise skills that I know that I have, but I wouldn’t be able to really flex in any other situation, in any other context (A: Skills/Exp) → I wanted to develop the skills because I feel very strongly that I have unfulfilled potential. I want to fulfil that potential and part of that road is the study that I am doing, but doing the [charity] was very much about ‘Okay, this is another piece that you need to put into the puzzle to fulfil that potential.’ (C: Still learning) → So I wasn’t fulfilled in my professional life in London. I left because I knew that I had to make a change and I wasn’t going to be satisfied until I really felt like I was somewhere where I could be the best that I could be. That gives me... ultimately that leads to satisfaction, doesn’t it? So if you are fulfilling your potential you feel satisfied.” (V: Sense of accomplishment) Ch5v13*

*“I think probably one of the decisions about...it’s not like you say you work for Oxfam sifting through old clothes (A: Professional) → But it’s also the sort of thing you would expect people to get paid for because it’s a proper job (C: Feel valued) → People think it’s a worthwhile...it’s worthwhile in the job that you do.” (V: Social recognition) Ch4v8*

*I wanted something that would be reasonably intellectually stimulating (A: Challenge) → also because I had always been on ongoing learning in the field of education I wanted to feel I was doing something that would keep my learning going in an area I hadn’t necessarily done before. (C: Still learning) → I had been in profession when you continually upgrade, like most professions, take on new learning, put yourself in the next challenge really – so to do something where there wasn’t just one job, there were a range of roles, to do something where I was going into a new field (V: Self-respect). Ch4v7*

*“I read through key things that attracted me. There wasn’t any status. It was quiet, you do it behind the scenes. You just come into the centre. You go up into the room and you go on the phone. I am not meeting people. I guess I didn’t want positions of*

*responsibility (A: Arms' length) → The [charity] appealed to me because it was a way of doing something quietly but giving back. Just doing something for other people (C: Way to give back) → I just got some space and just sort of perspective I guess on life and what I was doing and what was important to me.” (V: Living my values) Ch5v10*

## 6.5. Implication Matrices

The Implication Matrices for the combined data set and the two individual categories were then produced. The method of producing an Implication Matrix within Means-End Chain Methodology has been clearly articulated by Reynolds and Olson (2001) and is one of the few areas of clarity amongst authors. The Implication Matrix ([Table 18](#)) shows the direct relationships and indirect relationships between one theme and another, measured by XX.YY. So in each cell, XX (to the left of the decimal) shows the number of direct relationship pairs (Attribute-Consequence or Consequence-Value) within all the unique ladders. There will be no direct relationships shown between an attribute row and a value column (as they are not directly adjacent in the ladders). These cells feature a zero direct relationship count.

YY (to the right of the decimal) shows the number of indirect relationship pairs (Attribute-Value) within all the unique ladders. Indirect pairs will only be present where an attribute row meets a value column. There are no indirect pairs for attribute – consequence or consequence- value. These cells feature a zero count.

Although the research is qualitative and exploratory, with Means-End Chain methodology the use of frequency 'counts' enables the researcher to draw the Hierarchical Value maps and to understand the dominant perceptual patterns.

Table 18: Implication Matrix

IMPLICATION MATRIX TOTAL - THEMES	Consequences													Values				
	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
Attributes	1   OPEN TO ALL	0.00	1.00	1.00	2.00	0.00	0.00	0.00	0.00	0.00	3.00	8.00	0.00	0.00	0.05	0.00	0.04	0.00
	2   SOCIAL	1.00	1.00	0.00	0.00	0.00	11.00	2.00	0.00	0.00	4.00	4.00	0.01	0.00	0.04	0.04	0.00	0.04
	3   CAUSE	6.00	5.00	2.00	22.00	3.00	3.00	0.00	0.00	7.00	6.00	1.00	0.06	0.01	0.13	0.02	0.10	0.00
	4   LOCATION	4.00	0.00	0.00	2.00	0.00	15.00	4.00	0.00	1.00	1.00	2.00	0.01	0.01	0.00	0.02	0.02	0.02
	5   SKILLS/EXP	18.00	7.00	8.00	4.00	8.00	2.00	0.00	1.00	4.00	1.00	2.00	0.06	0.04	0.13	0.00	0.01	0.01
	6   PROFESSIONAL	4.00	7.00	5.00	8.00	1.00	3.00	5.00	4.00	0.00	3.00	0.00	0.04	0.03	0.04	0.03	0.03	0.02
	7   CHALLENGE	4.00	0.00	13.00	5.00	1.00	1.00	0.00	1.00	0.00	2.00	2.00	0.10	0.00	0.09	0.01	0.00	0.01
	8   HANDS ON	11.00	1.00	2.00	11.00	1.00	0.00	0.00	0.00	0.00	1.00	2.00	0.01	0.03	0.08	0.01	0.04	0.01
	9   ARMS LENGTH	0.00	0.00	1.00	1.00	0.00	6.00	0.00	0.00	2.00	0.00	0.00	0.02	0.03	0.00	0.00	0.02	0.00
	10   BIG NAME	9.00	12.00	3.00	19.00	7.00	2.00	0.00	0.00	3.00	2.00	0.00	0.05	0.10	0.04	0.01	0.05	0.04
	11   ACCREDITATION	2.00	2.00	2.00	0.00	10.00	0.00	0.00	0.00	1.00	1.00	0.00	0.02	0.02	0.01	0.00	0.00	0.00
	12   TIME	12.00	3.00	1.00	6.00	3.00	14.00	0.00	0.00	2.00	0.00	0.00	0.02	0.02	0.05	0.00	0.06	0.02
	13   INTERESTING	2.00	0.00	3.00	5.00	1.00	1.00	0.00	0.00	0.00	2.00	2.00	0.01	0.00	0.05	0.00	0.01	0.02
14   FEEL USEFUL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	11.00	5.00	16.00	1.00	7.00	2.00	
15   FEEL VALUED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	11.00	16.00	10.00	2.00	2.00	2.00	
16   STILL LEARNING	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	13.00	3.00	8.00	1.00	0.00	2.00	
17   MAKE A DIFFERENCE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7.00	4.00	36.00	1.00	18.00	6.00	
18   HELP CAREER	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.00	4.00	1.00	0.00	1.00	0.00	
19   FIT WITH MY LIFE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	3.00	1.00	0.00	2.00	1.00	
20   FEEL PART OF A TEAM	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	7.00	0.00	4.00	
21   FEEL SUPPORTED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	2.00	4.00	0.00	0.00	
22   WAY TO GIVE BACK	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	3.00	2.00	2.00	10.00	0.00	
23   ENJOYMENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	4.00	0.00	4.00	7.00	
24   IN TOUCH WITH REAL WORLD	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	11.00	0.00	5.00	0.00	
Consequences																		

The Hierarchical Value Maps for the combined data set were then constructed. The challenge is to balance visual simplicity without losing insight (Gutman 1982, Zanolli and Naspetti 2002). The starting point was establishing a minimum level of 'cut off' – so for example mapping any direct relationship that featured in at least three of the participants 'unique ladders' (3+). The data was analysed at different cut-offs, up to 11+, to balance simplicity of design with loss of insight (Gutman 1997, Reynolds and Olson 2001, Zanolli and Naspetti 2002). This high level simple count 'cut off' (11+) is shown in shown in [Figure 25](#) to illustrate the process. To be clear when reading the diagram, the theme reference is shown in brackets, for example (20), and the 'count' is shown along the relationship arrow.

Despite the appeal of the visual simplicity of selecting a **high level cut off method**, there is a real risk of losing insight from the data. As discussed in chapter 4, the literature review of Means-End methodology also found support for the **explanatory relationship method** of analysis (Phillips and Reynolds 2009, Jägel, Keeling et al. 2012). Therefore rather than just using a simple numeric cut off, the explanatory power of the initial theme in the subsequent theme was considered; put another way, in an Attribute-Consequence pair, how much of the total weight of that consequence does that one attribute explain?

The explanatory relationship method has potential to be complicated. Therefore a step by step summary of the analytical rules developed during this research is shown in [Table 19](#).

Table 19: Summary of analytical rules applied to this research

<b>Step by step method developed to ensure rigour in MEC analysis</b>	
Step 1	Calculate direct relationships for combined category → record in Implication Matrix.
Step 2	2.1 For each consequence, identify the minimum number of preceding attributes that account for 70% + relationship. 2.2 Where 70% + relationship explained, exclude other preceding attributes even if count more than 3+ 2.3 Where two preceding attributes have same count, include them both.
Step 3	Exclude direct relationship counts of less than three, even if that results in the combined relationships being below the 70% target.
Step 5	Repeat for values (from consequences).
Step 6	Exclude consequences or values where the combined count is less than 10 (e.g. 'Feel supported' & 'Excitement').
Step 6	Create Hierarchical Value Map, using trial and error to minimise crossed lines where possible.
Step 7	Check against indirect relationships to ensure all significant ladders included.

Table 20 collects the Attribute-Consequence direct relationships from the Implication Matrix. To understand the explanatory relationships and to help read the table, the consequence ‘Feel part of a team’ is explored, which is theme 20. The consequence themes are shown along the top of the table and the attribute themes down the left hand column.

Table 20: Attribute to consequence direct pairs for combined dataset

ATTRIBUTES TO CONSEQUENCES RELATIONSHIPS 70%, 3+														
IMPLICATION MATRIX TOTAL DATASET		Consequences											total	
		14	15	16	17	18	19	20	21	22	23	24		
		FEEL USEFUL	FEEL VALUED	STILL LEARNING	MAKE A DIFFERENCE	HELP CAREER	FIT WITH MY LIFE	FEEL PART OF THE TEAM	FEEL SUPPORTED	WAY TO GIVE BACK	ENJOYMENT	IN TOUCH WITH REAL WORLD		
Attributes	1	OPEN TO ALL	0	1	1	2	0	0	0	0	0	3	8	15
	2	SOCIAL	1	1	0	0	0	0	11	2	0	4	4	23
	3	CAUSE	6	5	2	22	3	3	0	0	7	6	1	55
	4	LOCATION	4	0	0	2	0	15	4	0	1	1	2	29
	5	SKILLS/EXP	18	7	8	4	8	2	0	1	4	1	2	55
	6	PROFESSIONAL	4	7	5	8	1	3	5	4	0	3	0	40
	7	CHALLENGE	4	0	13	5	1	1	0	1	0	2	2	29
	8	HANDS ON	11	1	2	11	1	0	0	0	0	1	2	29
	9	ARMS LENGTH	0	0	1	1	0	6	0	0	2	0	0	10
	10	BIG NAME	9	12	3	19	7	2	0	0	3	2	0	57
	11	ACCREDITATION	2	2	2	0	10	0	0	0	1	1	0	18
	12	TIME	12	3	1	6	3	14	0	0	2	0	0	41
	13	INTERESTING	2	0	3	5	1	1	0	0	0	2	2	16
		sum (consequence)	73	39	41	85	35	47	20	8	20	26	23	417
		% of all consequences	17.5%	9.4%	9.8%	20.4%	8.4%	11.3%	4.8%	1.9%	4.8%	6.2%	5.5%	100%
		Over 70%	76.7%	79.5%	78.0%	77.6%	71.4%	74.5%	80.0%	50.0%	70.0%	61.5%	52.2%	

From the bottom line labelled ‘Over 70% consequences explained by key attributes’, we can see that only two attributes – the organisation being ‘Social’ (attribute theme 2) and ‘Professional’ (attribute theme 6) account for 80% of theme 20 (‘Feel part of a team’), well above the 70% target. These have been highlighted for clarity. Together these two attributes represent 16 direct relationships (11+5) which accounts for 80% of the total relationships with that consequence (total sum = 20 shown in line labelled ‘Sum (consequences)’). From looking at the sub-codes (and from being familiar with the narratives) we know that the attribute theme ‘Professional’ includes the sub-code ‘Good training and support’, which is what is contributing to the sense of team.

However, for other consequences such as ‘Feel useful’ (theme 14) there are several attributes that have significant relationships, above the 3+ cut off. In this case the strongest relationships are counted first, such as ‘Skills/Exp(erience)’ (theme 5, count 18) and had the ‘Time’ (theme 12, count 12).

The target is to have the least number of explanatory variables (in this case, attributes) that account for 70% or more of the consequence. To keep the patterns as simple as possible, no more explanatory variables are included, even if they are above the designated cut off level (Phillips and Reynolds 2009, Jägel, Keeling et al. 2012).

This is equally true for Consequence–Value direct relationships, shown in Table 21.

Table 21: Consequence - Value pairs for combined dataset

CONSEQUENCE TO VALUE RELATIONSHIPS									
	IMPLICATION MATRIX TOTAL	25	26	27	28	29	30	31	Total
		SELF RESPECT	SOCIAL RECOGNITION	SENSE OF ACCOMPLISHMENT	SENSE OF BELONGING	LIVING MY VALUES	PLEASURE	EXCITEMENT	Total
Consequences	14 FEEL USEFUL	11	5	16	1	7	2	3	45
	15 FEEL VALUED	11	16	10	2	2	2	1	44
	16 STILL LEARNING	13	3	8	1	0	2	2	29
	17 MAKE A DIFFERENCE	7	4	36	1	18	6	0	72
	18 HELP CAREER	6	4	1	0	1	0	0	12
	19 FIT WITH MY LIFE	3	3	1	0	2	1	0	10
	20 FEEL PART OF A TEAM	1	0	0	7	0	4	1	13
	21 FEEL SUPPORTED	1	0	2	4	0	0	0	7
	22 WAY TO GIVE BACK	2	3	2	2	10	0	0	19
	23 ENJOYMENT	0	1	4	0	4	7	0	16
	24 IN TOUCH WITH REAL WORLD	1	0	11	0	5	0	2	19
	TOTAL VALUE	56	39	91	18	49	24	9	286
	horizontal : % of all VALUEs	19.6%	13.6%	31.8%	6.3%	17.1%	8.4%	3.1%	100.0%
vertical: over 70% relationship	75.0%	74.4%	80.2%	61.1%	71.4%	70.8%	33.3%		

The table shows values across the top and consequences down the left hand column. Taking the value ‘Self-respect’ (theme 25) as an example, we can see the consequences with the highest count of direct relationship pairs. Including them in order of count (13→ 11→11→ 7) a sum of 42 is reached with only four consequences included. This accounts for 75% of the total value ‘Self-respect’ (total 56), above the 70% target so no more explanatory consequences are included. This is despite there being two others that are above our 3+ minimum count (themes 18 and 19). Again, the lower the number of explanatory relationships the better, as it simplifies the production of the Hierarchical Value Map later.

What this example reveals is that there are four significant consequences directly connected by volunteers to the value 'Self-respect'.

Finally, there are some consequences where the contributing attributes do not meet the base level 3+ cut off and therefore the 70% relationship explanation cannot be reached. For example, with the consequence 'Feel supported' (theme 21), only the attribute of a 'Professional' organisation is a significant relationship that reaches the 3+ cut off (theme 6, count 4) but it only explains 50% of the consequence so does not reach the 70% target. However, it is kept at that level, as there are no more significant relationships that can be included.

Likewise within the Consequence-Value direct relationship pairs shown in [Table 21](#), the 'Excitement' value (theme 31) has only one consequence with a direct relationship of 3+ which is 'Feel useful' (theme 14, count 3). The explanatory variables that have been included are highlighted in [Table 20](#) and [Table 21](#) and included in the calculation in the bottom line ('over 70%').

Therefore the explanatory relationship analysis method was adopted but with a 'safety net' of a minimum level cut off. This was to ensure that as part of the ambition to explain the significant relationships, pairs were not included that were weak in absolute terms. A numeric cut off of 3+ was found through trial and error to provide that baseline without disrupting the explanatory relationships for the combined dataset of 703 Direct Relationship pairs from the 51 interviews.

The resulting Hierarchical Value Map is shown in [Figure 26](#) and captures all the important explanatory relationships up to the target of 70%, with a minimum cut off level of 3+. Where the explanatory variables account for less than 70% but were contained in more than 10 unique participant ladders, for example with the consequence 'Enjoyment' (theme 23, ladder count 26, explanatory variables 61%) or value 'Sense of Belonging' (theme 28, ladder count 18, explanatory variables 61%) these have been included. For example, value 'Excitement' (theme 31) has not been included as it only featured in 9 unique participant ladders.

Figure 26 is not perfect. It is not as simple as taking a high level cut off, such as the 11+ example illustrated in Figure 25, and it does **not** meet the brief of having no lines crossing in an HVM (Reynolds and Olson 2001). It does have two advantages;

- It preserves a higher number of the relationships within the data enabling the insights from this research to be evaluated against existing knowledge within non-profit and brand literature
- The analytical methodology is grounded in logic rather than trial and error (Phillips and Reynolds 2009, Jägel, Keeling et al. 2012); seeking to map the key explanatory variables contributing to each consequence and value but above minimum count.

Figure 25: HVM combined dataset with simple high level cut off (11+)

## HIERARCHICAL VALUE MAP: Combined Categories, Cut off 11+

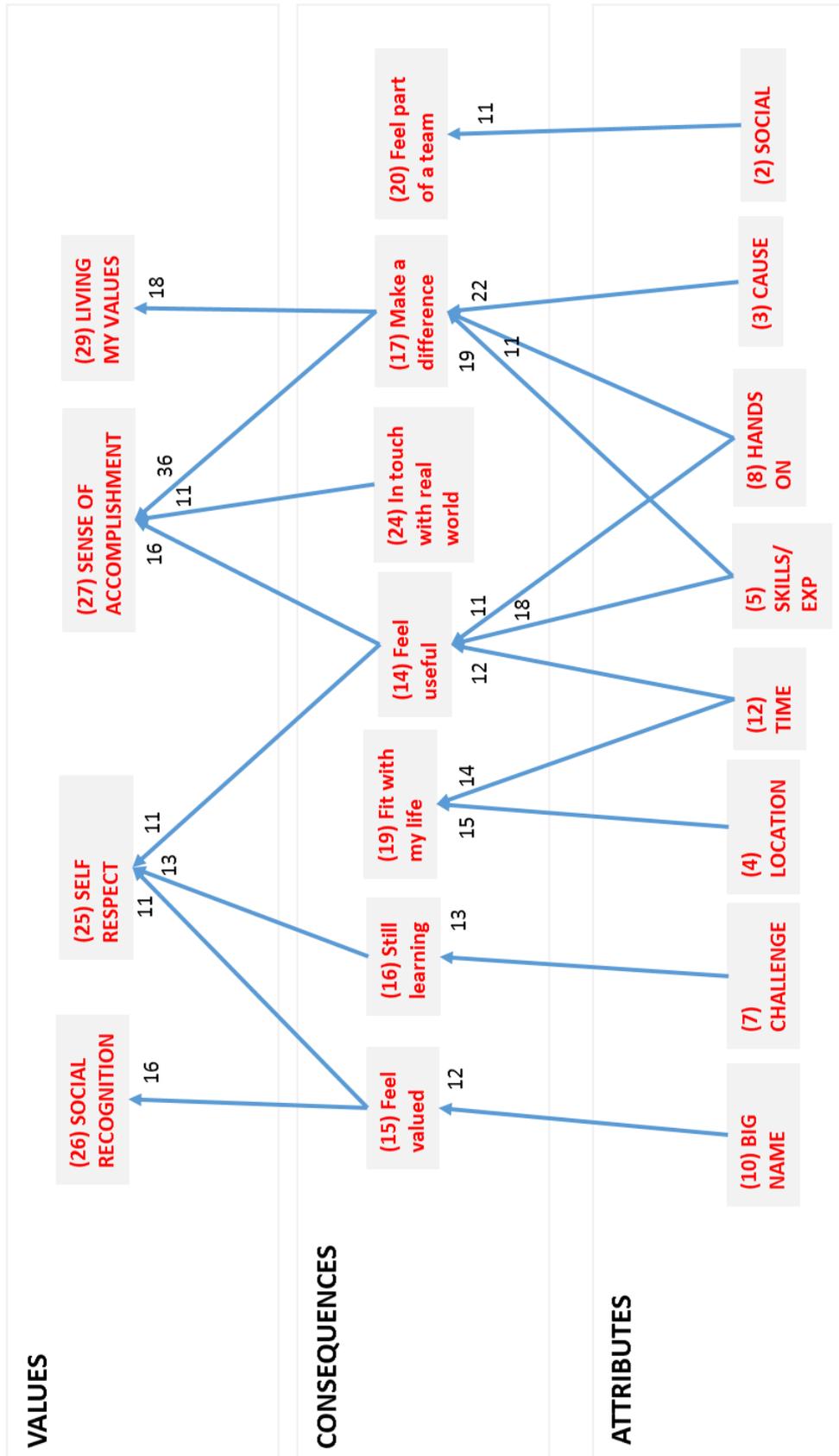
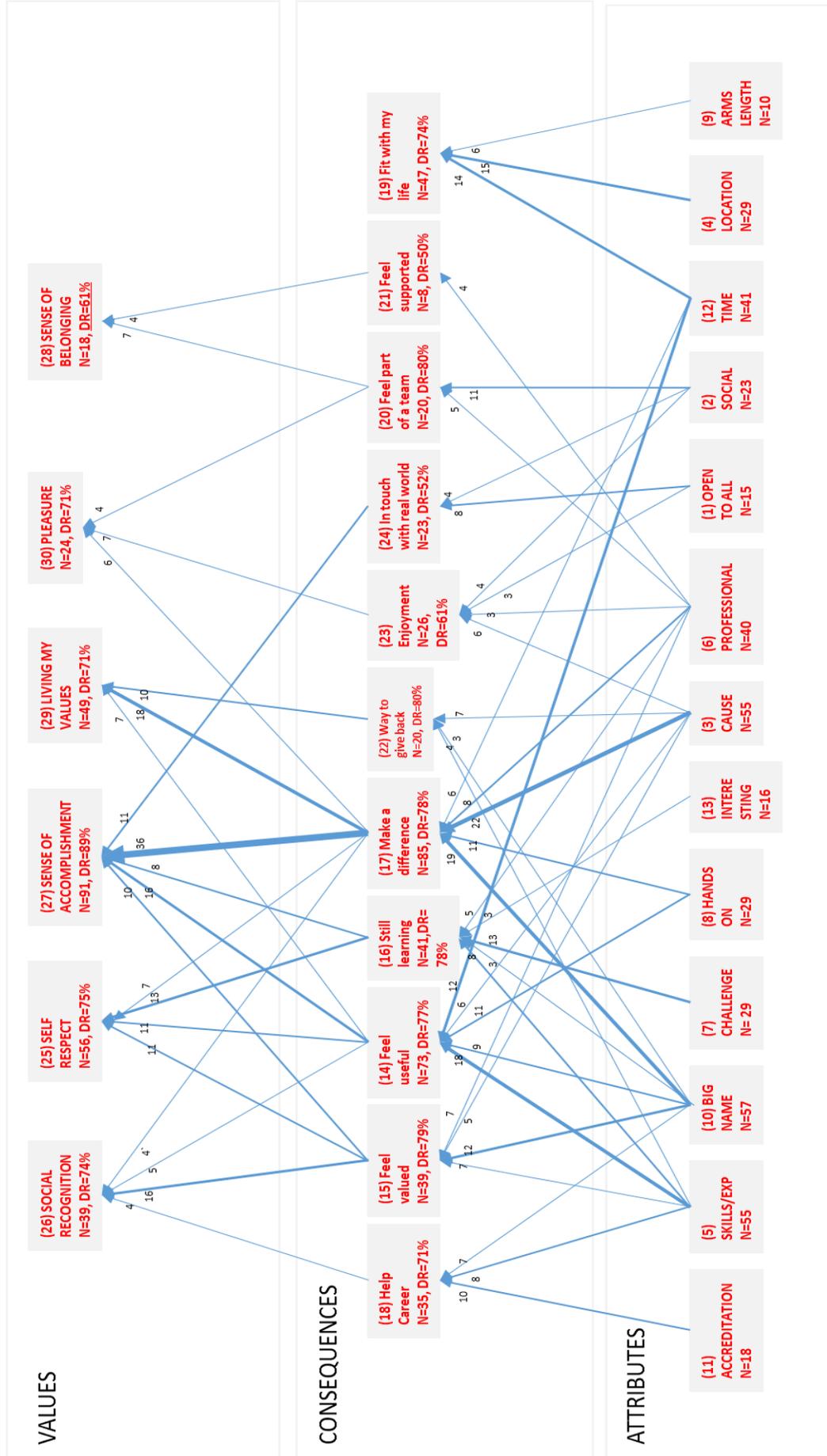


Figure 26: HVM combined dataset with 70% target (3+)



## 6.6. Indirect relationships

The final stage in the analysis design (Step 7 in [Table 19](#)), is mapping the indirect relationships. Within each complete Attribute-Consequence-Value ladder, using this three layer model, the indirect relationship is that between the attribute and the value. In accordance with the conventions of Means-End Chain methodology, the Hierarchical Value Maps show the direct relationships between Attribute-Consequence and then Consequence-Value but the second stage of the chain could be from a different participant. However, the indirect relationships are within an individual participant – so the actual value explanation for the attributes of the charity that the volunteer evaluated at the moment of decision-making.

Within existing Means-End Chain literature, these indirect relationships are regularly overlooked in favour of the direct relationships. They offer a unique insight into the personal narratives of the individuals. They help the researcher map the actual decision-making phenomenon rather than the average perspective across the dataset. For consistency, the method used to identify the important explanatory relationships (in this case the attributes that explain the value) is the same as for the direct relationships:

- Identify the minimum number of preceding variables that account for 70%+ of the relationship
- Exclude relationships where the count is less than 3, even if it results in a combined relationship explanation of below 70%
- Exclude Indirect Relationships where the combined count for the Value is less than 10.

The indirect relationships for the combined dataset are mapped in Figure 27 and detailed in [Table 22](#). Only the explanatory relationships are shown for each value – and included in the calculation of percentage explanatory relationships. The total count for each value includes all consequences leading to that value, not all of which are shown. In particular the value 'Excitement' (theme 31) is not shown at all as the total count for that value is less than 10 and there are no explanatory relationships (above 3+ count).

Figure 27: Indirect Relationships

**HIERARCHICAL VALUE MAP: Combined Indirect Relationships (5+), complete ladders from attribute to value**

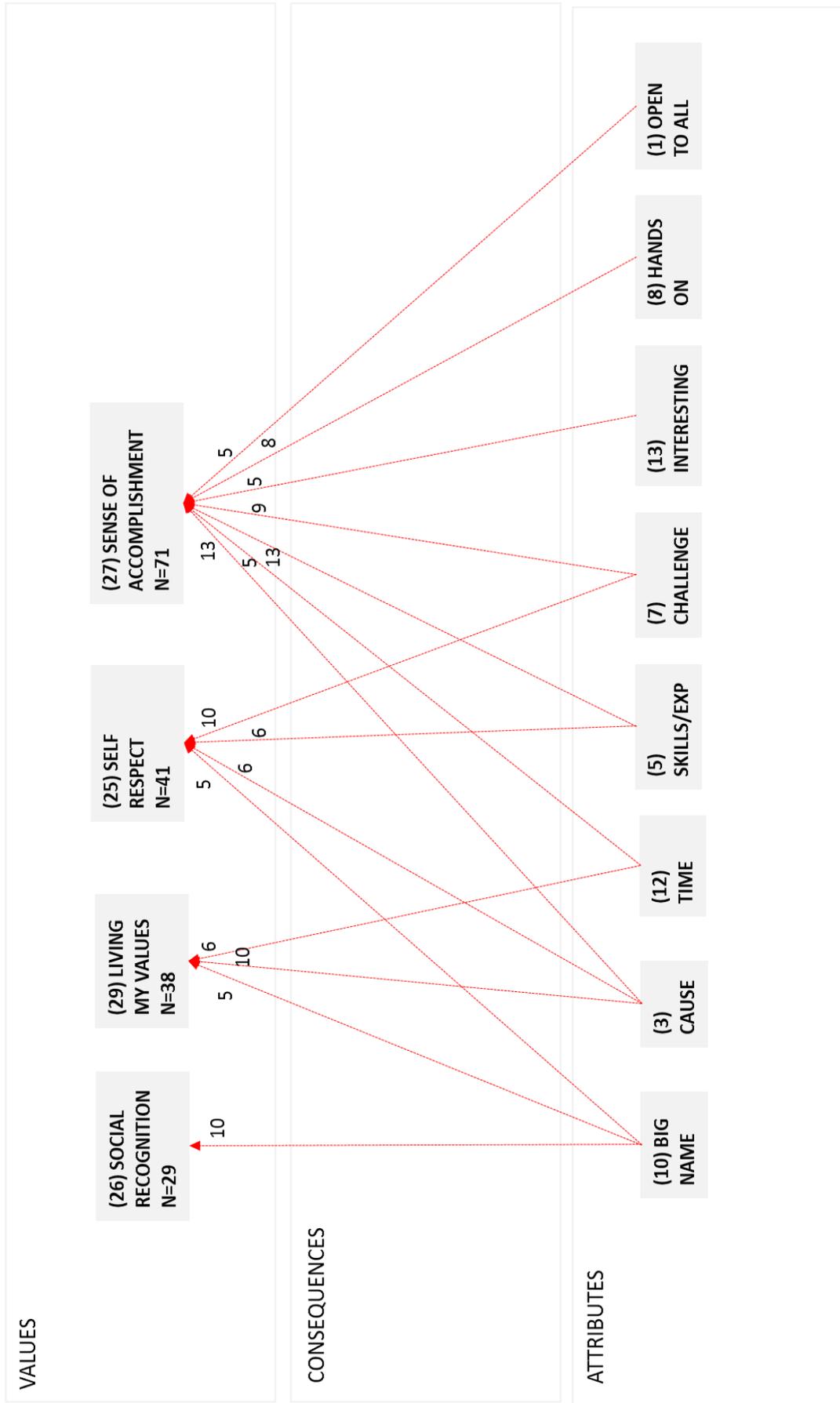


Table 22: Indirect relationships for combined dataset

INDIRECT RELATIONSHIPS - Combined Dataset			Value	Explanatory
VALUE	ATTRIBUTE	Count	Total	Relationships
Sense of accomplishment	Cause	13	71	82%
Sense of accomplishment	Skills/experience	13		
Sense of accomplishment	Challenge	9		
Sense of accomplishment	Hands on	8		
Sense of accomplishment	Open to all	5		
Sense of accomplishment	Time	5		
Sense of accomplishment	Interesting	5		
Self respect	Challenge	10	41	76%
Self respect	Cause	6		
Self respect	Skills/experience	6		
Self respect	Big name	5		
Self respect	Professional	4		
Living my values	Cause	10	38	76%
Living my values	Big name	5		
Living my values	Time	6		
Living my values	Open to all	4		
Living my values	Hands on	4		
Living my values	Professional	4		
Social recognition	<b>Big name</b>	10	29	79%
Social recognition	<b>Skills/experience</b>	4		
Social recognition	<b>Professional</b>	3		
Social recognition	<b>Hands on</b>	3		
Social recognition	<b>Arms length</b>	3		
Social recognition	<b>Social</b>	3		
Pleasure	<b>Social</b>	4	19	42%
Pleasure	<b>Big name</b>	4		
Sense of belonging	<b>Social</b>	4	14	50%
Sense of belonging	<b>Professional</b>	3		

## 6.7. Dominant perceptual patterns

Table 23 shows the dominant perceptual patterns for the combined dataset. The dominant patterns are determined by the combined count of Attribute-Consequence and Consequence-Value. The strongest ladder is ‘Cause–Make a difference–Sense of Accomplishment’ with 58 direct relationships in total. Construction of the ladders using the direct relationship pairs is the traditional method for identifying the dominant patterns (Reynolds and Olson 2001, Dibley 2004). In addition, the three strong incomplete ladders are shown at the end. The selection of the three layer model (Attribute-Consequence-Value) as the basis for analysis also enables us to understand the actual unique ladders by the individual volunteers by using the indirect relationship (Attribute–Value), rather than the

relationships across the dataset. The indirect relationship counts are also shown in [Table 23](#) (last column). The indirect relationships reveal the importance of ‘Cause–Living my values’, ‘Big name–Social Recognition’ and ‘Challenge–Self Respect’, all of which feature in ten unique ladders but would be seen as less important if only the direct relationships were counted.

**Table 23: Dominant perceptual patterns**

DOMINANT PERCEPTUAL PATTERNS: COMBINED DATASET						
Attribute	A-C count	Consequence	C-V count	Value	AC+ CV sum	Indirect count A-V
Cause	22	Make a difference	36	Sense of accomplishment	58	13
Hands on	11	Make a difference	36	Sense of accomplishment	47	8
Interesting	5	Make a difference	36	Sense of accomplishment	41	5
Cause	22	Make a difference	18	Living my values	40	10
Skills/Exp	18	Feel useful	16	Sense of accomplishment	34	13
Skills/Exp	18	Feel useful	13	Self respect	31	6
Cause	22	Make a difference	7	Self respect	29	6
Time	12	Feel useful	16	Sense of accomplishment	28	5
Big name	12	Feel valued	16	Social recognition	28	10
Big name	9	Feel useful	16	Living my values	25	5
Time	6	Make a difference	18	Living my values	24	6
Challenge	13	Still learning	11	Self respect	24	10
hands on	11	Feel useful	11	Sense of accomplishment	22	8
Challenge	13	Still learning	8	Sense of accomplishment	21	9
Open to all	8	Intouch with real world	11	Sense of accomplishment	19	5
Location	15	Fit with my life			15	<i>Incomplete</i>
time	14	Fit with my life			14	<i>Incomplete</i>
social	11	Feel part of the team			11	<i>Incomplete</i>

## 6.8. Relationship clusters

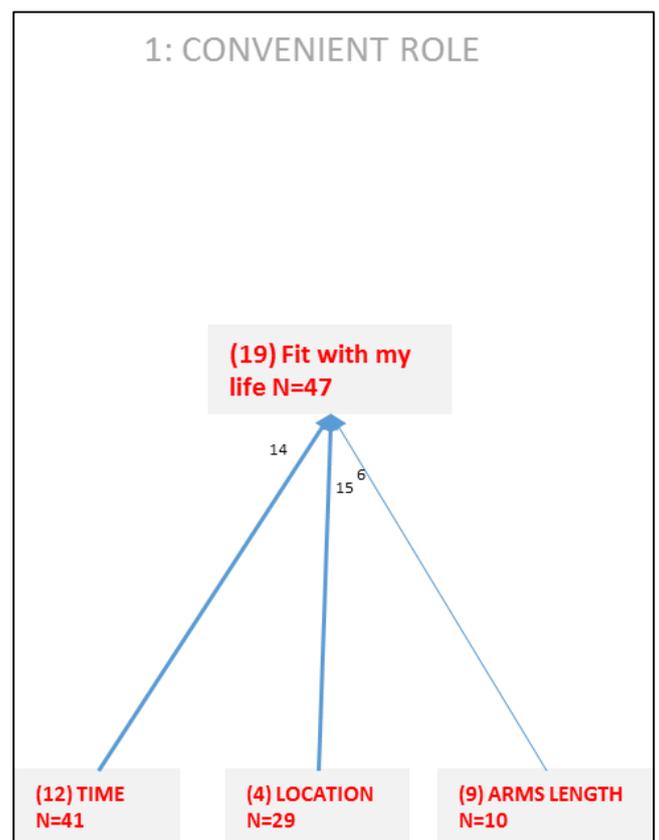
In order to better understand the insight, the Dominant Perceptual Patterns were then clustered into seven relationship clusters, or stories with other significant A-C-V linkages, taken from [Table 20](#) and [Table 21](#). These seven stories are at the heart of understanding the data. Note that the strong link between ‘Make a difference’ (theme 17) and ‘Sense of accomplishment’ (theme 27) features in three dominant perceptual patterns - the ‘Challenging role’ cluster, the ‘Helping people’ cluster and the ‘Big name’ cluster will be discussed in more detail in chapter 8.

The seven stories are:

- Convenient role
- Challenging role
- Helping people
- Social
- Career
- Learning
- Big name

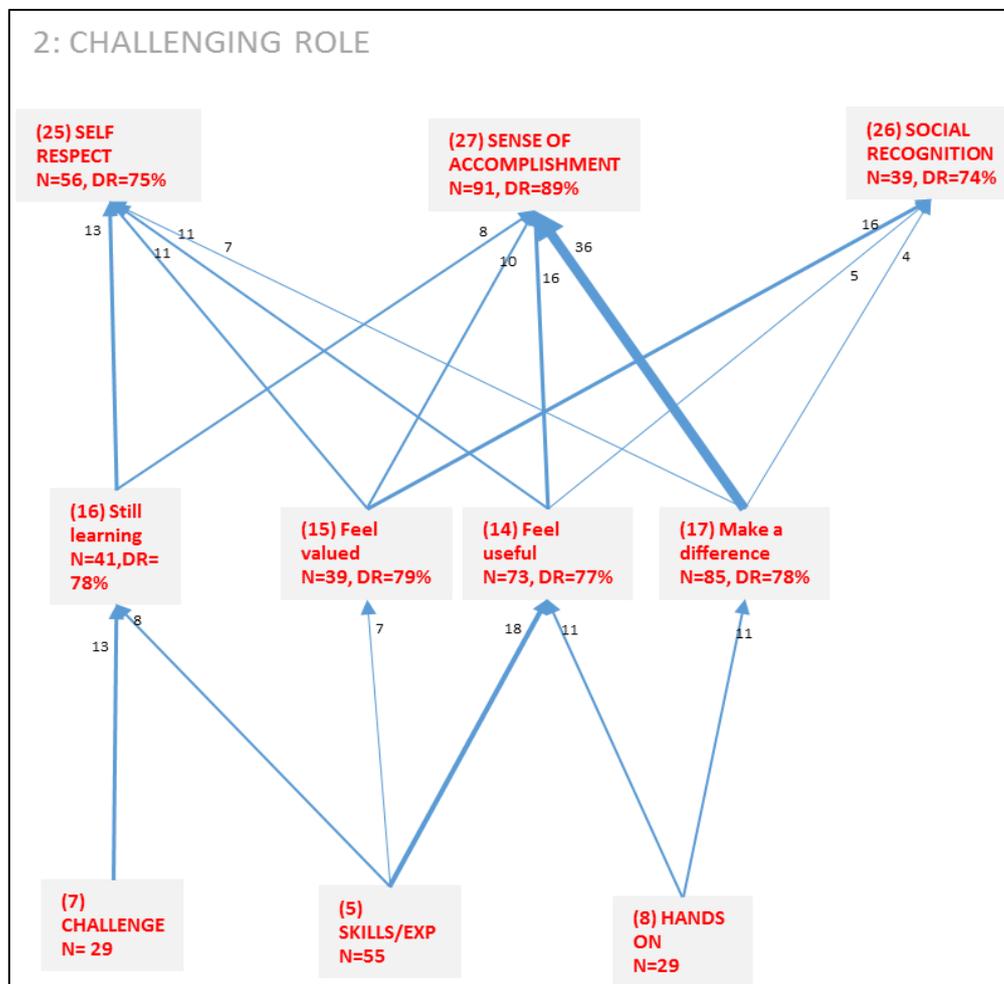
The first story is 'Convenient Role'. It is based on direct relationships between three attributes ('Time', 'Location' and 'Arms' length' role) into one consequence, 'Fit with my life' (theme 19). There are no significant links through to values, it is based on incomplete ladders. However, the count of 47 shows that as a consequence 'Fit with my life' was an important consideration in the decision-making process, which is consistent with volunteering theory within the literature review.

Figure 28: Dominant pattern one - convenient role



The second story also considers role – in this case the ‘Hands-on’ (theme 8) and ‘Challenging’ (theme 7) nature of the actual work undertaken.

Figure 29: Dominant pattern two - challenging role



The third story reflects the social nature of volunteering work, meeting the need of a 'Sense of belonging' (theme 28).

Figure 30: Dominant pattern three - social

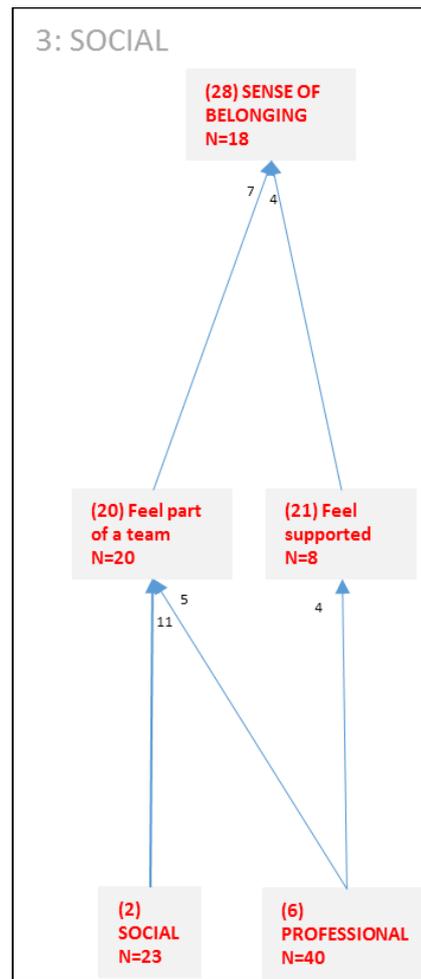
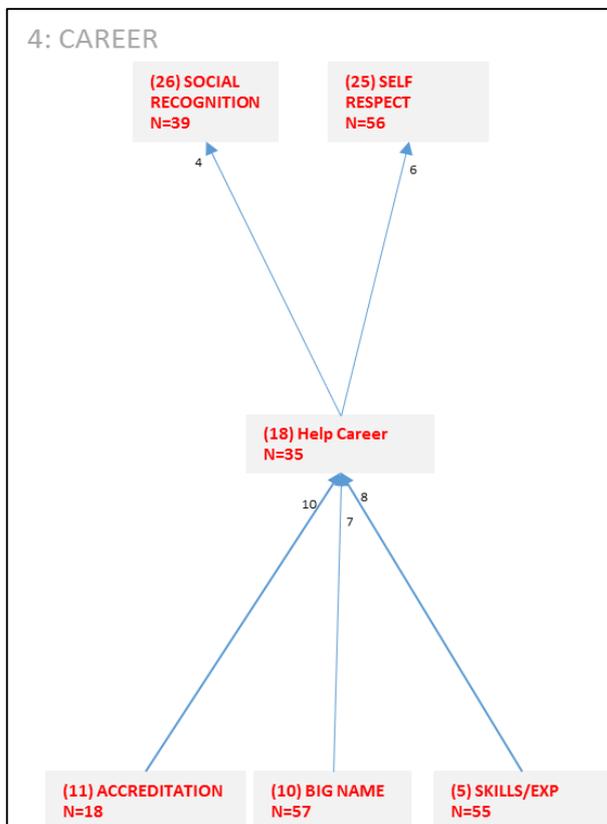


Figure 31: Dominant pattern four - career



The fourth story reflects how people decide to volunteer to help their career (theme 18) and how that leads through to 'Self-respect' (theme 25).

Figure 32: Dominant pattern five - learning

The fifth story reflects the importance of 'Still learning' (theme 16), where people decided to volunteer to keep themselves mentally stimulated and developing personally.

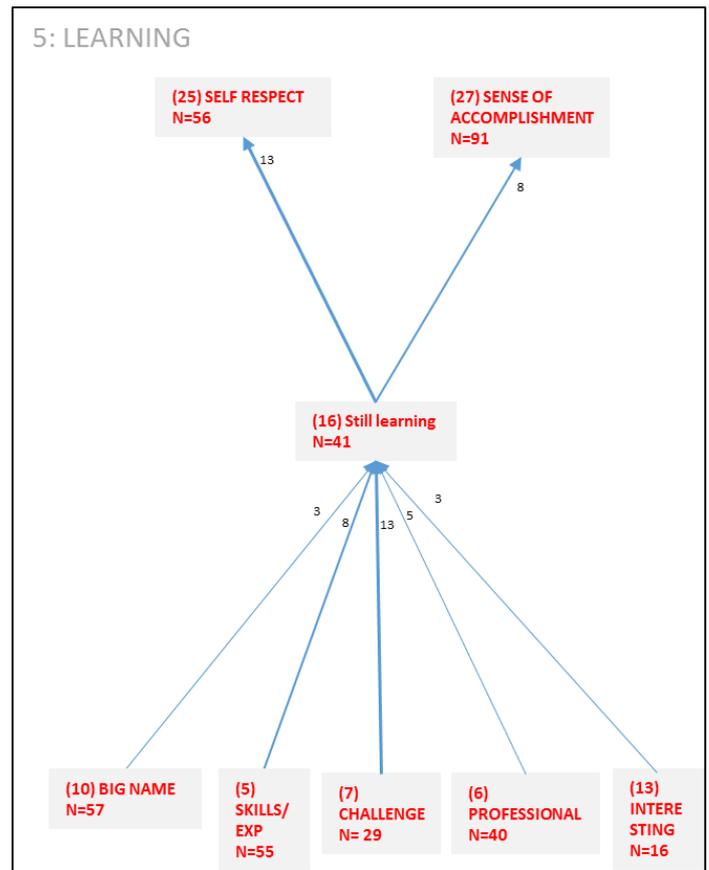
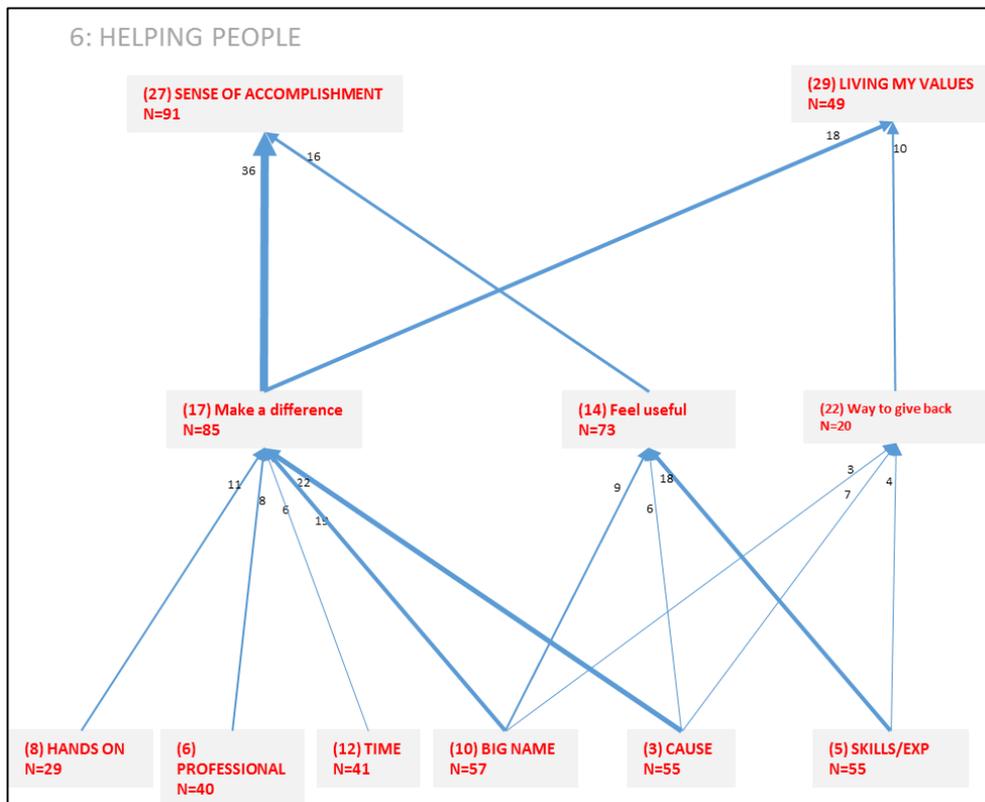


Figure 33: Dominant pattern six - helping people

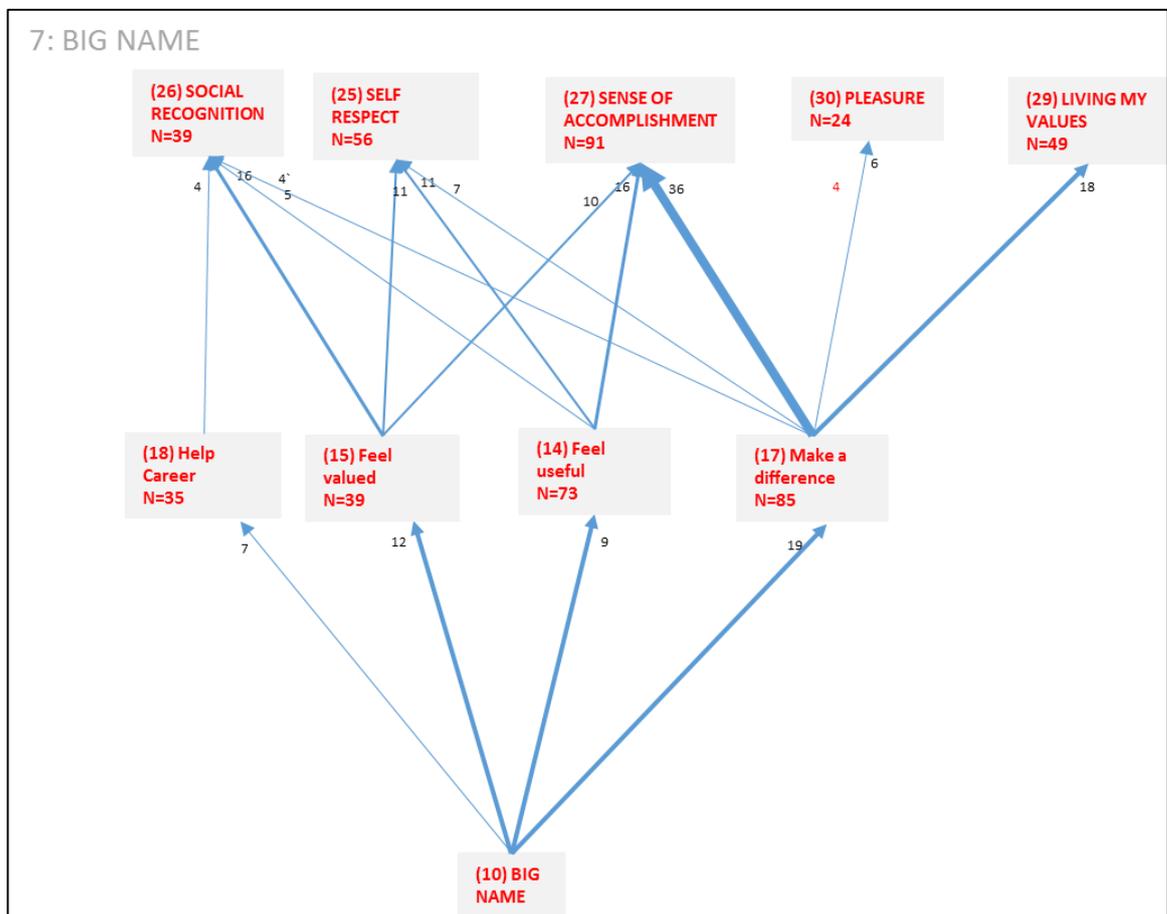


The sixth is about helping people, 'Make a difference', but it is inwardly focused, rather than outward altruism. It does connect with people wanting to 'Live their values' but also

the 'Sense of accomplishment' they feel from being able to 'Make a difference'.

Finally, in the seventh story, the seventh dominant perceptual pattern for the combined dataset, the volunteers related the importance of the charity being a 'Big Name' (theme 10) to two specific areas- their ability to 'Make a difference' (theme 17) enabling them to be 'Living their values' (theme 29) through the charity/role but also how being with a 'Big name' has a direct and indirect link through to how they perceive themselves ('Self-respect' theme 25, 'Pleasure' theme 30) and how they are perceived by others ('Social recognition', theme 26).

Figure 34: Dominant pattern seven - big name



## 6.9. Category 1 analysis

This section reproduces the above analysis for category 1 dataset separately, using the same methodology. The Implication Matrix is shown in [Figure 35](#), then the explanatory relationships identified through the direct relationships. The Hierarchical Value Maps are drawn both at the high level simplistic cut off (for visual simplicity) and also at the more complicated but insightful explanatory relationship method, with 3+ cut off.

Both the 70% explanatory relationships target and the 3+ cut off level were reviewed in light of the smaller data set compared to the full dataset. In particular the 70% target for explanatory relationships has been met in fewer cases than for the whole dataset, especially at value level. Lowering the explanatory target below 70% did not markedly alter the shape of the data.

Figure 35: Implication Matrix

IMPLICATION MATRIX Category 1 (Children) - THEMES		Consequences											Values						
		14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
Attributes	1 OPEN TO ALL	0.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	3.00	3.00	0.00	0.00	0.02	0.00	0.01	0.00	0.00
	2 SOCIAL	1.00	1.00	0.00	0.00	0.00	0.00	0.00	5.00	1.00	0.00	2.00	3.00	0.00	0.00	0.03	0.02	0.00	0.01
	3 CAUSE	2.00	4.00	2.00	17.00	3.00	3.00	0.00	0.00	0.00	5.00	5.00	1.00	0.50	0.01	0.11	0.01	0.06	0.00
	4 LOCATION	0.00	0.00	0.00	1.00	0.00	12.00	1.00	0.00	1.00	1.00	1.00	2.00	0.00	0.01	0.00	0.00	0.01	0.02
	5 SKILLS/EXP	6.00	6.00	2.00	3.00	5.00	0.00	0.00	0.00	1.00	1.00	1.00	1.00	0.03	0.01	0.08	0.00	0.00	0.00
	6 PROFESSIONAL	2.00	3.00	2.00	4.00	0.00	1.00	4.00	1.00	1.00	0.00	1.00	0.00	0.02	0.01	0.01	0.01	0.01	0.00
	7 CHALLENGE	1.00	0.00	9.00	4.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	2.00	0.05	0.00	0.06	0.01	0.00	0.01
	8 HANDS ON	7.00	1.00	2.00	5.00	1.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.01	0.03	0.05	0.00	0.02	0.01
	9 ARMS LENGTH	0.00	0.00	0.00	1.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.01	0.00
	10 BIG NAME	4.00	5.00	2.00	10.00	6.00	0.00	0.00	0.00	0.00	1.00	2.00	0.00	0.01	0.04	0.02	0.00	0.02	0.02
Consequences	11 ACCREDITATION	1.00	2.00	2.00	0.00	8.00	0.00	0.00	0.00	0.00	1.00	0.00	0.01	0.02	0.01	0.00	0.00	0.00	0.00
	12 TIME	6.00	2.00	1.00	2.00	1.00	7.00	0.00	0.00	0.00	0.00	0.00	0.01	0.00	0.03	0.00	0.02	0.01	0.00
	13 INTERESTING	0.00	0.00	0.00	2.00	1.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.03	0.00	0.00	0.00	0.00
	14 FEEL USEFUL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.00	1.00	12.00	0.00	3.00	1.00
	15 FEEL VALUED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.00	7.00	7.00	1.00	2.00	1.00
	16 STILL LEARNING	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	3.00	5.00	1.00	0.00	0.00
	17 MAKE A DIFFERENCE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	2.00	20.00	0.00	9.00	1.00
	18 HELP CAREER	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	3.00	1.00	0.00	1.00	0.00
	19 FIT WITH MY LIFE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	1.00	1.00	0.00	1.00	0.00
	20 FEEL PART OF A TEAM	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	0.00	1.00
21 FEEL SUPPORTED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	
22 WAY TO GIVE BACK	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	1.00	1.00	3.00	0.00	
23 ENJOYMENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	3.00	0.00	2.00	6.00	
24 IN TOUCH WITH REAL WORLD	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	0.00	2.00	0.00	

## 6.9.1. Direct relationships

Table 24 and Table 25 show the direct relationships between Attributes-Consequence and Consequence-Value, taken from the Implication Matrix. The strongest relationships up to the 70% target are highlighted (on condition they reach the minimum threshold of 3+ occurrences). Together their power to explain the subsequent consequence (or value) is shown in the last line. The 70% target is met with six consequences and two values. Again the highlighted cells in Table 24 and Table 25 are those analysed as ‘explanatory’.

Consequences (or values) with a total count of less than 6 are not included, this count has been reduced from the n=10 for the combined dataset to reflect the fact that category 2 included volunteers from two charities, rather than the combined dataset of five charities. For category 2, the result is the consequence ‘Feel supported’ (theme 21) and value ‘Excitement’ (theme 31) are not included in the Hierarchical Value Maps as they do not reach this threshold.

Table 24: Category 1 direct relationships between attribute and consequence

ATTRIBUTES TO CONSEQUENCES RELATIONSHIPS 70%, 3+														
IMPLICATION MATRIX CHILDREN		14	15	16	17	18	19	20	21	22	23	24	total	
		FEEL USEFUL	FEEL VALUED	STILL LEARNING	MAKE A DIFFERENCE	HELP CAREER	FIT WITH MY LIFE	FEEL PART OF THE TEAM	FEEL SUPPORTED	WAY TO GIVE BACK	ENJOYMENT	IN TOUCH WITH REAL WORLD		
Attributes	1	OPEN TO ALL	0	0	1	1	0	0	0	0	3	3	8	
	2	SOCIAL	1	1	0	0	0	0	5	1	0	2	3	13
	3	CAUSE	2	4	2	17	3	3	0	0	5	5	1	42
	4	LOCATION	0	0	0	1	0	12	1	0	1	1	2	18
	5	SKILLS/EXP	6	6	2	3	5	0	0	1	1	1	1	26
	6	PROFESSIONAL	2	3	2	4	0	1	4	1	0	1	0	18
	7	CHALLENGE	1	0	9	4	0	1	0	0	0	0	2	17
	8	HANDS ON	7	1	2	5	1	0	0	0	0	1	0	17
	9	ARMS LENGTH	0	0	0	1	0	2	0	0	0	0	0	3
	10	BIG NAME	4	5	2	10	6	0	0	0	1	2	0	30
	11	ACCREDITATION	1	2	2	0	8	0	0	0	0	1	0	14
	12	TIME	6	2	1	2	1	7	0	0	0	0	0	19
	13	INTERESTING	0	0	0	2	1	0	0	0	0	1	0	4
		<b>sum (consequence)</b>	30	24	23	50	25	26	10	3	8	18	12	229
		<b>% of all consequences</b>	13.1%	10.5%	10.0%	21.8%	10.9%	11.4%	4.4%	1.3%	3.5%	7.9%	5.2%	100.0%
		<b>Over 70%</b>	<b>76.7%</b>	<b>75.0%</b>	<b>39.1%</b>	<b>80.0%</b>	<b>76.0%</b>	<b>73.1%</b>	<b>90.0%</b>	<b>0.0%</b>	<b>62.5%</b>	<b>44.4%</b>	<b>50.0%</b>	

Table 25: Category 1 direct relationships between consequence and value

CONSEQUENCE TO VALUE RELATIONSHIPS, 70%, 3+										
IMPLICATION MATRIX CHILDREN		25	26	27	28	29	30	31	Total	
		SELF RESPECT	SOCIAL RECOGNITION	SENSE OF ACCOMPLISHMENT	SENSE OF BELONGING	LIVING MY VALUES	PLEASURE	EXCITEMENT		
Consequences	14	FEEL USEFUL	5	1	12	0	3	1	1	23
	15	FEEL VALUED	6	7	7	1	1	2	1	25
	16	STILL LEARNING	3	3	5	1	0	1	0	13
	17	MAKE A DIFFERENCE	3	2	20	0	9	1	0	35
	18	HELP CAREER	3	3	1	0	1	0	0	8
	19	FIT WITH MY LIFE	2	1	1	0	1	1	0	6
	20	FEEL PART OF A TEAM	0	0	0	3	0	1	1	5
	21	FEEL SUPPORTED	0	0	1	0	0	0	0	1
	22	WAY TO GIVE BACK	1	1	1	1	3	0	0	7
	23	ENJOYMENT	0	1	3	0	2	6	0	12
	24	IN TOUCH WITH REAL WORLD	0	0	4	0	2	0	2	8
		TOTAL VALUE	23	19	55	6	22	13	5	143
	horizontal : % of all VALUEs	16.1%	13.3%	38.5%	4.2%	15.4%	9.1%	3.5%	100.0%	
	vertical: over 70% relationship	87.0%	68.4%	80.0%	50.0%	68.2%	46.2%	0.0%		

### 6.9.2. Hierarchical Value Map

The Hierarchical Value Map (HVM) for category 1 showing the significant direct relationships from Table 24 and Table 25 is drawn in Figure 36. As before, the target is 70% relationship explained but with a minimum cut off of 3+.

As with the combined dataset it is possible to produce an HVM for category 1 with many fewer lines crossing, a target within Means-End Chain research by using the high level simple cut off method. For one category rather than the whole dataset and using the trial and error method a minimum cut off of 6+ was determined and is shown Figure 37. However, the high cut off level required results in a considerable loss of insight. The visual simplicity has taken second place to understanding the relationships within the narratives of the participants. The HVM using the significant relationship method was preferred as revealing a more insightful picture (Figure 36).

Figure 36: HVM for category 1 using explanatory relationship method (70%, 3+)

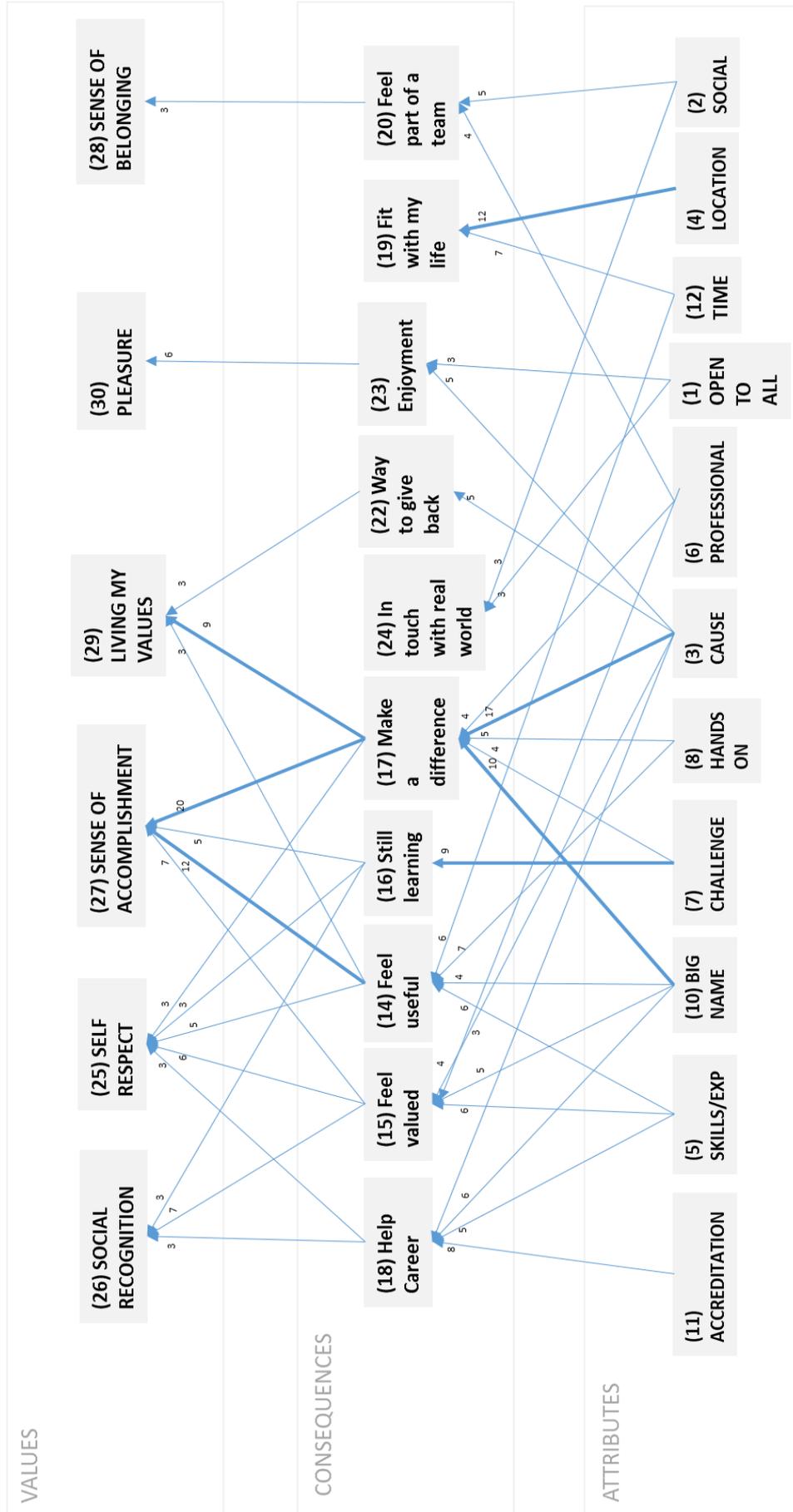
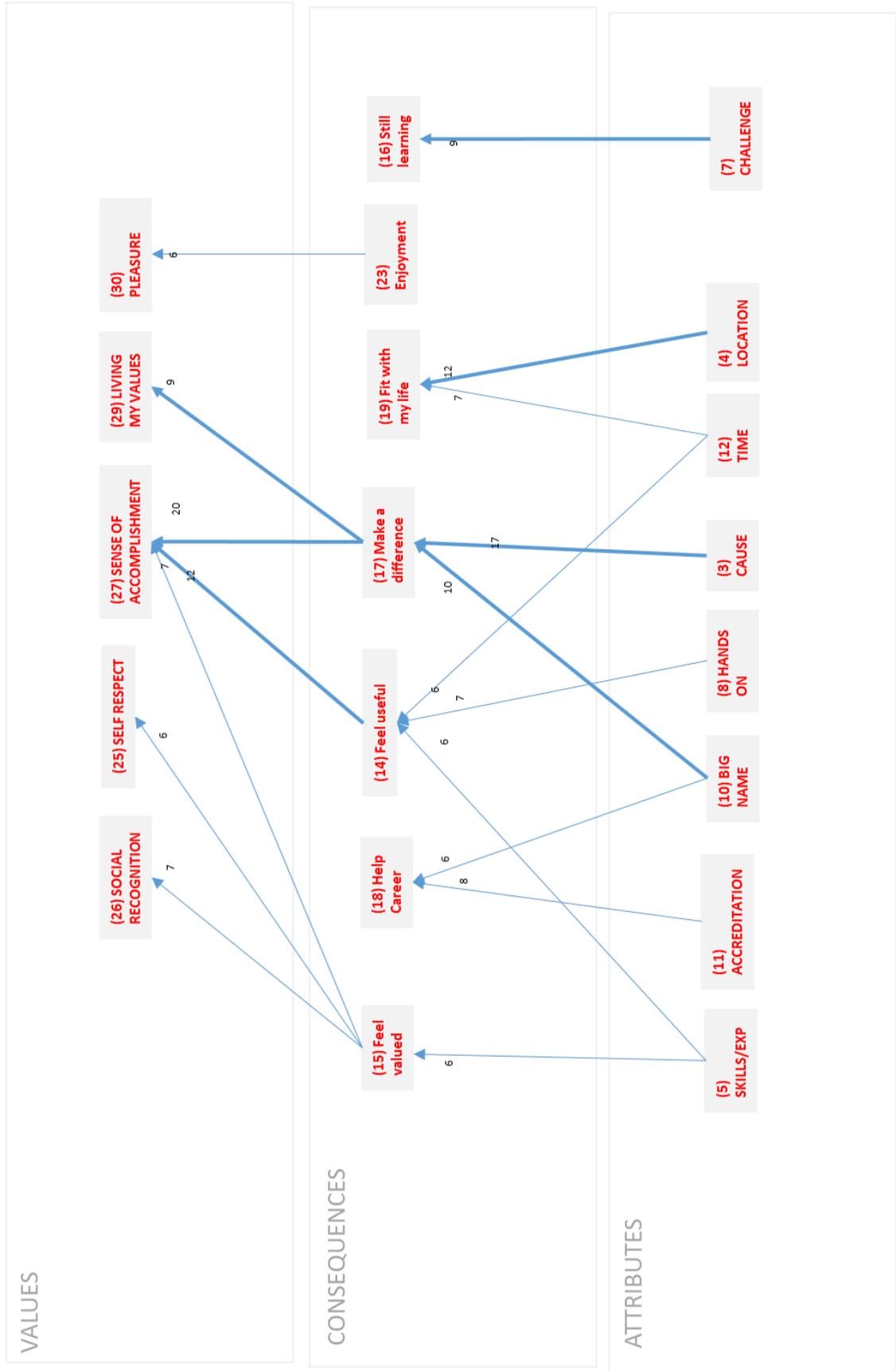


Figure 37: HVM for category 1 using simple high level cut off (6+)

### HIERARCHICAL VALUE MAP: Category 1: High Level Direct Relationships (6+)



### 6.9.3. Indirect relationships

Table 26 shows the key indirect relationships for category 1. Only those relationships explaining the 70% target and appearing in three or more unique participant ladders have been shown. The value sum is the total number of unique ladders that lead to that value. For simplicity, only the explanatory variables are shown. The percentage explanatory relationship shows what proportion of the total indirect relationships leading to that value are accounted for by the explanatory attributes. For example, 68% of the value 'Self-respect' (theme 25, total count 19) is explained by the seven attributes listed. The dominant value within category 1 is 'Sense of accomplishment' (theme 27), accounting for 45 of the total 112 indirect relationships from complete ladders.

Table 26: Category 1 indirect relationships

INDIRECT RELATIONSHIPS - CHILDREN			Explanatory	
VALUE	ATTRIBUTE	3+	Value Sum	Relationships
Sense of accomplishment	Cause	11	45	67%
Sense of accomplishment	Skills/experience	8		
Sense of accomplishment	Challenge	6		
Sense of accomplishment	Hands on	5		
Sense of accomplishment	Time	3		
Sense of accomplishment	Interesting	3		
Sense of accomplishment	Social	3		
Self respect	Challenge	5	19	68%
Self respect	Cause	5		
Self respect	Skills/experience	3		
Living my values	Cause	6	16	38%
Social recognition	Big name	4	13	31%
Social recognition	Hands on	3		
	<b>Total</b>	<b>112</b>	<b>112</b>	

#### 6.9.4. Dominant perceptual patterns

Table 27 shows the strongest relationships in category 1 ranked by the combined sum of Attribute-Consequence and Consequence-Value. The most dominant perceptual patterns within category 1 reflect the strength of the direct relationships leading to and from 'Make a difference' (theme 16) and 'Sense of Accomplishment' (theme 27).

As before, the use of the three layer model (Attribute-Consequence-Value) enables the Indirect Relationships also to be used to determine the perceptual patterns, to provide a sense of what volunteers actually linked within an interview setting. These are shown in the final column of Table 27. Where there is no significant indirect relationship, the cell is labelled 'no ID'.

For example, there were eight examples of unique ladders between 'Skills/Exp(erience)' and 'Sense of Accomplishment' (indirect relationship count 8), the strongest routes through being the consequences of 'Feel useful' and 'Feel valued'. When viewed in the traditional sense, using strongest patterns established through direct relationships, this is well down the ranking. However, when seen from an individual volunteer perspective, it is the second strongest Attribute-Value indirect relationship in this category, after 'Cause-Sense of Accomplishment' (indirect relationship count 11).

Table 27: Dominant perceptual patterns for category 1

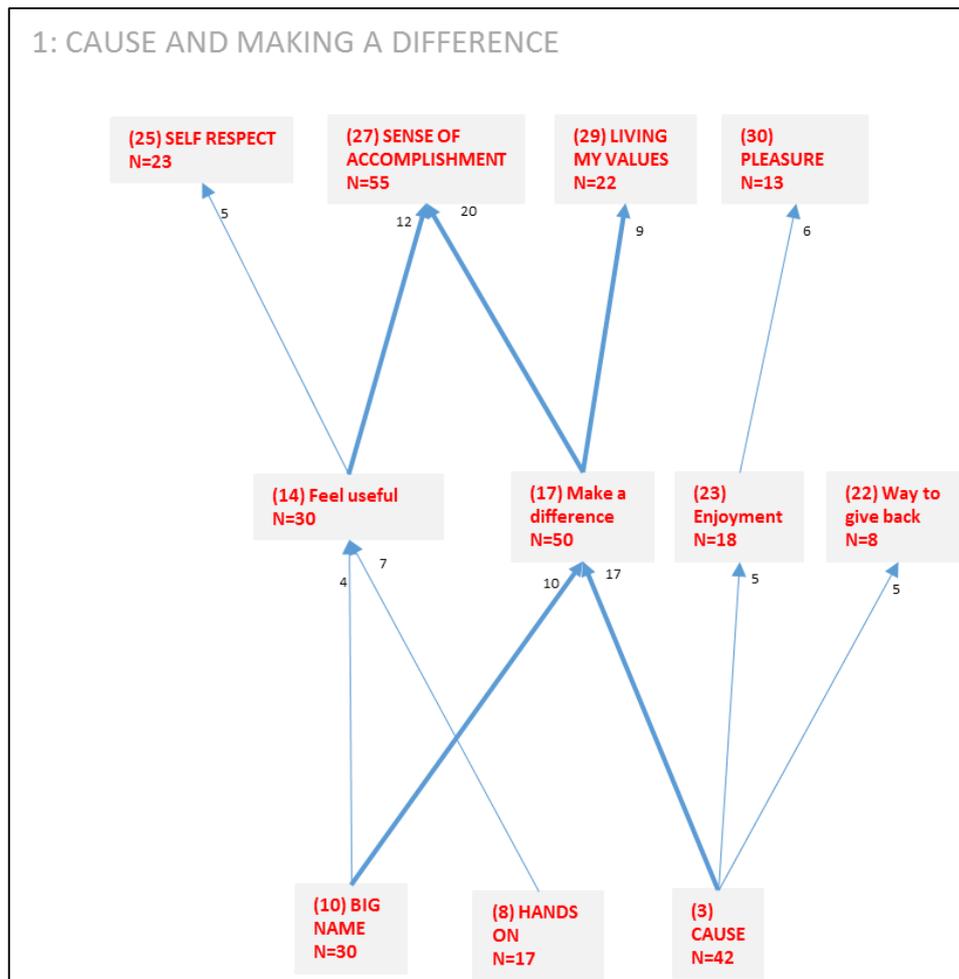
Attribute	AC count	Consequence	CV count	Value	SUM AC+CV	Indirect count A-V
Cause	17	Make a difference	20	Sense of accomplishment	37	11
Big name	10	Make a difference	20	Sense of accomplishment	30	No ID
Cause	17	Make a difference	9	Living my values	26	6
hands on	5	Make a difference	20	Sense of accomplishment	25	5
Challenge	4	Make a difference	20	Sense of accomplishment	24	6
Professional	14	Make a difference	9	Living my values	23	No ID
Cause	17	Make a difference	3	Self respect	20	5
Hands on	7	Feel useful	12	Sense of accomplishment	19	5
Interesting	2	Make a difference	17	Sense of accomplishment	19	3
Time	6	Feel useful	12	Sense of accomplishment	18	3
Skills/Exp	6	Feel useful	12	Sense of accomplishment	18	8
Open to all	3	Feel part of a team	13	Sense of belonging	16	No ID
Challenge	9	Still learning	5	Sense of accomplishment	14	6
Skills/Exp	6	Feel valued	7	Sense of accomplishment	13	8
Challenge	4	Make a difference	9	Living my values	13	No ID
Big name	10	Make a difference	3	Self respect	13	No ID
Challenge	9	Still learning	3	Self respect	12	5
Big name	5	Feel valued	7	Social Recognition	12	4
Skills/Exp	6	Feel valued	6	Self respect	12	3
Big name	5	Feel valued	7	Social Recognition	12	No ID
Location	12	Fit with my life		Incomplete	12	No ID
Cause	4	Feel valued	7	Sense of accomplishment	11	11
Skills/Exp	6	Feel useful	5	Self respect	11	3
Accreditation	8	Help career	3	Social Recognition	11	No ID
Accreditation	8	Help career	3	Self respect	11	No ID
Big name	5	Feel valued	6	Self respect	11	No ID
Cause	5	Enjoyment	6	Pleasure	11	No ID
Cause	4	Feel valued	6	Self respect	10	5
Big name	5	Feel useful	5	Self respect	10	No ID
Big name	6	Help career	3	Social Recognition	9	4
Time	6	Feel useful	3	Living my values	9	No ID
Big name	6	Help career	3	Social Recognition	9	No ID
Big name	6	Help career	3	Self respect	9	No ID
Open to all	3	Enjoyment	6	Pleasure	9	No ID
Cause	5	Way to give back	3	Living my values	8	6
Skills/Exp	5	Help career	3	Self respect	8	3
Hands on	7	Feel useful	1	Social recognition	8	3
Skills/Exp	5	Help career	3	Social recognition	8	No ID
Social	5	Part of the team	3	Sense of belonging	8	No ID
Social	3	In touch with real	4	Sense of accomplishment	7	3
Time	7	Fit with my life		Incomplete	7	No ID
Cause	5	Way to give back		Incomplete	5	No ID

### 6.9.5. Relationship clusters

The dominant perceptual patterns for category 1, people volunteering for the three children's charities, reflect the overall dataset picture. There are two interesting differences of emphasis.

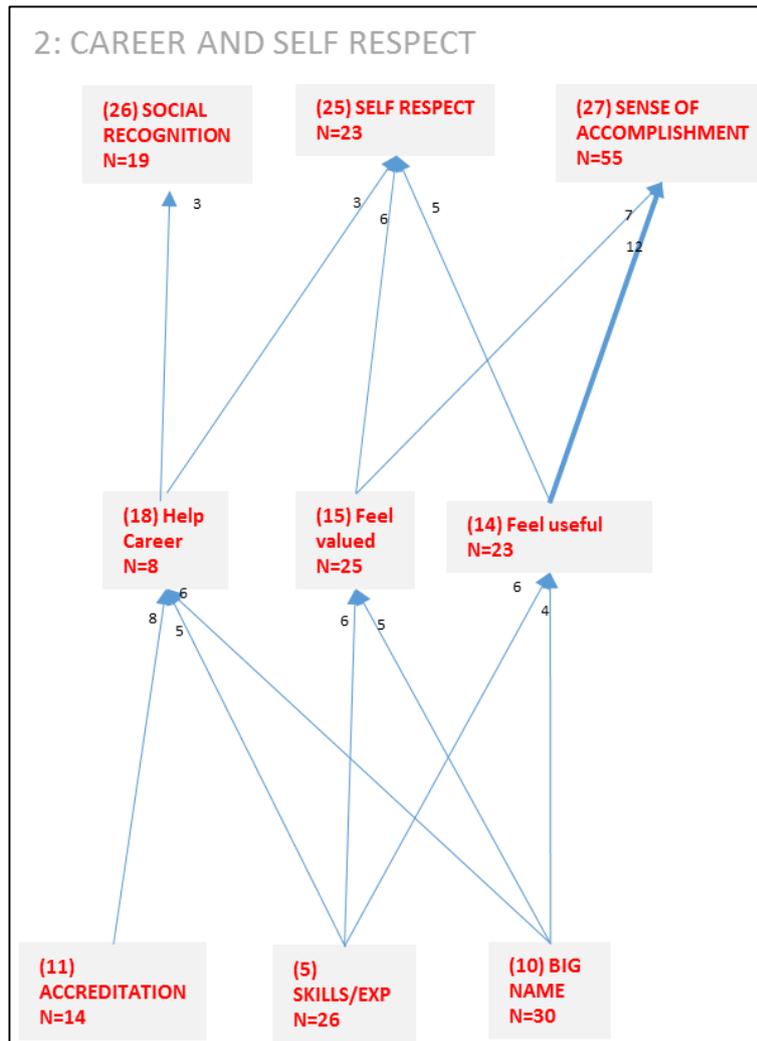
The first is around cause. 'Cause' (theme 3) featured in 42 unique participant ladders, 'Make a difference' (theme 17) featured in 35 and 'Sense of accomplishment' (theme 27) featured in 55. Eleven of those ladders travelled indirectly from 'Cause' through to 'Sense of Accomplishment' (as shown in [Table 26](#)). However, the cause of working with children and young people also features in choosing a 'Big name' (theme 10) to want to 'Make a difference' (theme 17) and in wanting 'Hands-on' (theme 8) work to achieve a 'Sense of accomplishment' (theme 27). The cause also enables people to enjoy their work, people chose these charities because they enjoy working with children. Finally, several of the volunteers also chose that cause because they were supported as children and saw it as a 'Way to give back' (theme 22).

Figure 38: Category 1 specific pattern one



The second pattern that is stronger in category 1 than the overall dataset reflects the importance of career and use of skills amongst the volunteers in the sample from the children's charities. Being able to use and develop their skills not only helps their career but also makes the volunteers feel more useful and valued. This pattern also reflects the willingness of one of the children's charities to accept volunteers who need accredited volunteering hours to be accepted onto further education courses.

Figure 39: Category 1 specific pattern two



### 6.10. Category 2 analysis

This section reproduces the above analysis for category 2 dataset (the advice and listening charities) separately, using the same methodology.

Figure 40: Implication Matrix for category 2

IMPLICATION MATRIX CATEGORY 2 (advice and listening) - THEMES	Consequences										Values																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																		
	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31																																																																																																																																																																																																																																																																																																																																																																																																																																																																																											
<b>Attributes</b>																			1   OPEN TO ALL	0.00	1.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	5.00	0.00	0.00	0.03	0.00	0.03	0.00	0.00	2   SOCIAL	0.00	0.00	0.00	0.00	0.00	0.00	6.00	1.00	0.00	2.00	1.00	0.01	0.00	0.01	0.02	0.00	0.03	0.00	3   CAUSE	4.00	1.00	0.00	5.00	0.00	0.00	0.00	0.00	2.00	1.00	0.00	0.01	0.00	0.02	0.01	0.04	0.00	0.00	4   LOCATION	4.00	0.00	0.00	1.00	0.00	3.00	3.00	0.00	0.00	0.00	0.00	0.01	0.00	0.00	0.02	0.01	0.00	0.00	5   SKILLS/EXP	12.00	1.00	6.00	1.00	3.00	2.00	0.00	0.00	3.00	0.00	1.00	0.03	0.03	0.05	0.00	0.01	0.01	0.01	6   PROFESSIONAL	2.00	4.00	3.00	4.00	1.00	2.00	1.00	3.00	0.00	2.00	0.00	0.02	0.02	0.03	0.02	0.02	0.01	0.01	7   CHALLENGE	3.00	0.00	4.00	1.00	1.00	0.00	0.00	1.00	0.00	2.00	0.00	0.05	0.00	0.03	0.00	0.00	0.00	0.01	8   HANDS ON	4.00	0.00	0.00	6.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	0.03	0.01	0.02	0.00	0.00	9   ARMS LENGTH	0.00	0.00	1.00	0.00	0.00	4.00	0.00	0.00	2.00	0.00	0.00	0.02	0.03	0.00	0.00	0.01	0.00	0.00	10   BIG NAME	5.00	7.00	1.00	9.00	1.00	2.00	0.00	0.00	2.00	0.00	0.00	0.04	0.06	0.02	0.01	0.03	0.02	0.01	11   ACCREDITATION	1.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	1.00	0.00	0.00	0.01	0.00	0.00	0.00	0.00	0.00	0.00	12   TIME	6.00	1.00	0.00	4.00	2.00	7.00	0.00	0.00	2.00	0.00	0.00	0.01	0.02	0.02	0.00	0.04	0.01	0.00	13   INTERESTING	2.00	0.00	3.00	3.00	0.00	1.00	0.00	0.00	0.00	1.00	2.00	0.01	0.00	0.02	0.00	0.01	0.02	0.00	14   FEEL USEFUL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.00	4.00	4.00	1.00	4.00	1.00	2.00	15   FEEL VALUED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.00	9.00	3.00	1.00	1.00	0.00	0.00	16   STILL LEARNING	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10.00	0.00	3.00	0.00	0.00	1.00	2.00	17   MAKE A DIFFERENCE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	2.00	16.00	1.00	9.00	5.00	0.00	18   HELP CAREER	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	1.00	0.00	0.00	0.00	0.00	0.00	19   FIT WITH MY LIFE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	0.00	0.00	1.00	0.00	0.00	20   FEEL PART OF A TEAM	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	4.00	0.00	3.00	0.00	21   FEEL SUPPORTED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	4.00	0.00	0.00	0.00	22   WAY TO GIVE BACK	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	1.00	1.00	7.00	0.00	0.00	23   ENJOYMENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	2.00	1.00	0.00	24   IN TOUCH WITH REAL WC	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	7.00	0.00	3.00	0.00	0.00	<b>Consequences</b>																		
1   OPEN TO ALL	0.00	1.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	5.00	0.00	0.00	0.03	0.00	0.03	0.00	0.00	2   SOCIAL	0.00	0.00	0.00	0.00	0.00	0.00	6.00	1.00	0.00	2.00	1.00	0.01	0.00	0.01	0.02	0.00	0.03	0.00	3   CAUSE	4.00	1.00	0.00	5.00	0.00	0.00	0.00	0.00	2.00	1.00	0.00	0.01	0.00	0.02	0.01	0.04	0.00	0.00	4   LOCATION	4.00	0.00	0.00	1.00	0.00	3.00	3.00	0.00	0.00	0.00	0.00	0.01	0.00	0.00	0.02	0.01	0.00	0.00	5   SKILLS/EXP	12.00	1.00	6.00	1.00	3.00	2.00	0.00	0.00	3.00	0.00	1.00	0.03	0.03	0.05	0.00	0.01	0.01	0.01	6   PROFESSIONAL	2.00	4.00	3.00	4.00	1.00	2.00	1.00	3.00	0.00	2.00	0.00	0.02	0.02	0.03	0.02	0.02	0.01	0.01	7   CHALLENGE	3.00	0.00	4.00	1.00	1.00	0.00	0.00	1.00	0.00	2.00	0.00	0.05	0.00	0.03	0.00	0.00	0.00	0.01	8   HANDS ON	4.00	0.00	0.00	6.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	0.03	0.01	0.02	0.00	0.00	9   ARMS LENGTH	0.00	0.00	1.00	0.00	0.00	4.00	0.00	0.00	2.00	0.00	0.00	0.02	0.03	0.00	0.00	0.01	0.00	0.00	10   BIG NAME	5.00	7.00	1.00	9.00	1.00	2.00	0.00	0.00	2.00	0.00	0.00	0.04	0.06	0.02	0.01	0.03	0.02	0.01	11   ACCREDITATION	1.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	1.00	0.00	0.00	0.01	0.00	0.00	0.00	0.00	0.00	0.00	12   TIME	6.00	1.00	0.00	4.00	2.00	7.00	0.00	0.00	2.00	0.00	0.00	0.01	0.02	0.02	0.00	0.04	0.01	0.00	13   INTERESTING	2.00	0.00	3.00	3.00	0.00	1.00	0.00	0.00	0.00	1.00	2.00	0.01	0.00	0.02	0.00	0.01	0.02	0.00	14   FEEL USEFUL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.00	4.00	4.00	1.00	4.00	1.00	2.00	15   FEEL VALUED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.00	9.00	3.00	1.00	1.00	0.00	0.00	16   STILL LEARNING	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10.00	0.00	3.00	0.00	0.00	1.00	2.00	17   MAKE A DIFFERENCE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	2.00	16.00	1.00	9.00	5.00	0.00	18   HELP CAREER	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	1.00	0.00	0.00	0.00	0.00	0.00	19   FIT WITH MY LIFE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	0.00	0.00	1.00	0.00	0.00	20   FEEL PART OF A TEAM	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	4.00	0.00	3.00	0.00	21   FEEL SUPPORTED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	4.00	0.00	0.00	0.00	22   WAY TO GIVE BACK	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	1.00	1.00	7.00	0.00	0.00	23   ENJOYMENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	2.00	1.00	0.00	24   IN TOUCH WITH REAL WC	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	7.00	0.00	3.00	0.00	0.00	<b>Consequences</b>																																					
2   SOCIAL	0.00	0.00	0.00	0.00	0.00	0.00	6.00	1.00	0.00	2.00	1.00	0.01	0.00	0.01	0.02	0.00	0.03	0.00	3   CAUSE	4.00	1.00	0.00	5.00	0.00	0.00	0.00	0.00	2.00	1.00	0.00	0.01	0.00	0.02	0.01	0.04	0.00	0.00	4   LOCATION	4.00	0.00	0.00	1.00	0.00	3.00	3.00	0.00	0.00	0.00	0.00	0.01	0.00	0.00	0.02	0.01	0.00	0.00	5   SKILLS/EXP	12.00	1.00	6.00	1.00	3.00	2.00	0.00	0.00	3.00	0.00	1.00	0.03	0.03	0.05	0.00	0.01	0.01	0.01	6   PROFESSIONAL	2.00	4.00	3.00	4.00	1.00	2.00	1.00	3.00	0.00	2.00	0.00	0.02	0.02	0.03	0.02	0.02	0.01	0.01	7   CHALLENGE	3.00	0.00	4.00	1.00	1.00	0.00	0.00	1.00	0.00	2.00	0.00	0.05	0.00	0.03	0.00	0.00	0.00	0.01	8   HANDS ON	4.00	0.00	0.00	6.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	0.03	0.01	0.02	0.00	0.00	9   ARMS LENGTH	0.00	0.00	1.00	0.00	0.00	4.00	0.00	0.00	2.00	0.00	0.00	0.02	0.03	0.00	0.00	0.01	0.00	0.00	10   BIG NAME	5.00	7.00	1.00	9.00	1.00	2.00	0.00	0.00	2.00	0.00	0.00	0.04	0.06	0.02	0.01	0.03	0.02	0.01	11   ACCREDITATION	1.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	1.00	0.00	0.00	0.01	0.00	0.00	0.00	0.00	0.00	0.00	12   TIME	6.00	1.00	0.00	4.00	2.00	7.00	0.00	0.00	2.00	0.00	0.00	0.01	0.02	0.02	0.00	0.04	0.01	0.00	13   INTERESTING	2.00	0.00	3.00	3.00	0.00	1.00	0.00	0.00	0.00	1.00	2.00	0.01	0.00	0.02	0.00	0.01	0.02	0.00	14   FEEL USEFUL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.00	4.00	4.00	1.00	4.00	1.00	2.00	15   FEEL VALUED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.00	9.00	3.00	1.00	1.00	0.00	0.00	16   STILL LEARNING	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10.00	0.00	3.00	0.00	0.00	1.00	2.00	17   MAKE A DIFFERENCE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	2.00	16.00	1.00	9.00	5.00	0.00	18   HELP CAREER	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	1.00	0.00	0.00	0.00	0.00	0.00	19   FIT WITH MY LIFE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	0.00	0.00	1.00	0.00	0.00	20   FEEL PART OF A TEAM	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	4.00	0.00	3.00	0.00	21   FEEL SUPPORTED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	4.00	0.00	0.00	0.00	22   WAY TO GIVE BACK	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	1.00	1.00	7.00	0.00	0.00	23   ENJOYMENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	2.00	1.00	0.00	24   IN TOUCH WITH REAL WC	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	7.00	0.00	3.00	0.00	0.00	<b>Consequences</b>																																																								
3   CAUSE	4.00	1.00	0.00	5.00	0.00	0.00	0.00	0.00	2.00	1.00	0.00	0.01	0.00	0.02	0.01	0.04	0.00	0.00	4   LOCATION	4.00	0.00	0.00	1.00	0.00	3.00	3.00	0.00	0.00	0.00	0.00	0.01	0.00	0.00	0.02	0.01	0.00	0.00	5   SKILLS/EXP	12.00	1.00	6.00	1.00	3.00	2.00	0.00	0.00	3.00	0.00	1.00	0.03	0.03	0.05	0.00	0.01	0.01	0.01	6   PROFESSIONAL	2.00	4.00	3.00	4.00	1.00	2.00	1.00	3.00	0.00	2.00	0.00	0.02	0.02	0.03	0.02	0.02	0.01	0.01	7   CHALLENGE	3.00	0.00	4.00	1.00	1.00	0.00	0.00	1.00	0.00	2.00	0.00	0.05	0.00	0.03	0.00	0.00	0.00	0.01	8   HANDS ON	4.00	0.00	0.00	6.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	0.03	0.01	0.02	0.00	0.00	9   ARMS LENGTH	0.00	0.00	1.00	0.00	0.00	4.00	0.00	0.00	2.00	0.00	0.00	0.02	0.03	0.00	0.00	0.01	0.00	0.00	10   BIG NAME	5.00	7.00	1.00	9.00	1.00	2.00	0.00	0.00	2.00	0.00	0.00	0.04	0.06	0.02	0.01	0.03	0.02	0.01	11   ACCREDITATION	1.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	1.00	0.00	0.00	0.01	0.00	0.00	0.00	0.00	0.00	0.00	12   TIME	6.00	1.00	0.00	4.00	2.00	7.00	0.00	0.00	2.00	0.00	0.00	0.01	0.02	0.02	0.00	0.04	0.01	0.00	13   INTERESTING	2.00	0.00	3.00	3.00	0.00	1.00	0.00	0.00	0.00	1.00	2.00	0.01	0.00	0.02	0.00	0.01	0.02	0.00	14   FEEL USEFUL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.00	4.00	4.00	1.00	4.00	1.00	2.00	15   FEEL VALUED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.00	9.00	3.00	1.00	1.00	0.00	0.00	16   STILL LEARNING	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10.00	0.00	3.00	0.00	0.00	1.00	2.00	17   MAKE A DIFFERENCE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	2.00	16.00	1.00	9.00	5.00	0.00	18   HELP CAREER	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	1.00	0.00	0.00	0.00	0.00	0.00	19   FIT WITH MY LIFE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	0.00	0.00	1.00	0.00	0.00	20   FEEL PART OF A TEAM	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	4.00	0.00	3.00	0.00	21   FEEL SUPPORTED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	4.00	0.00	0.00	0.00	22   WAY TO GIVE BACK	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	1.00	1.00	7.00	0.00	0.00	23   ENJOYMENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	2.00	1.00	0.00	24   IN TOUCH WITH REAL WC	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	7.00	0.00	3.00	0.00	0.00	<b>Consequences</b>																																																																											
4   LOCATION	4.00	0.00	0.00	1.00	0.00	3.00	3.00	0.00	0.00	0.00	0.00	0.01	0.00	0.00	0.02	0.01	0.00	0.00	5   SKILLS/EXP	12.00	1.00	6.00	1.00	3.00	2.00	0.00	0.00	3.00	0.00	1.00	0.03	0.03	0.05	0.00	0.01	0.01	0.01	6   PROFESSIONAL	2.00	4.00	3.00	4.00	1.00	2.00	1.00	3.00	0.00	2.00	0.00	0.02	0.02	0.03	0.02	0.02	0.01	0.01	7   CHALLENGE	3.00	0.00	4.00	1.00	1.00	0.00	0.00	1.00	0.00	2.00	0.00	0.05	0.00	0.03	0.00	0.00	0.00	0.01	8   HANDS ON	4.00	0.00	0.00	6.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	0.03	0.01	0.02	0.00	0.00	9   ARMS LENGTH	0.00	0.00	1.00	0.00	0.00	4.00	0.00	0.00	2.00	0.00	0.00	0.02	0.03	0.00	0.00	0.01	0.00	0.00	10   BIG NAME	5.00	7.00	1.00	9.00	1.00	2.00	0.00	0.00	2.00	0.00	0.00	0.04	0.06	0.02	0.01	0.03	0.02	0.01	11   ACCREDITATION	1.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	1.00	0.00	0.00	0.01	0.00	0.00	0.00	0.00	0.00	0.00	12   TIME	6.00	1.00	0.00	4.00	2.00	7.00	0.00	0.00	2.00	0.00	0.00	0.01	0.02	0.02	0.00	0.04	0.01	0.00	13   INTERESTING	2.00	0.00	3.00	3.00	0.00	1.00	0.00	0.00	0.00	1.00	2.00	0.01	0.00	0.02	0.00	0.01	0.02	0.00	14   FEEL USEFUL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.00	4.00	4.00	1.00	4.00	1.00	2.00	15   FEEL VALUED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.00	9.00	3.00	1.00	1.00	0.00	0.00	16   STILL LEARNING	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10.00	0.00	3.00	0.00	0.00	1.00	2.00	17   MAKE A DIFFERENCE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	2.00	16.00	1.00	9.00	5.00	0.00	18   HELP CAREER	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	1.00	0.00	0.00	0.00	0.00	0.00	19   FIT WITH MY LIFE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	0.00	0.00	1.00	0.00	0.00	20   FEEL PART OF A TEAM	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	4.00	0.00	3.00	0.00	21   FEEL SUPPORTED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	4.00	0.00	0.00	0.00	22   WAY TO GIVE BACK	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	1.00	1.00	7.00	0.00	0.00	23   ENJOYMENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	2.00	1.00	0.00	24   IN TOUCH WITH REAL WC	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	7.00	0.00	3.00	0.00	0.00	<b>Consequences</b>																																																																																														
5   SKILLS/EXP	12.00	1.00	6.00	1.00	3.00	2.00	0.00	0.00	3.00	0.00	1.00	0.03	0.03	0.05	0.00	0.01	0.01	0.01	6   PROFESSIONAL	2.00	4.00	3.00	4.00	1.00	2.00	1.00	3.00	0.00	2.00	0.00	0.02	0.02	0.03	0.02	0.02	0.01	0.01	7   CHALLENGE	3.00	0.00	4.00	1.00	1.00	0.00	0.00	1.00	0.00	2.00	0.00	0.05	0.00	0.03	0.00	0.00	0.00	0.01	8   HANDS ON	4.00	0.00	0.00	6.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	0.03	0.01	0.02	0.00	0.00	9   ARMS LENGTH	0.00	0.00	1.00	0.00	0.00	4.00	0.00	0.00	2.00	0.00	0.00	0.02	0.03	0.00	0.00	0.01	0.00	0.00	10   BIG NAME	5.00	7.00	1.00	9.00	1.00	2.00	0.00	0.00	2.00	0.00	0.00	0.04	0.06	0.02	0.01	0.03	0.02	0.01	11   ACCREDITATION	1.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	1.00	0.00	0.00	0.01	0.00	0.00	0.00	0.00	0.00	0.00	12   TIME	6.00	1.00	0.00	4.00	2.00	7.00	0.00	0.00	2.00	0.00	0.00	0.01	0.02	0.02	0.00	0.04	0.01	0.00	13   INTERESTING	2.00	0.00	3.00	3.00	0.00	1.00	0.00	0.00	0.00	1.00	2.00	0.01	0.00	0.02	0.00	0.01	0.02	0.00	14   FEEL USEFUL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.00	4.00	4.00	1.00	4.00	1.00	2.00	15   FEEL VALUED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.00	9.00	3.00	1.00	1.00	0.00	0.00	16   STILL LEARNING	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10.00	0.00	3.00	0.00	0.00	1.00	2.00	17   MAKE A DIFFERENCE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	2.00	16.00	1.00	9.00	5.00	0.00	18   HELP CAREER	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	1.00	0.00	0.00	0.00	0.00	0.00	19   FIT WITH MY LIFE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	0.00	0.00	1.00	0.00	0.00	20   FEEL PART OF A TEAM	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	4.00	0.00	3.00	0.00	21   FEEL SUPPORTED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	4.00	0.00	0.00	0.00	22   WAY TO GIVE BACK	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	1.00	1.00	7.00	0.00	0.00	23   ENJOYMENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	2.00	1.00	0.00	24   IN TOUCH WITH REAL WC	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	7.00	0.00	3.00	0.00	0.00	<b>Consequences</b>																																																																																																																	
6   PROFESSIONAL	2.00	4.00	3.00	4.00	1.00	2.00	1.00	3.00	0.00	2.00	0.00	0.02	0.02	0.03	0.02	0.02	0.01	0.01	7   CHALLENGE	3.00	0.00	4.00	1.00	1.00	0.00	0.00	1.00	0.00	2.00	0.00	0.05	0.00	0.03	0.00	0.00	0.00	0.01	8   HANDS ON	4.00	0.00	0.00	6.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	0.03	0.01	0.02	0.00	0.00	9   ARMS LENGTH	0.00	0.00	1.00	0.00	0.00	4.00	0.00	0.00	2.00	0.00	0.00	0.02	0.03	0.00	0.00	0.01	0.00	0.00	10   BIG NAME	5.00	7.00	1.00	9.00	1.00	2.00	0.00	0.00	2.00	0.00	0.00	0.04	0.06	0.02	0.01	0.03	0.02	0.01	11   ACCREDITATION	1.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	1.00	0.00	0.00	0.01	0.00	0.00	0.00	0.00	0.00	0.00	12   TIME	6.00	1.00	0.00	4.00	2.00	7.00	0.00	0.00	2.00	0.00	0.00	0.01	0.02	0.02	0.00	0.04	0.01	0.00	13   INTERESTING	2.00	0.00	3.00	3.00	0.00	1.00	0.00	0.00	0.00	1.00	2.00	0.01	0.00	0.02	0.00	0.01	0.02	0.00	14   FEEL USEFUL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.00	4.00	4.00	1.00	4.00	1.00	2.00	15   FEEL VALUED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.00	9.00	3.00	1.00	1.00	0.00	0.00	16   STILL LEARNING	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10.00	0.00	3.00	0.00	0.00	1.00	2.00	17   MAKE A DIFFERENCE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	2.00	16.00	1.00	9.00	5.00	0.00	18   HELP CAREER	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	1.00	0.00	0.00	0.00	0.00	0.00	19   FIT WITH MY LIFE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	0.00	0.00	1.00	0.00	0.00	20   FEEL PART OF A TEAM	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	4.00	0.00	3.00	0.00	21   FEEL SUPPORTED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	4.00	0.00	0.00	0.00	22   WAY TO GIVE BACK	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	1.00	1.00	7.00	0.00	0.00	23   ENJOYMENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	2.00	1.00	0.00	24   IN TOUCH WITH REAL WC	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	7.00	0.00	3.00	0.00	0.00	<b>Consequences</b>																																																																																																																																				
7   CHALLENGE	3.00	0.00	4.00	1.00	1.00	0.00	0.00	1.00	0.00	2.00	0.00	0.05	0.00	0.03	0.00	0.00	0.00	0.01	8   HANDS ON	4.00	0.00	0.00	6.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	0.03	0.01	0.02	0.00	0.00	9   ARMS LENGTH	0.00	0.00	1.00	0.00	0.00	4.00	0.00	0.00	2.00	0.00	0.00	0.02	0.03	0.00	0.00	0.01	0.00	0.00	10   BIG NAME	5.00	7.00	1.00	9.00	1.00	2.00	0.00	0.00	2.00	0.00	0.00	0.04	0.06	0.02	0.01	0.03	0.02	0.01	11   ACCREDITATION	1.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	1.00	0.00	0.00	0.01	0.00	0.00	0.00	0.00	0.00	0.00	12   TIME	6.00	1.00	0.00	4.00	2.00	7.00	0.00	0.00	2.00	0.00	0.00	0.01	0.02	0.02	0.00	0.04	0.01	0.00	13   INTERESTING	2.00	0.00	3.00	3.00	0.00	1.00	0.00	0.00	0.00	1.00	2.00	0.01	0.00	0.02	0.00	0.01	0.02	0.00	14   FEEL USEFUL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.00	4.00	4.00	1.00	4.00	1.00	2.00	15   FEEL VALUED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.00	9.00	3.00	1.00	1.00	0.00	0.00	16   STILL LEARNING	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10.00	0.00	3.00	0.00	0.00	1.00	2.00	17   MAKE A DIFFERENCE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	2.00	16.00	1.00	9.00	5.00	0.00	18   HELP CAREER	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	1.00	0.00	0.00	0.00	0.00	0.00	19   FIT WITH MY LIFE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	0.00	0.00	1.00	0.00	0.00	20   FEEL PART OF A TEAM	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	4.00	0.00	3.00	0.00	21   FEEL SUPPORTED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	4.00	0.00	0.00	0.00	22   WAY TO GIVE BACK	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	1.00	1.00	7.00	0.00	0.00	23   ENJOYMENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	2.00	1.00	0.00	24   IN TOUCH WITH REAL WC	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	7.00	0.00	3.00	0.00	0.00	<b>Consequences</b>																																																																																																																																																							
8   HANDS ON	4.00	0.00	0.00	6.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	0.03	0.01	0.02	0.00	0.00	9   ARMS LENGTH	0.00	0.00	1.00	0.00	0.00	4.00	0.00	0.00	2.00	0.00	0.00	0.02	0.03	0.00	0.00	0.01	0.00	0.00	10   BIG NAME	5.00	7.00	1.00	9.00	1.00	2.00	0.00	0.00	2.00	0.00	0.00	0.04	0.06	0.02	0.01	0.03	0.02	0.01	11   ACCREDITATION	1.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	1.00	0.00	0.00	0.01	0.00	0.00	0.00	0.00	0.00	0.00	12   TIME	6.00	1.00	0.00	4.00	2.00	7.00	0.00	0.00	2.00	0.00	0.00	0.01	0.02	0.02	0.00	0.04	0.01	0.00	13   INTERESTING	2.00	0.00	3.00	3.00	0.00	1.00	0.00	0.00	0.00	1.00	2.00	0.01	0.00	0.02	0.00	0.01	0.02	0.00	14   FEEL USEFUL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.00	4.00	4.00	1.00	4.00	1.00	2.00	15   FEEL VALUED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.00	9.00	3.00	1.00	1.00	0.00	0.00	16   STILL LEARNING	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10.00	0.00	3.00	0.00	0.00	1.00	2.00	17   MAKE A DIFFERENCE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	2.00	16.00	1.00	9.00	5.00	0.00	18   HELP CAREER	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	1.00	0.00	0.00	0.00	0.00	0.00	19   FIT WITH MY LIFE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	0.00	0.00	1.00	0.00	0.00	20   FEEL PART OF A TEAM	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	4.00	0.00	3.00	0.00	21   FEEL SUPPORTED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	4.00	0.00	0.00	0.00	22   WAY TO GIVE BACK	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	1.00	1.00	7.00	0.00	0.00	23   ENJOYMENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	2.00	1.00	0.00	24   IN TOUCH WITH REAL WC	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	7.00	0.00	3.00	0.00	0.00	<b>Consequences</b>																																																																																																																																																																										
9   ARMS LENGTH	0.00	0.00	1.00	0.00	0.00	4.00	0.00	0.00	2.00	0.00	0.00	0.02	0.03	0.00	0.00	0.01	0.00	0.00	10   BIG NAME	5.00	7.00	1.00	9.00	1.00	2.00	0.00	0.00	2.00	0.00	0.00	0.04	0.06	0.02	0.01	0.03	0.02	0.01	11   ACCREDITATION	1.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	1.00	0.00	0.00	0.01	0.00	0.00	0.00	0.00	0.00	0.00	12   TIME	6.00	1.00	0.00	4.00	2.00	7.00	0.00	0.00	2.00	0.00	0.00	0.01	0.02	0.02	0.00	0.04	0.01	0.00	13   INTERESTING	2.00	0.00	3.00	3.00	0.00	1.00	0.00	0.00	0.00	1.00	2.00	0.01	0.00	0.02	0.00	0.01	0.02	0.00	14   FEEL USEFUL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.00	4.00	4.00	1.00	4.00	1.00	2.00	15   FEEL VALUED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.00	9.00	3.00	1.00	1.00	0.00	0.00	16   STILL LEARNING	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10.00	0.00	3.00	0.00	0.00	1.00	2.00	17   MAKE A DIFFERENCE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	2.00	16.00	1.00	9.00	5.00	0.00	18   HELP CAREER	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	1.00	0.00	0.00	0.00	0.00	0.00	19   FIT WITH MY LIFE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	0.00	0.00	1.00	0.00	0.00	20   FEEL PART OF A TEAM	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	4.00	0.00	3.00	0.00	21   FEEL SUPPORTED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	4.00	0.00	0.00	0.00	22   WAY TO GIVE BACK	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	1.00	1.00	7.00	0.00	0.00	23   ENJOYMENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	2.00	1.00	0.00	24   IN TOUCH WITH REAL WC	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	7.00	0.00	3.00	0.00	0.00	<b>Consequences</b>																																																																																																																																																																																													
10   BIG NAME	5.00	7.00	1.00	9.00	1.00	2.00	0.00	0.00	2.00	0.00	0.00	0.04	0.06	0.02	0.01	0.03	0.02	0.01	11   ACCREDITATION	1.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	1.00	0.00	0.00	0.01	0.00	0.00	0.00	0.00	0.00	0.00	12   TIME	6.00	1.00	0.00	4.00	2.00	7.00	0.00	0.00	2.00	0.00	0.00	0.01	0.02	0.02	0.00	0.04	0.01	0.00	13   INTERESTING	2.00	0.00	3.00	3.00	0.00	1.00	0.00	0.00	0.00	1.00	2.00	0.01	0.00	0.02	0.00	0.01	0.02	0.00	14   FEEL USEFUL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.00	4.00	4.00	1.00	4.00	1.00	2.00	15   FEEL VALUED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.00	9.00	3.00	1.00	1.00	0.00	0.00	16   STILL LEARNING	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10.00	0.00	3.00	0.00	0.00	1.00	2.00	17   MAKE A DIFFERENCE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	2.00	16.00	1.00	9.00	5.00	0.00	18   HELP CAREER	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	1.00	0.00	0.00	0.00	0.00	0.00	19   FIT WITH MY LIFE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	0.00	0.00	1.00	0.00	0.00	20   FEEL PART OF A TEAM	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	4.00	0.00	3.00	0.00	21   FEEL SUPPORTED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	4.00	0.00	0.00	0.00	22   WAY TO GIVE BACK	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	1.00	1.00	7.00	0.00	0.00	23   ENJOYMENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	2.00	1.00	0.00	24   IN TOUCH WITH REAL WC	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	7.00	0.00	3.00	0.00	0.00	<b>Consequences</b>																																																																																																																																																																																																																
11   ACCREDITATION	1.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	1.00	0.00	0.00	0.01	0.00	0.00	0.00	0.00	0.00	0.00	12   TIME	6.00	1.00	0.00	4.00	2.00	7.00	0.00	0.00	2.00	0.00	0.00	0.01	0.02	0.02	0.00	0.04	0.01	0.00	13   INTERESTING	2.00	0.00	3.00	3.00	0.00	1.00	0.00	0.00	0.00	1.00	2.00	0.01	0.00	0.02	0.00	0.01	0.02	0.00	14   FEEL USEFUL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.00	4.00	4.00	1.00	4.00	1.00	2.00	15   FEEL VALUED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.00	9.00	3.00	1.00	1.00	0.00	0.00	16   STILL LEARNING	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10.00	0.00	3.00	0.00	0.00	1.00	2.00	17   MAKE A DIFFERENCE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	2.00	16.00	1.00	9.00	5.00	0.00	18   HELP CAREER	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	1.00	0.00	0.00	0.00	0.00	0.00	19   FIT WITH MY LIFE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	0.00	0.00	1.00	0.00	0.00	20   FEEL PART OF A TEAM	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	4.00	0.00	3.00	0.00	21   FEEL SUPPORTED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	4.00	0.00	0.00	0.00	22   WAY TO GIVE BACK	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	1.00	1.00	7.00	0.00	0.00	23   ENJOYMENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	2.00	1.00	0.00	24   IN TOUCH WITH REAL WC	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	7.00	0.00	3.00	0.00	0.00	<b>Consequences</b>																																																																																																																																																																																																																																			
12   TIME	6.00	1.00	0.00	4.00	2.00	7.00	0.00	0.00	2.00	0.00	0.00	0.01	0.02	0.02	0.00	0.04	0.01	0.00	13   INTERESTING	2.00	0.00	3.00	3.00	0.00	1.00	0.00	0.00	0.00	1.00	2.00	0.01	0.00	0.02	0.00	0.01	0.02	0.00	14   FEEL USEFUL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.00	4.00	4.00	1.00	4.00	1.00	2.00	15   FEEL VALUED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.00	9.00	3.00	1.00	1.00	0.00	0.00	16   STILL LEARNING	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10.00	0.00	3.00	0.00	0.00	1.00	2.00	17   MAKE A DIFFERENCE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	2.00	16.00	1.00	9.00	5.00	0.00	18   HELP CAREER	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	1.00	0.00	0.00	0.00	0.00	0.00	19   FIT WITH MY LIFE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	0.00	0.00	1.00	0.00	0.00	20   FEEL PART OF A TEAM	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	4.00	0.00	3.00	0.00	21   FEEL SUPPORTED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	4.00	0.00	0.00	0.00	22   WAY TO GIVE BACK	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	1.00	1.00	7.00	0.00	0.00	23   ENJOYMENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	2.00	1.00	0.00	24   IN TOUCH WITH REAL WC	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	7.00	0.00	3.00	0.00	0.00	<b>Consequences</b>																																																																																																																																																																																																																																																						
13   INTERESTING	2.00	0.00	3.00	3.00	0.00	1.00	0.00	0.00	0.00	1.00	2.00	0.01	0.00	0.02	0.00	0.01	0.02	0.00	14   FEEL USEFUL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.00	4.00	4.00	1.00	4.00	1.00	2.00	15   FEEL VALUED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.00	9.00	3.00	1.00	1.00	0.00	0.00	16   STILL LEARNING	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10.00	0.00	3.00	0.00	0.00	1.00	2.00	17   MAKE A DIFFERENCE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	2.00	16.00	1.00	9.00	5.00	0.00	18   HELP CAREER	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	1.00	0.00	0.00	0.00	0.00	0.00	19   FIT WITH MY LIFE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	0.00	0.00	1.00	0.00	0.00	20   FEEL PART OF A TEAM	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	4.00	0.00	3.00	0.00	21   FEEL SUPPORTED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	4.00	0.00	0.00	0.00	22   WAY TO GIVE BACK	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	1.00	1.00	7.00	0.00	0.00	23   ENJOYMENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	2.00	1.00	0.00	24   IN TOUCH WITH REAL WC	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	7.00	0.00	3.00	0.00	0.00	<b>Consequences</b>																																																																																																																																																																																																																																																																									
14   FEEL USEFUL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.00	4.00	4.00	1.00	4.00	1.00	2.00	15   FEEL VALUED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.00	9.00	3.00	1.00	1.00	0.00	0.00	16   STILL LEARNING	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10.00	0.00	3.00	0.00	0.00	1.00	2.00	17   MAKE A DIFFERENCE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	2.00	16.00	1.00	9.00	5.00	0.00	18   HELP CAREER	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	1.00	0.00	0.00	0.00	0.00	0.00	19   FIT WITH MY LIFE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	0.00	0.00	1.00	0.00	0.00	20   FEEL PART OF A TEAM	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	4.00	0.00	3.00	0.00	21   FEEL SUPPORTED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	4.00	0.00	0.00	0.00	22   WAY TO GIVE BACK	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	1.00	1.00	7.00	0.00	0.00	23   ENJOYMENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	2.00	1.00	0.00	24   IN TOUCH WITH REAL WC	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	7.00	0.00	3.00	0.00	0.00	<b>Consequences</b>																																																																																																																																																																																																																																																																																												
15   FEEL VALUED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.00	9.00	3.00	1.00	1.00	0.00	0.00	16   STILL LEARNING	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10.00	0.00	3.00	0.00	0.00	1.00	2.00	17   MAKE A DIFFERENCE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	2.00	16.00	1.00	9.00	5.00	0.00	18   HELP CAREER	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	1.00	0.00	0.00	0.00	0.00	0.00	19   FIT WITH MY LIFE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	0.00	0.00	1.00	0.00	0.00	20   FEEL PART OF A TEAM	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	4.00	0.00	3.00	0.00	21   FEEL SUPPORTED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	4.00	0.00	0.00	0.00	22   WAY TO GIVE BACK	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	1.00	1.00	7.00	0.00	0.00	23   ENJOYMENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	2.00	1.00	0.00	24   IN TOUCH WITH REAL WC	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	7.00	0.00	3.00	0.00	0.00	<b>Consequences</b>																																																																																																																																																																																																																																																																																																															
16   STILL LEARNING	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10.00	0.00	3.00	0.00	0.00	1.00	2.00	17   MAKE A DIFFERENCE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	2.00	16.00	1.00	9.00	5.00	0.00	18   HELP CAREER	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	1.00	0.00	0.00	0.00	0.00	0.00	19   FIT WITH MY LIFE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	0.00	0.00	1.00	0.00	0.00	20   FEEL PART OF A TEAM	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	4.00	0.00	3.00	0.00	21   FEEL SUPPORTED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	4.00	0.00	0.00	0.00	22   WAY TO GIVE BACK	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	1.00	1.00	7.00	0.00	0.00	23   ENJOYMENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	2.00	1.00	0.00	24   IN TOUCH WITH REAL WC	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	7.00	0.00	3.00	0.00	0.00	<b>Consequences</b>																																																																																																																																																																																																																																																																																																																																		
17   MAKE A DIFFERENCE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	2.00	16.00	1.00	9.00	5.00	0.00	18   HELP CAREER	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	1.00	0.00	0.00	0.00	0.00	0.00	19   FIT WITH MY LIFE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	0.00	0.00	1.00	0.00	0.00	20   FEEL PART OF A TEAM	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	4.00	0.00	3.00	0.00	21   FEEL SUPPORTED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	4.00	0.00	0.00	0.00	22   WAY TO GIVE BACK	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	1.00	1.00	7.00	0.00	0.00	23   ENJOYMENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	2.00	1.00	0.00	24   IN TOUCH WITH REAL WC	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	7.00	0.00	3.00	0.00	0.00	<b>Consequences</b>																																																																																																																																																																																																																																																																																																																																																					
18   HELP CAREER	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	1.00	0.00	0.00	0.00	0.00	0.00	19   FIT WITH MY LIFE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	0.00	0.00	1.00	0.00	0.00	20   FEEL PART OF A TEAM	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	4.00	0.00	3.00	0.00	21   FEEL SUPPORTED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	4.00	0.00	0.00	0.00	22   WAY TO GIVE BACK	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	1.00	1.00	7.00	0.00	0.00	23   ENJOYMENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	2.00	1.00	0.00	24   IN TOUCH WITH REAL WC	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	7.00	0.00	3.00	0.00	0.00	<b>Consequences</b>																																																																																																																																																																																																																																																																																																																																																																								
19   FIT WITH MY LIFE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	0.00	0.00	1.00	0.00	0.00	20   FEEL PART OF A TEAM	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	4.00	0.00	3.00	0.00	21   FEEL SUPPORTED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	4.00	0.00	0.00	0.00	22   WAY TO GIVE BACK	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	1.00	1.00	7.00	0.00	0.00	23   ENJOYMENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	2.00	1.00	0.00	24   IN TOUCH WITH REAL WC	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	7.00	0.00	3.00	0.00	0.00	<b>Consequences</b>																																																																																																																																																																																																																																																																																																																																																																																											
20   FEEL PART OF A TEAM	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	4.00	0.00	3.00	0.00	21   FEEL SUPPORTED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	4.00	0.00	0.00	0.00	22   WAY TO GIVE BACK	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	1.00	1.00	7.00	0.00	0.00	23   ENJOYMENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	2.00	1.00	0.00	24   IN TOUCH WITH REAL WC	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	7.00	0.00	3.00	0.00	0.00	<b>Consequences</b>																																																																																																																																																																																																																																																																																																																																																																																																														
21   FEEL SUPPORTED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	4.00	0.00	0.00	0.00	22   WAY TO GIVE BACK	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	1.00	1.00	7.00	0.00	0.00	23   ENJOYMENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	2.00	1.00	0.00	24   IN TOUCH WITH REAL WC	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	7.00	0.00	3.00	0.00	0.00	<b>Consequences</b>																																																																																																																																																																																																																																																																																																																																																																																																																																	
22   WAY TO GIVE BACK	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	1.00	1.00	7.00	0.00	0.00	23   ENJOYMENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	2.00	1.00	0.00	24   IN TOUCH WITH REAL WC	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	7.00	0.00	3.00	0.00	0.00	<b>Consequences</b>																																																																																																																																																																																																																																																																																																																																																																																																																																																				
23   ENJOYMENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	2.00	1.00	0.00	24   IN TOUCH WITH REAL WC	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	7.00	0.00	3.00	0.00	0.00	<b>Consequences</b>																																																																																																																																																																																																																																																																																																																																																																																																																																																																							
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### 6.10.1. Direct relationships

Table 28 and Table 29 show the direct relationships between Attributes-Consequence and Consequence-Value, taken from the Implication Matrix for category 2. The relationships occurring three or more times are highlighted and together their power to explain the subsequent consequence (or value) is shown in the last line. The target is 70% as before and relationships with five consequences and four values meet this target. The consequence 'Enjoyment' (theme 23) has no explanatory relationships and the value 'Excitement' (theme 31) does not meet the 6+ minimum consequence/value count so neither are included in the Hierarchical Value Maps.

Table 28: Category 2 direct relationships between attribute and consequence

ATTRIBUTES TO CONSEQUENCES RELATIONSHIPS 70%, 3+														
IMPLICATION MATRIX ADVICE		14	15	16	17	18	19	20	21	22	23	24	total	
		FEEL USEFUL	FEEL VALUED	STILL LEARNING	MAKE A DIFFERENCE	HELP CAREER	FIT WITH MY LIFE	FEEL PART OF THE TEAM	FEEL SUPPORTED	WAY TO GIVE BACK	ENJOYMENT	IN TOUCH WITH REAL WORLD		
Attributes	1	OPEN TO ALL	0	1	0	1	0	0	0	0	0	0	5	7
	2	SOCIAL	0	0	0	0	0	0	6	1	0	2	1	10
	3	CAUSE	4	1	0	5	0	0	0	0	2	1	0	13
	4	LOCATION	4	0	0	1	0	3	3	0	0	0	0	11
	5	SKILLS/EXP	12	1	6	1	3	2	0	0	3	0	1	29
	6	PROFESSIONAL	2	4	3	4	1	2	1	3	0	2	0	22
	7	CHALLENGE	3	0	4	1	1	0	0	1	0	2	0	12
	8	HANDS ON	4	0	0	6	0	0	0	0	0	0	2	12
	9	ARMS LENGTH	0	0	1	0	0	4	0	0	2	0	0	7
	10	BIG NAME	5	7	1	9	1	2	0	0	2	0	0	27
	11	ACCREDITATION	1	0	0	0	2	0	0	0	1	0	0	4
	12	TIME	6	1	0	4	2	7	0	0	2	0	0	22
	13	INTERESTING	2	0	3	3	0	1	0	0	0	1	2	12
		<b>sum (consequence)</b>	43	15	18	35	10	21	10	5	12	8	11	188
		<b>% of all consequences</b>	22.9%	8.0%	9.6%	18.6%	5.3%	11.2%	5.3%	2.7%	6.4%	4.3%	5.9%	100.0%
		<b>Over 70%</b>	81.4%	73.3%	72.2%	80.0%	30.0%	66.7%	90.0%	60.0%	25.0%	0.0%	45.5%	

Table 29: Category 2 direct relationships between consequence and value

CONSEQUENCE TO VALUE RELATIONSHIPS, 70% 3+										
IMPLICATION MATRIX ADVICE		25	26	27	28	29	30	31	Total	
		SELF RESPECT	SOCIAL RECOGNITION	SENSE OF ACCOMPLISHMENT	SENSE OF BELONGING	LIVING MY VALUES	PLEASURE	EXCITEMENT		
Consequences	14	FEEL USEFUL	6	4	4	1	4	1	2	22
	15	FEEL VALUED	5	9	3	1	1	0	0	19
	16	STILL LEARNING	10	0	3	0	0	1	2	16
	17	MAKE A DIFFERENCE	4	2	16	1	9	5	0	37
	18	HELP CAREER	3	1	0	0	0	0	0	4
	19	FIT WITH MY LIFE	1	2	0	0	1	0	0	4
	20	FEEL PART OF A TEAM	1	0	0	4	0	3	0	8
	21	FEEL SUPPORTED	1	0	1	4	0	0	0	6
	22	WAY TO GIVE BACK	1	2	1	1	7	0	0	12
	23	ENJOYMENT	0	0	1	0	2	1	0	4
	24	IN TOUCH WITH REAL WORLD	1	0	7	0	3	0	0	11
		TOTAL VALUE	33	20	36	12	27	11	4	143
		horizontal : % of all VALUES	23.1%	14.0%	25.2%	8.4%	18.9%	7.7%	2.8%	50.0%
		vertical: over 70% relationship	75.8%	65.0%	75.0%	66.7%	74.1%	72.7%	0.0%	

### 6.10.2. Indirect relationships

Only 'Social recognition' (theme 26) shows clear explanatory relationships, reaching the 70% target with 'Big name', 'Skills/Exp' and 'Arm's length (role) together explaining 75% of the value. Table 30 shows there are 109 indirect relationships (from complete ladders) for category 2. The most frequently mentioned value is also 'Sense of Accomplishment' (theme 27, count 26) where five attributes explain 65% of the value.

Only 'Social recognition' (theme 26) shows clear explanatory relationships, reaching the 70% target with 'Big name', 'Skills/Exp' and 'Arm's length (role) together explaining 75% of the value.

Table 30: Category 2 indirect relationships

INDIRECT RELATIONSHIPS - ADVICE				Explanatory
VALUE	ATTRIBUTE	3+	Value Sum	Relationships
Sense of accomplishment	Skills/experience	5	26	65%
Sense of accomplishment	Challenge	3		
Sense of accomplishment	Hands on	3		
Sense of accomplishment	Open to all	3		
Sense of accomplishment	Professional	3		
Self respect	Challenge	5	22	55%
Self respect	Skills/experience	3		
Self respect	Big name	4		
Living my values	Cause	4	22	64%
Living my values	Big name	3		
Living my values	Time	4		
Living my values	Open to all	3		
Social recognition	<b>Big name</b>	<b>6</b>	16	75%
Social recognition	<b>Skills/experience</b>	<b>3</b>		
Social recognition	<b>Arms length</b>	<b>3</b>		
Pleasure	<b>Social</b>	<b>3</b>	10	30%
	<b>Total</b>	<b>109</b>	<b>109</b>	

### 6.10.3. Hierarchical Value Map

The Hierarchical Value Map for category 2 (advice) is shown in [Figure 41](#) using the 70% significant relationship target but with minimum cut off of 3+. As before, the high level simple cut off method is also shown in [Figure 42](#), this time with 5+ cut off level (to reflect 2 rather than 3 charities in the data for this category).

### 6.10.4. Dominant perceptual patterns

As with the combined dataset and category 1, the dominant perceptual patterns were then calculated. As before, they are ranked on the combined count of the direct relationship pairs Attribute-Consequence plus Consequence-Value (AC+CV), shown in [Table 31](#).

The final column shows the indirect relationship counts from actual volunteer unique ladders. The difference between the two perspectives is well illustrated by the most dominant pattern ‘Big name–Make a difference–Sense of accomplishment’ laddering through 25 direct relationship pairs but no actual volunteer indirect relationships between ‘Big name’ and ‘Sense of accomplishment’. In contrast six unique volunteer actual ladders

stretched from 'Big name' to 'Social recognition' but his only involved nine direct relationship pairs.

Figure 41: HVM for category 2 using explanatory relationship method (70%, 3+)

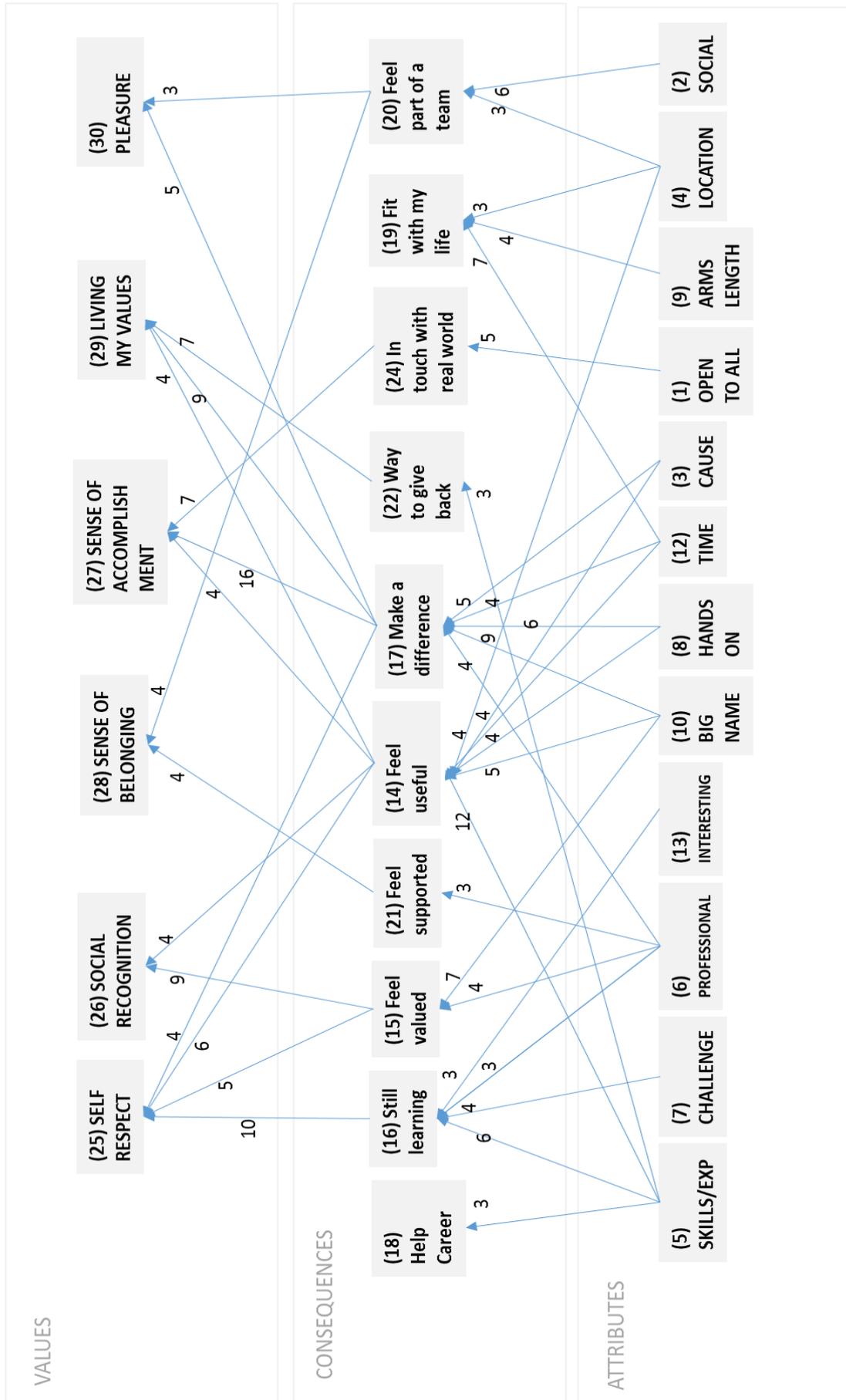
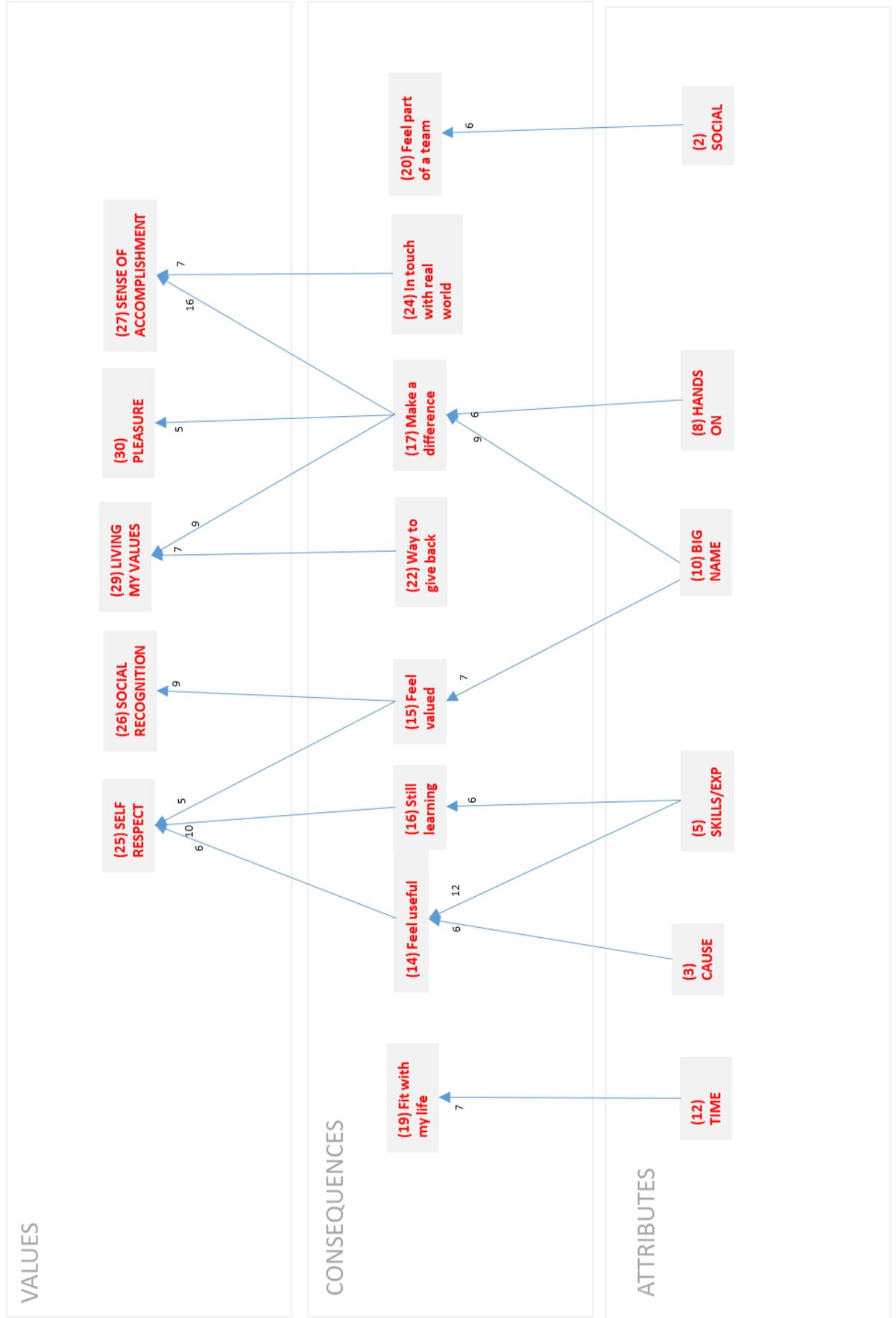


Figure 42: HVM for category 2 with simple high level cut off (5+)

# HIERARCHICAL VALUE MAP: Category 2 (Advice) High Level Simple Cut off (5+)



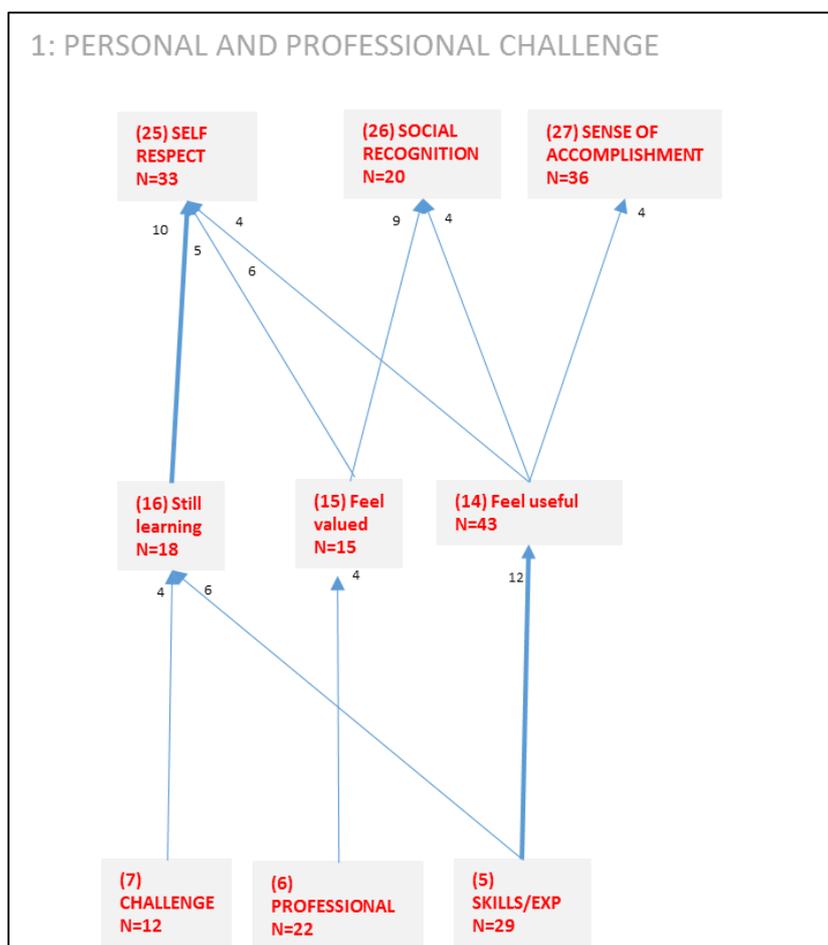
**Table 31: Dominant perceptual patterns for category 2**

<b>Attribute</b>	<b>A-C count</b>	<b>Consequence</b>	<b>C-V count</b>	<b>Value</b>	<b>SUM AC+CV</b>	<b>Indirect count A-V</b>
Big name	9	Make a difference	16	Sense of accomplishment	25	<b>No ID</b>
Hands on	6	Make a difference	16	Sense of accomplishment	22	3
Cause	5	Make a difference	16	Sense of accomplishment	21	<b>No ID</b>
Time	4	Make a difference	16	Sense of accomplishment	20	<b>No ID</b>
Big name	9	Make a difference	9	Living my values	18	3
Skills/Exp	12	Feel useful	6	Self respect	18	3
Skills/Exp	12	Feel useful	4	Social recognition	16	3
Skills/Exp	12	Feel useful	4	Sense of accomplishment	16	5
Skills/Exp	12	Feel useful	4	Living my values	16	<b>No ID</b>
Big name	7	Feel valued	9	Social recognition	16	6
Skills/Exp	6	Still learning	10	Self respect	16	<b>No ID</b>
Hands on	6	Make a difference	9	Living my values	15	<b>No ID</b>
Cause	5	Make a difference	9	Living my values	14	4
Big name	9	Make a difference	5	Pleasure	14	<b>No ID</b>
Challenge	4	Still learning	10	Self respect	14	<b>No ID</b>
Big name	9	Make a difference	4	Self respect	13	4
Time	4	Make a difference	9	Living my values	13	<b>No ID</b>
Professional	4	Feel valued	9	Social recognition	13	<b>No ID</b>
Professional	3	Still learning	10	Self respect	13	<b>No ID</b>
Interesting	3	Still learning	10	Self respect	13	<b>No ID</b>
Time	6	Feel useful	6	Self respect	12	<b>No ID</b>
Big name	7	Feel valued	5	Self respect	12	4
Open to all	5	In touch with real world	7	Sense of accomplishment	12	3
Hands on	6	Make a difference	5	Pleasure	11	<b>No ID</b>
Big name	5	Feel useful	6	Self respect	11	4
Hands on	6	Make a difference	4	Self respect	10	<b>No ID</b>
Cause	5	Make a difference	5	Pleasure	10	<b>No ID</b>
Location	4	Feel useful	6	Self respect	10	<b>No ID</b>
Time	6	Feel useful	4	Social recognition	10	<b>No ID</b>
Time	6	Feel useful	4	Sense of accomplishment	10	<b>No ID</b>
Time	6	Feel useful	4	Living my values	10	4
Social	6	Feel part of the team	4	Sense of belonging	10	<b>No ID</b>
Skills/Exp	3	way to give back	7	Living my values	10	<b>No ID</b>
Cause	4	Feel useful	6	Self respect	10	<b>No ID</b>
Cause	5	Make a difference	4	Self respect	9	<b>No ID</b>
Time	4	Make a difference	5	Pleasure	9	<b>No ID</b>
Professional	4	Feel valued	5	Self respect	9	<b>No ID</b>
Social	6	Feel part of the team	3	Pleasure	9	3
Big name	5	Feel useful	4	Social recognition	9	6
Big name	5	Feel useful	4	Sense of accomplishment	9	<b>No ID</b>
Big name	5	Feel useful	4	Living my values	9	3
Location	4	Feel useful	4	Social recognition	8	<b>No ID</b>
Location	4	Feel useful	4	Sense of accomplishment	8	<b>No ID</b>
Location	4	Feel useful	4	Living my values	8	<b>No ID</b>
Cause	4	Feel useful	4	Social recognition	8	<b>No ID</b>
Cause	4	Feel useful	4	Sense of accomplishment	8	<b>No ID</b>
Cause	4	Feel useful	4	Living my values	8	4
Professional	4	Make a difference	4	Self respect	8	<b>No ID</b>
Location	3	Feel part of the team	4	Sense of belonging	7	<b>No ID</b>
Time	7	Fit with my life			7	<i>incomplete</i>
Professional	3	Feel supported	4	Sense of belonging	7	<b>No ID</b>
Location	3	Feel part of the team	3	Pleasure	6	<b>No ID</b>

### 6.10.5. Relationship clusters

Again the dominant perceptual patterns were clustered to make sense of the insight. The clusters/stories from category 2 reflected those from the combined dataset, with one addition; the importance to the volunteers of the charities being 'Professional' (theme 6) and the roles utilising 'Skills/ Exp(erience)' (theme 5). In that way they can 'Feel useful' (theme 14). The fact that the roles enable them to be 'Still learning' (theme 16) has a direct link to their 'Self-respect' (theme 25).

Figure 43: Category 2 specific pattern one



### 6.11. Chapter conclusion

The results of the Means-End Chain analysis on the full dataset and the two categories individually has been presented, including example ladders from the interviews, the Implication Matrices and Hierarchical Value Maps. The Code Book, showing final themes and

their component sub-codes has been described. The direct and indirect relationships have also been detailed including the importance of indirect ladders within the three layer model to map the actual unique participant ladders. The maps have been shown at both the preferred explanatory relationship analysis method but also the high level simple cut off method for comparison. The dominant perceptual patterns have been determined using the traditional method of direct relationship counts across the dataset. In addition, the indirect relationships have also been taken into account to cluster dominant patterns into 'stories' – with seven dominant perceptual patterns for the overall dataset, plus two specific to category 1 and one for category 2. The discussion and implications of the findings are presented in chapter 8.

## Chapter 7: Results of Framework Analysis

### 7.1. Chapter summary

The Means-End Chain analysis has contributed significantly to our understanding of the phenomenon of charity brand choice by volunteers. However, the research questions had not been fully explored, specifically around the way volunteers learnt about brand and the role of brand in the decision-making process. Within the primary analysis using the Means-End Chain method, brand did emerge as **one** of the dominant chains across the fieldwork but the way volunteers talked about brand varied considerably. For some people, particularly those deciding to volunteer at a children's centre, the brand appeared to play a secondary role to the cause or nature of work undertaken. For others a well-known brand name appeared to be synonymous with credibility and professionalism. In addition, the way the volunteer discovered the brand also varied considerably from word of mouth to active search to being a service user. This stage of the decision-making process was present in the data but not visible from the Means-End Chain ladders.

For these reasons a secondary analysis was conducted on a section of the same data set, specifically connected with brand, using the Framework method for analysing qualitative data (Ritchie, Lewis et al. 2014). The rationale for introducing a secondary, supporting method of analysis for one area of the dataset is discussed in section 4.1.3. The objectives for the analysis and stages of the Framework Analysis process are also discussed in the research design section (4.3.3). This chapter presents the results of the Framework Analysis. It develops a new Segmentation Matrix as a way of making sense of the data on brand and subsequently identifies the dominant patterns within the data.

### 7.2. Identifying the relevant data

As discussed in section 4.3.3, the five stages of Framework Analysis methodology are:

- 1: Familiarisation
- 2: Generating thematic framework
- 3: Indexing and sorting
- 4: Charting

5: Mapping and interpretation (Ritchie, Lewis et al. 2014).

Following the familiarisation stage, themes were developed based on the existing data that discussed brand. The themes generated were brand knowledge by the volunteer, how the brand was discovered, which other brands were consideration, the perceived importance of brand, perception of brand promotion and depth of existing relationship with the charity, shown in [Table 32](#).

[Table 32: Themes developed through the Framework Analysis](#)

<b>Themes developed in the Framework Analysis</b>	<b>Relevant interview question within the dataset.</b>
<b>1: Brand Engagement</b> 1.1 Earliest memory of brand 1.2 Background to brand 1.3 Personal connection to brand	Can you think back to the first time you heard about this brand? What did you know about this brand before you joined?
<b>2: Brand Discovery for volunteering role</b> 2.1 Trigger to volunteer 2.2 Discovery Action	Tell me about how you came to volunteer for this charity? What did you do next?
<b>3: Brand Consideration Set</b> 3.1 At decision-making point 3.2 Subsequent alternatives	What other charities did you consider? If you didn't volunteer for this charity now, which other charities (or other activities) would you do instead?
<b>4. Brand Importance</b>	Does the charity's brand matter to you?
<b>5: Depth of charity relationship</b> 5.1 Family history of volunteering 5.2 Other volunteering roles 5.3 Charities support financially 5.4 Deeper support for this charity	Has anyone in your family volunteered before? Do you/have you ever volunteered for anyone else? Do you support any charities with donations? Do you do anything else with this charity apart from your volunteering?
<b>6. Brand Promotion (WOM)</b>	Do you tell people about your volunteering

The full framework developed is shown in Appendix 14.

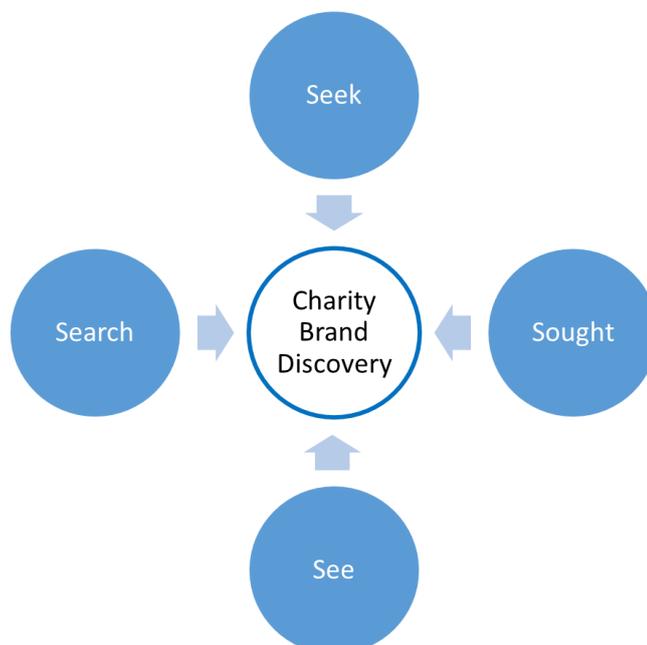
### 7.3. Segmentation by Brand Engagement and Brand Discovery.

The indexing and sorting stage and charting the results led to the development of a Segmentation Matrix. The matrix maps two dimensions of brand: the process of making the choice of charity brand for the volunteering role, labelled 'Brand Discovery' against the level of knowledge about the brand, labelled 'Brand Engagement', at the point of decision-making.

#### 7.3.1. Brand Discovery

The results of the first dimension, 'Brand Discovery' for the volunteering role, are described in [Table 33](#) and illustrated in [Figure 44](#). The four behaviour types that impact on the discovery of a brand for volunteering have been identified from the research, described as 'Seek, Sought, See and Search'.

Figure 44: Brand Discovery behaviour types



Each volunteer exhibited one dominant brand discovery behaviour type although a few did supplement with supporting activity, for example being asked to volunteer for the charity by a friend ('Sought'), followed by searching for them specifically on the internet to find out more ('Seek').

Table 33: Brand Discovery for volunteering mapped by behaviour type

Brand Discovery Behaviour Types	Description	Source example
Behaviour 1: <b>Seek</b>	The volunteer seeks out a specific charity brand to find out how to volunteer with them.	<i>“Then I decided well, you know, if I can do that, if I can become a counsellor maybe I should think about doing [charity].” Ch4v1</i>
Behaviour 2: <b>Sought</b>	The volunteer is asked by someone within the charity if they would be interested in volunteering for them.	<i>“We had come to open play day in the summer holidays and they was just saying like if anybody would like to volunteer, then come and see (name) and I did straight away.” Ch3v1</i>
Behaviour 3: <b>See (and hear)</b>	Volunteer learns about the specific charity through seeing some marketing material (passive) or hearing through word of mouth (active).	<i>“So I didn’t go out to seek it as such, it appeared, and just seemed to hit all the right buttons.” Ch1v3</i>  <i>“It’s more about gut feeling for me. And through my son’s school attached to a newsletter one day was a support for parents leaflet. And it just jumped out at me and I thought, oh, yeah, that sounds interesting.” Ch1v4</i>
Behaviour 4: <b>Search</b>	Charity search is self-generated, proactive and wide ranging. It is often on-line either through search engine or volunteering specific portals such as ‘Do It’.	<i>“So I was looking on the internet for just mentoring roles and I couldn’t really find any, and I came across this role, and I read something about it and I thought ‘Well I could probably do that’. I read the sort of goal, why they were doing the [charity 2] Schools Service and it was something that I</i>

		<i>straight away knew that it was something that I believed in. So there was no question, once I'd seen it I sort of decided, yeah, that would suit me."</i> Ch2v8
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### 7.3.2. Brand Engagement

The second dimension examines Brand Engagement. The research identified three levels of Brand Engagement prior to the charity brand decision, described here as 'Brand Ignorant, Brand Aware and Brand Wise' and mapped in [Table 34](#).

Table 34: Brand Engagement behaviour types

<b>Brand Engagement</b>	<b>Description</b>	<b>Source example</b>
<b>1: Brand Wise</b>	Potential volunteer has knowledge of charity brand beyond just the name, often from various touchpoints.	<i>"I think it's because I knew a fair bit about it. My sister had done it and really enjoyed it, felt it was really fulfilling, things like that. I just felt that was a better use of my time than just fundraising for a random charity."</i> Ch2v2
<b>2: Brand Aware</b>	Potential volunteer has heard of the specific charity and generally knows what it does.	<i>"I think if you have been involved in children helping at school, you hear about it, you kind of pick up on it because it is the kind of thing I am interested in."</i> Ch1v8
<b>3: Brand Ignorant</b>	Potential volunteer had not heard of the charity before volunteering there (or using their services prior to volunteering).	<i>"I didn't when I first came. She just said there was a baby group on, that was it. So obviously when I turned up I found out it was the [charity 3]."</i> Ch3v2

### 7.3.3. Segmentation Matrix

The Segmentation Matrix mapping the two dimensions of Brand Engagement and Brand Discovery together is shown in Figure 45. From the Framework Analysis, each volunteer in the sample has been allocated to one of the segments. For purposes of analysis, the 'Seen' discovery behaviour is sub-divided into active word of mouth (recommended by a friend or family member) and passive marketing materials (such as advert on Facebook).

The research methodology is qualitative and therefore the sample size relatively small. However, the Segmentation Matrix enables us to identify patterns and relationships with the data against the two dimensions of Brand Engagement and Brand Discovery. This addresses the first objective for the Framework Analysis. Three of the observed patterns strongly resonate with and are consistent with theory. The fourth looks anomalous but can be explained.

Figure 45: Charting Brand Discovery with Brand Engagement

Reference x/y where x is charity and y is volunteer.		Brand Engagement		
		Brand wise	Brand aware	Brand ignorant *
Brand Discovery	1. Seek (out specific charity brand/also role for children's centres)	1/7, 2/1, 2/6, 3/5, 4/1, 4/6, 4/7, 4/8, 4/9, 4/11, 4/12, 4/13, 5/2, 5/5	5/4,	3/4, 3/7, 3/8,
	2. Sought (service user)	2/9, 2/11,		3/1, 3/2,
	3. See	Active e.g WOM 1/1, 1/5, 4/3, 4/4,	5/6,	3/9, 3/3
	Passive e.g Advertising 1/3, 1/4, 2/7, 2/10, 4/5, 4/10, 5/3, 5/7,			
4. Search		1/6, 2/3, 2/5, 2/8, 4/2, 5/1, 5/8, 5/10	1/2, 1/8, 2/4, 5/9,	3/6,

Note: (\*) Brand ignorant before volunteering or become service user prior to volunteering.

### **Pattern 1: Brand Wise/Seek**

The behavioural pattern that can be most easily identified is for the volunteer to seek out a specific charity brand that they already know well. Although this is skewed by the fourth charity which has high brand saliency, the effect is present for all five charities in the sample.

### **Pattern 2: Brand Wise/See**

The second pattern observed through the Framework Analysis was the role of brand to trigger action when prompted, either through word of mouth (active) or through seeing a leaflet, poster or advert (passive). In a similar way to pattern 1, there was no search amongst a competitive set. When they saw or heard that trigger, the brand then stimulated the volunteering decision and choice.

### **Pattern 3: Brand Wise and Aware/Search**

The third pattern observed relates to the role of brand to differentiate between choices. The volunteer undertakes a search and then chooses a brand they are aware of or know well.

### **Pattern 4: Brand ignorant/ Sought & Seek (service user).**

The fourth observed pattern is anomalous but can be explained: where the volunteer has not heard of the charity but still seeks them out for volunteering or responds positively to being asked. This is understood through the potential volunteer already being a service user and in this sample is particularly in the context of children's centres.

## **7.4. Exploring brand consideration set**

The second objective of the Framework Analysis explores the concept of a brand consideration set and choice set within this dataset. Within marketing and decision-making theory, evaluation against alternatives has been viewed as a rational and linear process (Ajzen 1991, Andreasen and Kotler 2002, Hoyer and MacInnis 2004), illustrated in [Figure 46](#).

Figure 46: Example of linear decision-making process



In this context, the total set would be all volunteering charities. Awareness set contains charities salient to the volunteer, either through information built over time through various touchpoints or as a result of an active search (Kahneman 2011, Barden 2013). Consideration set can be seen as those meeting the functional considerations of hours and location, the hygiene factors (Maslow 1943). The choice set is the short list of available options that can be evaluated against the personal needs of the volunteer, what they are looking to get out of the role and whether a particular cause is more motivating (Clary, Ridge et al. 1998, Shye 2010).

The scope of this sample was service delivery volunteers, for reasons explained in section 5.2.5. The roles undertaken were all hands-on and in direct contact with people, either by phone or face to face. These volunteers were attracted to service delivery roles rather than working in charity shops, on committees, fundraising or volunteer as advocates. The alternatives they considered should be seen through this frame (Park, Jun et al. 2000, Barden 2013).

Data was gathered from two perspectives, alternatives considered at the time of the decision to volunteer and alternatives that would be considered now with hindsight.

## 7.5. Segmentation by brand behaviour types

The segmentation of volunteers by Brand Discovery and Brand Engagement behaviour types also adds insight to the issue of consideration set. For the volunteers exhibiting the three behaviours labelled 'Seek', 'Sought' and 'See' there was no evidence of a consideration set at the point of decision-making, as illustrated in [Figure 47](#). However, a third of volunteers in the Seek behaviour pattern (5/15) who were either 'Brand Wise' or 'Brand Aware' had considered other brands or areas before making the decision and seeing out the specific charity. These alternatives included Salvation Army and street pastors (both ruled out by

volunteers in this sample for being too religious), Amnesty (not hands-on enough) and working in mental health (long training process).

Figure 47: Segmentation Matrix

		Brand Engagement		
		Brand wise	Brand aware	Brand ignorant
Brand Discovery (for volunteering)	1: Seek	Automatic choice <u>PATTERN 1</u>	Some evidence of pre-consideration	No consideration set <u>PATTERN 4</u>
	2: Sought	Automatic choice <u>PATTERN 2</u>	Not present	Not present
	3: See			
	4: Search	Evidence of consideration set <u>PATTERN 3</u>	No consideration set	

For the 13 volunteers who exhibited ‘Search’ behaviour, the alternatives either came back from an internet search or volunteering website like ‘Do it’ or active search of individual charities they were interested in.

Table 35: Alternative volunteering options considered

Search style	Consideration set
Personal exploration	-Childline, Citizen’s Advice Bureau, Victim Support - Gardening for mental health, Amnesty, Samaritans, other children’s charities -Home start -Hospitals, children’s charities, Sure Start.
Actively considered alternative	-Samaritans -Magistrate
Area search	-Mentoring roles
Search results (Do It)	-Princes Trust -Alzheimer’s -Children’s playgroup

When the data on consideration set at decision point is combined with alternatives that would be considered now, with hindsight, if their volunteering role did not exist, **four additional patterns** can be observed relevant to the consideration set within the Framework Analysis.

### **Pattern 5 – One charity as a considered choice**

One charity in the sample was frequently named as a considered alternative to others in the sample at the point of decision-making. In particular this was the top alternative for another charity where the roles were similar although categorised as different causes.

*“I was told that [charity 2] and [charity 4] give you fantastic training.” Ch2v3*

Even when volunteers rejected the considered choice charity as an alternative due to concerns about potential personal impact, it was consciously and specifically considered as part of the decision-making process

Volunteers who chose this specific charity themselves did not have a charity consideration set at the point of decision-making. With hindsight, they would consider other counselling roles such as local alcohol or drugs services, CAB, Victim support or being a magistrate. No volunteer interviewed for this charity considered working in a charity shop: the roles they saw as comparable (in hindsight) were more skills based.

### **Pattern 6 – Shop as considered choice**

In contrast, for other volunteers, working in a charity shop did act as a stepping stone in considering alternatives. It was actively considered but specifically ruled out by people seeking skills based roles or those concerned about working conditions such as standing too long or working in dusty conditions.

*“I didn’t want charity shop work or anything like that. I wanted something that would be reasonably intellectually stimulating.” Ch5v7*

*“It’s not like you say you work for Oxfam sifting through old clothes. People think it’s a worthwhile...it’s worthwhile in the job that you do. But it’s also the sort of thing you would expect people to get paid for because it’s a proper job.” Ch5v8*

### **Pattern 7 - Easy to find alternatives**

Several volunteering roles were seen as alternatives because they were local and salient. In particular local schools were seen as somewhere always needing help and convenient to get to. Two volunteers chose this as a stepping stone to thinking about where they wanted to volunteer “properly”. Two others did this in addition to their children’s charity volunteering. Other alternatives that are easily found in nearly all communities and mentioned in this dataset included the Brownies, supporting the local children’s centre or working in a charity shop – for those where the skills based nature of the role was less important.

### **Pattern 8 - Weaker brand attachment leads to cause as primary driver**

For volunteers whose discovery process was to find out about their local children’s centre, their loyalty is with the role, the type of work. Alternatives considered with hindsight involve following the same pattern, finding other community centres in their area – or anything else involving children or young people. It is the cause and role rather than the specific charity brand that is the driver for them.

## **7.6. Exploring cause, role or brand**

The third objective probed through the Framework Analysis was to explore the relationship between cause, brand and role within the context of the decision to volunteer. The Means-End Chain analysis has already revealed that cause, brand and role all contribute to the decision. In particular the importance of cause varied across a spectrum of emotion from interested in the area through empathy to deeply personal. Through the Framework Analysis, this data was re-examined to identify the primary drivers. Three additional patterns emerged.

### **Pattern 9 - Role synonymous with brand for two charities.**

Both charities in category 2 are well known for the work they do. The brand name stands for the type of support they give. Although two volunteers did have non-traditional roles, the volunteers were attracted to the brand because of the type of work it did as a whole. Making the separation between role and brand for these two charities in this sector was not valid.

*"I think they're in a league of their own. In a lot of respects they... it's such a unique thing that we do, there's no other charity that really offers the same support." Ch4v3*

*"I would really have had to have researched what to do, I think, to have found something like [charity]. I'm not aware of anything else quite like [charity]" Ch5v1*

### **Pattern 10 - Charity experience as driver for less well-known brand.**

For one charity in the sample, which is in the top 100 charity brands and has good prompted brand awareness (Harris-Interactive 2013), top of mind saliency (unprompted awareness) is currently low. This is partly due to a smaller marketing budget than the leading brands in the sector. It is also partly due to working within community centres that can be branded something else (like Sure Start) or have minimal branding. Volunteers in this sample were attracted to this charity through the benefit of gaining charitable experience, often being service beneficiaries first. Also Head Office interviews revealed two organisational policies that supported this approach. The first is that improving the lives of their volunteers is part of their mission. This is done through helping volunteers, tending to be young mothers in this sample, not only gain experience but also get onto courses or providing references for other work. The second policy is to encourage and accept volunteers who need to complete a set number of hours for a specific university course. This attracts people who need to build volunteering experience either generally or specifically in that cause.

*"Why I joined [charity] was because I had to complete 150 hours volunteering work in order to apply for the midwifery course. That is how I came to finding about the children's centre." Ch3v9*

There were examples of this charity experience driven behaviour with the more well-known brands, for example:

*“Yeah, I was looking to work in a charity as well as volunteering. I used to work offshore. You get a lot of money but there’s not a lot of job satisfaction, so I was looking to do something in the charity sector specifically. That’s part of the reason I moved to London, was for work in the charity sector.” Ch2v2*

There was one ‘outlier’, a volunteer in the children’s centre who was specifically attracted to a specific brand through her church.

### **Pattern 11 - Cause as primary driver for children’s charities**

From the primary analysis, using the Means-End Chain method, cause was the most frequently cited attribute for charities in the sample from the children’s sector. However, the depth of relationship between the individual volunteer and the cause varied considerably. This can be conceptualised as operating on a spectrum from interest in the cause through empathy and the cause being relevant to them through to the cause having deep personal meaning, illustrated in [Figure 48](#).

Figure 48: Spectrum of cause engagement



Examining brand specifically through the Framework Analysis confirms this pattern.

Although brand plays a clear role for the two stronger brands in category 1, the primary driver for the majority of the volunteers in these two charities was the cause.

*“Just because through what I do at the school, the infant and junior school, I’m aware of how much families and parents can struggle and how difficult it can be. And parenting especially can be a tough business. And I just thought, oh, I’d like to be able to actually help somebody who is having... you know, in a difficult situation.” Ch1v4*

*“But I think working for a local charity is brilliant, but I’ve always wanted to work for anybody to do with children’s stuff.” Ch3v2*

### 7.6.1. Understanding specifics of brand

Finally, from the practice interview, the Head Office interviews and through to the actual volunteer depth interviews it became clear that the term ‘brand’ means different things to different people.

### 7.6.2. Evidence of disconnect between brand narrative and brand behaviour

The theme of ‘Brand Importance’ was developed through the Framework Analysis to understand whether the brand mattered to the volunteer and if so, what role/s it was performing. For example, when challenged whether they would work for a local, unknown charity doing similar work, several volunteers agreed.

*“I think if this was an organisation that was somehow funded on a shoestring, and there was ... it would be, if I believed in what it was doing, then I think it would be as relevant to me.” Ch4v6*

*“I’m not the type of person who is into all the like big international kind of brands and groups and designers and everything. Like if it’s something that makes a difference, it’s more important and something that does it properly, more important than just a big old name who everybody knows.” Ch3v2*

These are also the people who have chosen to volunteer for a ‘Big name’ brand. There appeared to be a disconnect between what they were saying about brands in general (narrative) and the charity brand choice they had made (behaviour). This disconnect is illustrated by four volunteers in [Table 36](#).

Table 36: Disconnect between brand narrative and brand behaviour

Volunteer	Does the brand matter? If it was the same role for a small local charity would it have mattered?	
	No	Yes
Example 1: Ch1v6	<i>"I think it's more giving back something to the community, and it doesn't matter what name it is, I would work for a charity that hasn't got any name, you know, or have no big name, but yeah, it's more giving back and, you know, personal gain and within everyday life, you know, you meet different people, you interact, you get different views. So yeah, it doesn't matter, the name, so that's definitely not it."</i>	<i>"I mean, [charity] just sort of stand out. I mean, I knew of them and they've got their shops and everything, and my neighbour, he sort of had an experience, I've listened to his stories with [charity 1]."</i>
Example 2: Ch4v6	<i>"Not really. I think if this was an organisation that was somehow funded on a shoestring, and there was ... it would be, if I believed in what it was doing, then I think it would be as relevant to me."</i>	<i>"I think to a certain degree it was probably ... you know, branding, and awareness."</i>
Example 3: Ch4v8	<i>"I don't think it mattered to me that it was national. I suspect I wouldn't have heard of it if it wasn't national though."</i>	<i>"It's such an important thing to say how, you know, this is who we are, this is what we stand for, this is our logo and all the consistency around that. But that's just how we deliver a service and this is the way that consistency is and people know what they're going to get and they know it's here and they know"</i>

		<i>it's staying. Like all the brand values and everything that comes from that, I think, is massively importantly."</i>
Example 4: Ch5v10	<i>"If the role had appealed it wouldn't really have mattered."</i>	<i>"I mean [charity] would always probably have ticked up first given the choice because I knew what they did and was aware of a lot to do with it and so it's something that I didn't have to go and research before I thought, oh yes, I can get myself involved in it."</i>

### 7.6.3. Evidence of different roles performed by brand

Understanding this disconnect is key to identifying the different functions the brand plays for the volunteers. As discussed in the literature review (chapter 2) there is wide variety of roles the brand can perform for an organisation – from brand as logo through to brand as vision, added value or identity (Ambler 1992, Aaker 1995, De Chernatony, McDonald et al. 2011).

Looking across the dataset using the Framework Analysis, four dominant roles for brand in the context of the choice of volunteering charity, can be seen.

- 1) **Brand as shorthand.** For some volunteers, brand knowledge has been built up over time, often across a range of touchpoints enabling the volunteer to make a quick and often automatic choice of charity brand (Kahneman 2011).
- 2) **Brand as risk reducer.** Being well known strengthens the self-efficacy part of the decision (Ajzen 1991). The volunteer believes that the charity will not waste their time and that they will be able to achieve their volunteering through that charity. In addition, volunteering for a well-known charity with a good reputation reduces any potential social risk.
- 3) **Brand as professional.** The volunteers in this sample sought service delivery, skills based roles. The fact that the organisations were seen as credible and professional was an important factor – not just for training but also for “doing this properly”.

- 4) **Brand as values.** The importance of values to charity brands has been well documented (Saxton 1995, Stride 2006). Volunteers discussed believing in what the charity stood for or believing in the importance of their charitable mission. Another specifically articulated that she could not volunteer for a charity where she did not agree with their values, it was something she checked before starting.

There is also evidence of all twelve potential roles of brand (De Chernatony, McDonald et al. 2011), shown in [Table 37](#).

Table 37: Different roles for brand within the data

Brand role	Description of role	Evidence
<b>1: Brand as logo</b>	Brand is recognisable Unlocks familiar set of associations Enables speedy decision	<i>“But I’ve always been more aware of the major charities through their branding, so I think the fact that I had an awareness about them anyway helped.”</i> Ch4v3 <i>“Put them ahead of the queue if you like.”</i> Ch5v10
<b>2: Brand as legal instrument</b>	Enables protection of assets but also adherence to law.	<i>“... as long as they were.., what do you say ... they were registered.”</i> Ch1v5
<b>3: Brand as company</b>	Often evoked for umbrella parent brands Relevant for service brands like charities.	<i>“Why does it matter? Because I wanted them to treat me in a professional way; I wanted them to take me seriously, train me, and I wanted to be part... I’ve always worked for a professional organisation, and that’s what I wanted again. I didn’t want to dabble in something where I’m thinking, ‘Oh, I don’t know why we’re doing this’, or, ‘This is badly organised’, or anything like that. I mean, I don’t get into the office politics or anything; I don’t know whether it’s badly organised or not, and I don’t think it is, but what I’m... It is... It was important to work for a national brand, I think, yes. Yes, I think it was, and work for an</i>

		<i>organisation that has a history of using volunteers.”</i> Ch5v1
<b>4: Brand as shorthand</b>	Enables rapid cognitive processing (Kahneman 2011).	<i>“I think it is shorthand almost. People find it quite difficult to talk about their charity work anyway so if you say I work at the [charity] you don’t have to go into the ins and outs of it necessarily.”</i> Ch4v9
<b>5: Brand as risk reducer</b>	For charities, this is time risk, social risk and psychological risk.	<i>“Well it’s reassurance, isn’t it, that... you assume that they’ll be organised. That they’ll have a good network, that they’ll know what they’re doing. So there are an awful lot of assumptions made because of the strength of the brand I think really.”</i> Ch1v4
<b>6: Brand as positioning</b>	Recognised as standing for one point of view or functional benefit.	<i>“But I know there are different listening services, but I’m not aware of any organisation which is just purely there for support for people in distress and despair, certainly. I don’t really think of anyone.”</i> Ch4v6
<b>7: Brand as personality</b>	Emotional values portrayed as human characteristics	<i>“The brand is nice. It’s lovely to have the brand and to be working for them. It feels like... I can’t describe it. I’m trying to think of a racing team, working for Red Bull or something. The brand is very powerful and people think you are a hero or some sort unsung hero.”</i> Ch4v11
<b>8: Brand as cluster of values</b>	Enabling volunteers to connect with their values	<i>“It was something that I straight away knew that it was something that I believed in.”</i> Ch2v8
<b>9: Brand as vision</b>	Being part of a clear purpose to make change	<i>“I feel very passionate about the particular role of being a [charity 2] schools worker because I know that there’s children out there like myself who are being abused on a regular basis and have nobody to speak to about it, so it feels very empowering.”</i> Ch2v8

<b>10. Brand as adding value</b>	Perceived functional and emotional benefits over and above the product	<i>“I have already experienced conversations - when I say what I do, that I volunteer for [charity 2], people are more interested in you compared to saying you are a full time mum – then the conversation just stops.” Ch2v7</i>
<b>11. Brand as identity</b>	Holistic view of brand building on brand image, vision, personality and positioning.	<i>“Perhaps because there is something powerful about thinking I am a [charity 4]). I belong to this organization that has been going for sixty years. It has a very proud history, very high standards. So I suppose I would have thought anything else would have been not quite so good. I know that is just effective branding, but yeah. I think honestly I probably would have thought this is good but not quite so good.” Ch4v13</i>

## 7.7. Chapter conclusion

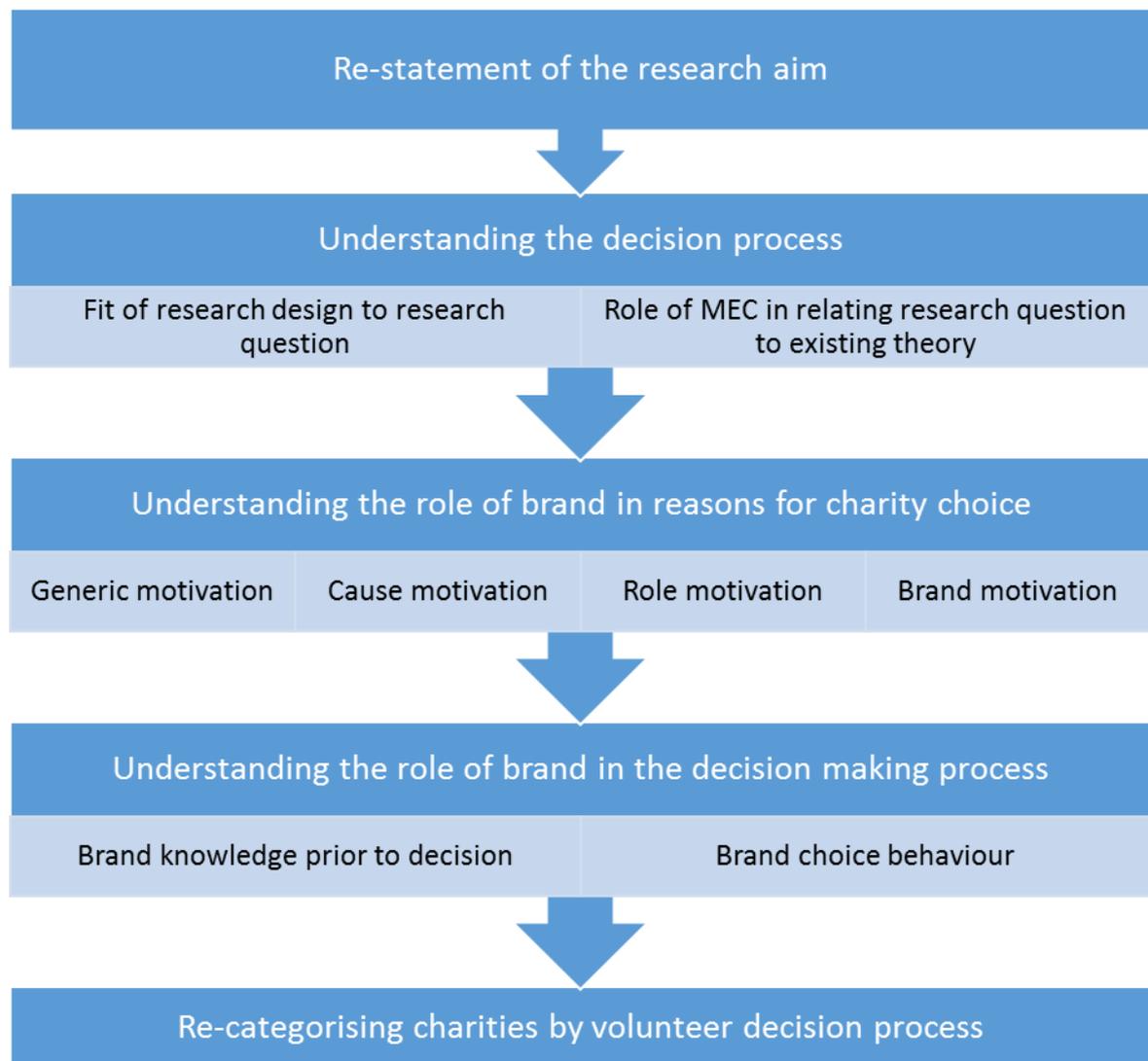
A secondary analysis was conducted on a section of the primary data to ensure the research questions were fully explored. Although brand ('Big name') had emerged as one of the dominant themes within the main analytical method, Means-End Chain laddering, several areas concerning brand within the data were not explored. In particular how volunteers discovered the brand, which other brands they considered as part of the decision-making process and the relationship between cause, brand and role. Understanding the context has been seen as key for interpreting Means-End Chain results (Manyiwa and Crawford 2002) as well as for understanding the issues in their own right. The development of a new Segmentation Matrix enabled different dimensions found within the data to be mapped against each other and patterns to emerge. In total, eleven brand patterns have been described. The disconnect in the data between what volunteers say about brands (labelled here as brand narrative) and what they do (brand behaviour) has been identified and described in the context of whether the volunteer is primarily choosing cause, brand or role. Finally, the research describes four specific roles for the brand in this context.

## Chapter 8: Discussion

### 8.1. Chapter summary

The chapter examines the results of the research in relation to the research question, theory and existing literature. The flow of the discussion is illustrated in [Figure 49](#).

Figure 49: Structure of discussion chapter



It discusses the factors that motivate that choice and the level at which the decision is made. It specifically considers the role of brand both as a reason for choice but also as part of the context of the decision-making process. It considers the insight MEC theory brings to the process of decision-making by a volunteer when choosing a charity to donate their time to. It explores the level of brand knowledge prior to the decision and the behaviour of brand

choice for the volunteering opportunity. Finally, the combined insight from the data enables charity brands to be re-categorised from a different perspective.

## 8.2. Restatement of the research aim

**The aim of the research was to explore the role the brand plays in the choice of charity by volunteers.**

Regular, formal volunteering is a significant social phenomenon of the Western world<sup>16</sup>. The UK is no exception. More than 20 million people regularly volunteer (Cabinet-Office 2014). At some point they all made the decision to whom to donate their time. Despite the reach and relevance of this phenomenon, academic theory and insight has focused on understanding the motivation to volunteer generally rather than the decision-making process or specific organisational choice. Conceptually this can be understood as the second stage of a consumer decision-making process:

- 1) Motivation to volunteer → 2) Choice of volunteering organisation

However, this linear decision structure has yet to be proven, or even articulated in this way. Therefore this research has taken a deliberate step back, to examine the wider issue of decision-making and the role of brand within the context of non-profit volunteering. It has focused through the lens of the individual volunteer, understanding the personal and social context in which the decision was made, their motivation and level of brand knowledge and engagement.

## 8.3. MEC Insight into the decision-making process

The laddering structure of Means-End Chain (MEC) methodology lends itself to uncovering the process of decision-making. The architects of Means-End theory argue that a brand is not chosen for functional or even abstract attributes of that organisation, brand or product but for the consequences of those attributes to the consumer or decision maker (Gutman 1982, Reynolds and Olson 2001). They consider what the choice will bring for them

<sup>16</sup> Volunteering is also perceived to be a strong phenomenon in developing countries but a lack of data and a strong informal, in-community component make comparisons difficult.

personally and then how the consequences of that decision relate through to personal values. Although these authors did not make the connection, MEC is underpinned conceptually by the earlier work on Social Exchange Theory, where the consumer offers time or money and receives something in return (Blau 1964, Emerson 1976), whether tangible or psychosocial. In particular, social benefits have been seen as being more important for non-profit brands than for profit brands (Arnett, German et al. 2003). In this context, the reciprocity at the heart of Social Exchange Theory is anchored in intangible or abstract attributes.

*“Because of the intangible, service-oriented nature of non-profit organizations, we posit that social exchange and trust play an important role in consumers' decisions of whether to donate money, time, or in-kind goods or services to such organizations.”*  
(Venable, Rose et al. 2005, p296)

As one of the volunteers within this research explained:

*“I think there is something that happens when you do this kind of thing, like as if you're given a key or something. It's like you've given something, it's like in just the very act of you giving something you get something back, it's really bizarre how it works.”* Ch2v8

What MEC attempts to discover is what the person is getting back, and the pathways between the particular attributes they perceive that brand to offer and the consequences and values fulfilled.

As already discussed in section 4.5.3, the literature debates the role of MEC as mapping cognitive pathways or motivation structures. The cognitive pathway school of thought argues the process is situation invariant and therefore can be predictive (Grunert and Grunert 1995). The cognitive pathways thinking is attractive in its resonance with the work of Kahneman (2011) in how knowledge is stored and connected within the brain. However, also discussed in section 3.5.3, this mapping structure sits uneasily with both an individual research lens and an interpretivist research philosophy where meaning is situationally dependent. Constructively both the motivational and cognitive mapping schools of thought

have been found to be able to work in partnership and have little practical difference (Reynolds and Olson 2001, Jägel, Keeling et al. 2012).

Through this research and specifically through applying MEC theory, the underlying elements of the decision process by the volunteer are uncovered. Three specific elements of the **research design** have been found, through the data collection and subsequent analysis, to be appropriate and insightful in understanding that decision.

#### **A: Choice of original three level model**

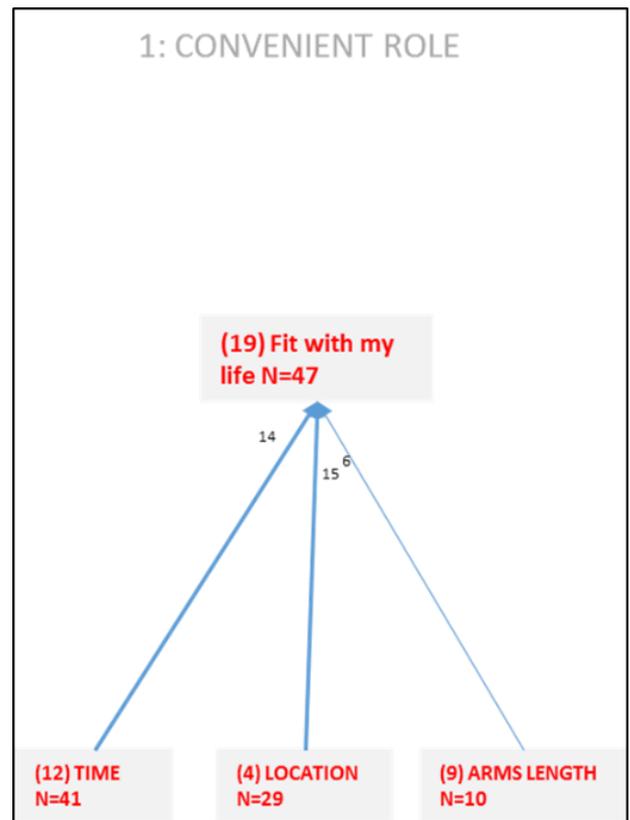
The research design considered the level of complexity of MEC model adopted and finalised on the original three level model, attribute → consequence → value (Gutman 1982). This was based on literature into the dominance of abstract rather than concrete attributes within non-profit brands (Arnett, German et al. 2003, Venable, Rose et al. 2005) as well as a lack of evidence of a direct relationship between functional and psychosocial consequences (Clary, Ridge et al. 1998, Brodie, Hughes et al. 2011).

The research demonstrated that the three level model was found to be the appropriate choice for the volunteer decision-making context. 221 complete ladders were successfully constructed across the 51 volunteer interviews, an average of 4.3 per person, with each ladder unique within each participant. During the interviews, the volunteers were able to make links between what they perceived an attribute to mean for them in terms of consequences and how that related to their personal values. A more complex model would not only have resulted in a greater number of incomplete ladders and therefore loss of narrative, but would also have forced a level of complexity that simply was not evident in the data.

In particular it is interesting that the more concrete attributes and functional consequences did not lead through to personal values, they tended to be present within incomplete ladders, discussed in dominant perceptual pattern one, section 6.8, illustrated in [Figure 50](#).

The convenience consequences of the choice were enough for the person (C: Fit with my life), in the language of manufacturing strategy they were ‘order qualifiers’ rather than ‘order winners’ (Hill 1994). The Pathways into Participation research (Brodie, Hughes et al. 2011), reviewed in section 2.3.2, categorised these factors as resources, both practical and felt, that enable the participation decision rather than being the motivation itself. Having time has been found to be a major driver towards volunteering (Low, Butt et al. 2007, Cabinet-Office 2014). Likewise proximity of location has been seen as a key driver of volunteer recruitment by charities (Whittich 2000).

Figure 50: MEC dominant pattern one



Again, this illustrates the ability of the MEC methodology to aid understanding of the personal context of the volunteering, the narrative behind the motivations. For example, with location it was important to many of the volunteers in the sample but for different reasons. For those working in community centres or in phone based services, traditionally defined convenience of location (proximity) was important. However, for those working face to face with individual service users or families, location was important for different reasons: the volunteer wanted to avoid any potential social difficulty of meeting someone they were helping so would rather the volunteering was further away.

*"I don't want to bump into them when I step out my front door."* (A: Location) Ch1v6

*"I also actually quite like it that on the whole my client base is in [town], and I'm just that little distance away ... in that it's quite nice not living in the middle of the patch."* (A: Location) Ch1v1

Although the attribute of location was important to a wide range of people, through understanding the context it is clear there are different reasons why location was important. And finally, once these enabling conditions were met, there was no higher level connection through to a sense of self.

## **B. Soft laddering**

The research design also reflected the choice of soft laddering technique where the ladders were constructed after the interview, discussed in section 4.2.2. This enabled a more fluid interviewing style that ensured the personal stories of the participants could be told in their own way. It enabled the personal social context to emerge.

*“I think in anything like this people have their own personal history...that they bring with them.” Ch2v8*

It allowed the interviewer to be flexible and return to attributes and consequences later in the interview, to explore them again for links through to personal values. Rather than a rigid, formulaic interview technique it enabled rapport and trust to be established but still within the rigour of a discussion guide. The soft laddering technique also enabled attributes presented as a ‘bundle’ to be unbundled later in the interview.

*“Whether it would be something that would interest me, whether I might make a difference, the sort of spectrum of people one would see, how much autonomy, how much supervision, perhaps a bit of research with it.” Ch1v1*

After the interview, the ladders emerged naturally and the level of completed ladders illustrates that there was little, if any, loss of complete ladders through selecting the soft laddering technique.

## **C. ‘Free narrative’ approach to elicitation of attributes**

The research design also developed a version of direct elicitation of attributes which was labelled ‘free narrative’. Rather than collecting and ranking attributes in a prescribed first stage of the interview, as with the popular triadic sorting technique, there were real concerns that only concrete, functional attributes that were top of mind or more altruistic

socially desirable attributes (Shye 2010, Lee and Sargeant 2011) would emerge. Through allowing attributes to surface during the interview as the participant reflected on their decision and the more top of mind attributes already covered, a richer picture of the volunteer decision criteria emerged.

*“So I suppose it is also, I am reflecting as we are going through this, that was something that was also important, it was more the quality of interactions. In a charity shop you would have lots of quantity of interactions with people but they would be at a certain level, whereas maybe with [charity 4] or [charity 5] the interaction you are getting with individuals is much deeper and more sustained.”*  
Ch4v7

*“I think maybe again I think this was more on a subconscious level, my mum’s best friend’s son hanged himself, and it was probably about five years ago and he left a note which said basically he didn’t have anyone to talk to and he couldn’t deal with life and, you know, he saw that as the only option out. And sometimes I have been reflecting on it, again, whether in the back of my mind that’s played a part but I don’t know for sure. It’s not a conscious thing, definitely not.”* Ch5v3

Therefore the application of MEC methodology as a way of understanding the decision-making process by the volunteer has been found to be relevant and insightful. Specifically the use of the simple original three level model, the soft laddering approach and the development of the ‘free narrative’ method of direct elicitation of attributes have enabled the volunteers to reveal the pathways within their decision-making process. What is then important is to relate those pathways to existing theory: to understand where they resonate, or not, with previous research. However, the first stage is to make sense of such a wide ranging body of knowledge already presented in the literature review to enable the contribution of this research to be understood.

#### **8.4. Understanding the contribution of MEC in the light of existing literature**

One way of making sense of the existing literature relevant to the decision to volunteer is to consider how many dimensions are being examined. Existing non-profit research can be seen as being one dimensional measuring one aspect of the activity, often motivation for

volunteering, or two dimensional, commonly relating motivation to another factor. The anchor research for pure motivational work is by Clary, Ridge and Snyder across a range of studies (Clary and Snyder 1991, Clary, Snyder et al. 1992, Clary, Snyder et al. 1994, Clary, Snyder et al. 1996, 1999) but best described in their paper of 1998, "*Understanding and assessing the motivations of volunteers: a functional approach*" (Clary, Ridge et al. 1998). A multi-stage, multi-organisation study, its objective was to develop a top down inventory of generic motivations for volunteering. It concluded there were six categories of motivation:

- Express values – such as altruism and concern for others
- Developing understanding – learning from new experiences, practicing existing skills
- Social – not just being with friends but also taking part in socially recognised activities
- Career enhancement
- Protective – guilt reduction towards others, ego defensive
- Personal development - ego growth and personal development

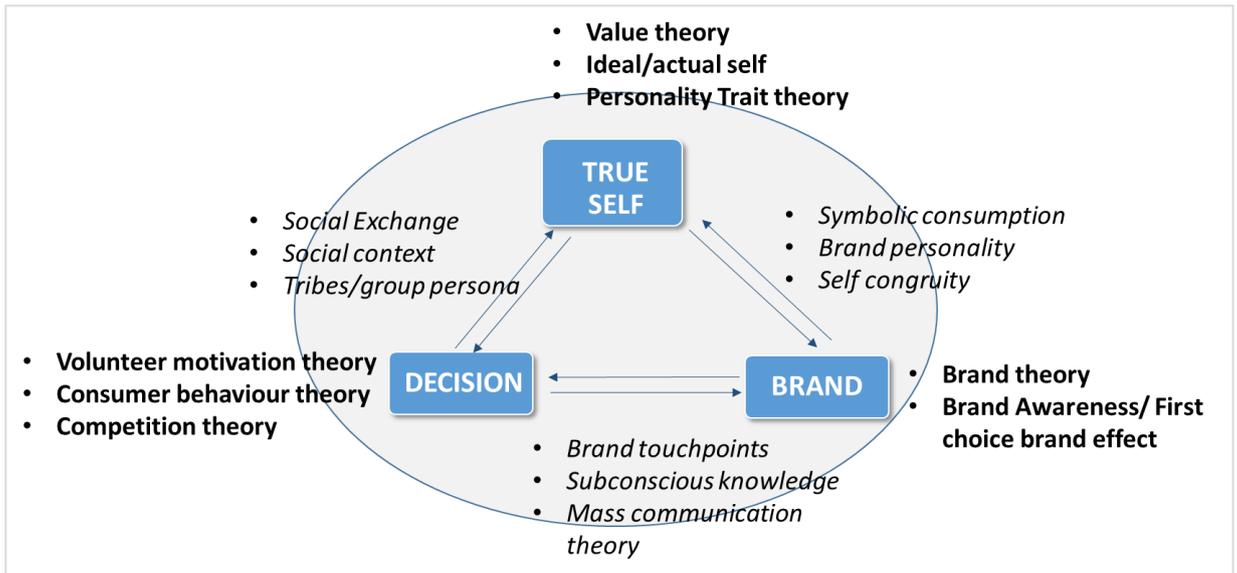
It is important to recognise that values here are not defined as personal values in the sense of Schwartz (1987) or Kahle (1986), but specifically altruistic and empathetic personal values. Values such as a sense of belonging or self-respect are delivered through other categories of motivation (such as social or personal development). Also the motivation articulated is in relation to a specific activity/decision, in this case volunteering. It is not a measure of self. However, the Volunteer Function Inventory shows a clear line of sight back to broader motivation theory development (Katz 1960, Smith 1981) and has acted as the base for subsequent studies into volunteer motivation (Greenslade and White 2005, Phillips and Phillips 2010, Gage and Thapa 2012).

Two dimensional studies of motivation build on this research but consider for example how intrinsic motivation is affected by extrinsic motivation such as economic rewards (Bénabou and Tirole 2003, Carpenter and Myers 2010) or personality traits of the volunteer (Starnes and Wymer 2000, Carlo, Okun et al. 2005). Others consider situational factors such as barriers and triggers (Brodie, Hughes et al. 2011) or identity within a community (Schervish and Havens 2002), again compared to motivation.

Existing literature from other research traditions can be mapped against these various dimensions. Behind the decision component are the motivations for that decision (Clary, Ridge et al. 1998) but also insight into decision-making from literature on Social Exchange Theory (Emerson 1976) and consumer behaviour models such as TPB (Ajzen 1991). Behind brand are attributes but also brand theories including consumer based brand equity (Keller 1993), brand involvement (Laurent and Kapferer 1985) and first choice brand effect (Hubert and Kenning 2008). Behind self are values but also definitions of ideal and actual self (Sirgy 1982), personality traits (McCrae and John 1992, Aaker 1997) and Values Theory (Schwartz and Bilsky 1987, Schwartz 1992). The spaces between the dimensions can be seen as being where some of the most innovative research lies.

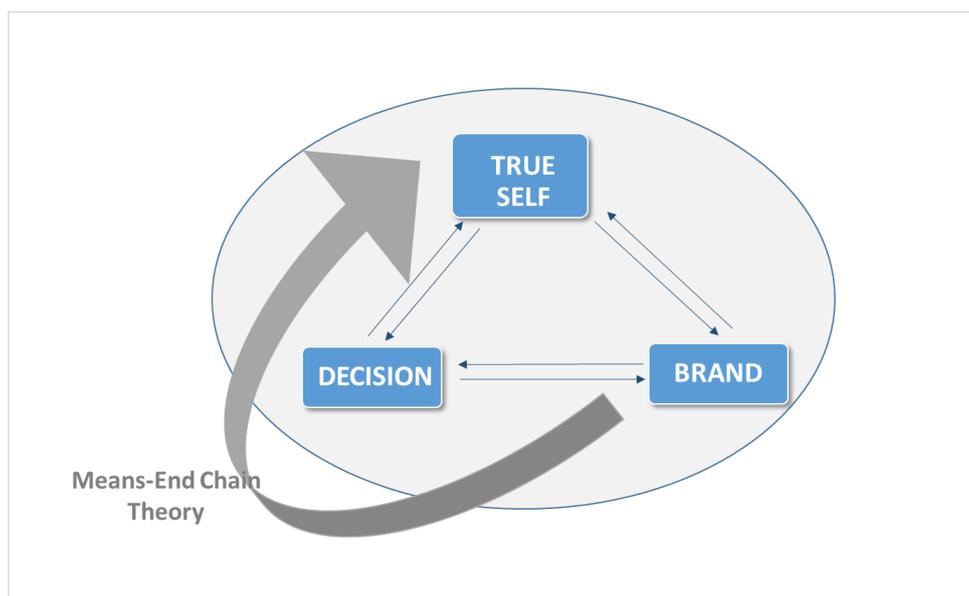
Between Brand/Self, the congruity between brand personality and buyer personality (Aaker 1997, Achouri and Bouslama 2010) and understanding consumption through what it says about the person (symbolic consumption) (Wilson and Musick 1997, Hoyer and MacInnis 2004). Likewise between Brand/Decision lies the decision-making process, how brand knowledge is absorbed over time and rests in our subconscious until it becomes relevant (Kahneman 2011). Between Decision/Self is the work on groups and social context, which personality the person is enacting depending on which group is uppermost (Arnett, German et al. 2003). The link between decisions about volunteering and the personal values enacted depends on which element of self is dominant for example a need to give back or a need to improve their career. Mapping such a pluralistic body of knowledge on one diagram is over ambitious, so the three dimensional model adapted in [Figure 51](#) is illustrative only, deliberately not exhaustive or comprehensive.

Figure 51: Relating MEC theory to the three dimensional model of literature



However, across the body of volunteer research, there is little that connects the characteristics of the charity with the motivation for the volunteer and how it relates to self, to personal values, not just a tendency for altruistic behaviour. For this a three dimensional perspective is required and that is what the MEC theory enables. It provides the missing connection between a definition of true self (what is important to that person), motivation behind the decision (what is important about that specific decision) and brand (what is perceived as important about that charitable organisation), illustrated in [Figure 52](#).

Figure 52: A three dimensional model of literature



Conceptualised as providing a link between these three dimensions - the brand, the decision to volunteer and the person (self) - Means-End Chain theory enables the research findings to be considered in relation to volunteer motivation theory (motivation behind decision), symbolic consumption (interplay between brand and self), level of decision-making (decision) and lastly the role of brand. The brand choice in relation to the person is understood through the behaviour of making the decision. Exploring brand in the volunteering decision is the heart of the research question. However, to understand the role of brand attributes in the choice of charity, it is also important to understand the other basis of choice including generic volunteering due to charity attributes, motivation due to type of role attributes and motivation due to cause attributes. For each motivation, MEC enables us to consider the connection within the volunteer decision between the attributes of choice, the consequences of the decision (motivation) and how it relates to the self-identity and values of the volunteer.

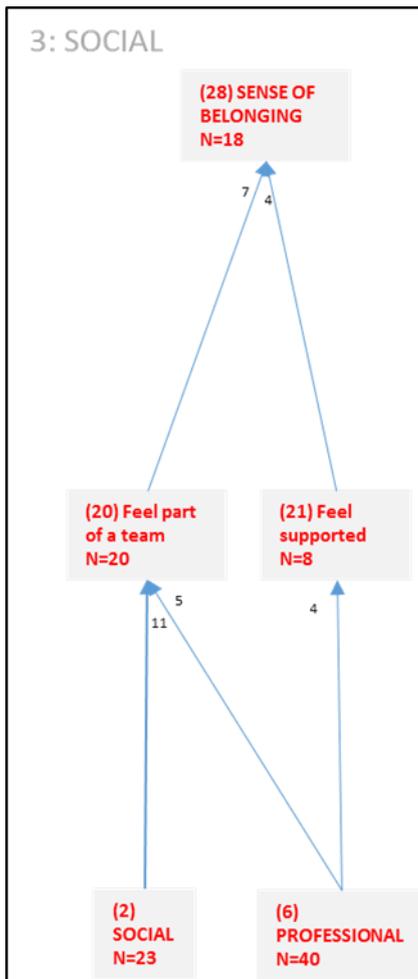
## 8.5. Understanding social

### 8.5.1. Social volunteer motivation

Three of the dominant perceptual patterns within the MEC results are entirely consistent with volunteer motivation theory. As discussed in section 8.4, and illustrated previously in [Figure 51](#), what the MEC model offers in addition to existing theory is an understanding of the role of brand in relation to that broad volunteer motivation and the connection through to self.

Some volunteers are motivated by a desire to be in a social environment. In their volunteering decision they look for charities and roles that can meet this desire. However, a richer picture emerges through dominant pattern three from the MEC results (presented in section 6.7, illustrated in [Figure 53](#)).

Figure 53: Dominant perceptual pattern three



The social nature of the volunteering role they seek connects with the personal value of desiring a sense of belonging.

*"I wanted to belong to some groups because I wanted to contribute. It sounds needy doesn't it, when I say I want to belong." Ch4v7*

For example, a charity that offers a role working in a team meets the needs of someone who is motivated through working in a social environment. Underpinning that motivation is the importance of the 'Sense of belonging' value to that person's self-identity.

*"I think [charity] is a brilliant charity because there's training going on and there are social things and they're in touch with you quite a lot, so you really feel that you're part of this family if you like." Ch1v3*

In addition, charities that deliver good training and welcoming induction programmes (A: Professional) build that sense of cohesion and support that also enables the new volunteer to feel a sense of belonging. Therefore although this social motivation is consistent with motivation literature (Clary, Ridge et al. 1998, Shye 2010), the way the MEC results reveal the structure of the decision help us to understand why it is important and how it relates to self.

### 8.5.2. Social identity and groups

This resonates not only with theory on social identity (Arnett, German et al. 2003) but also the emblematic component of symbolic consumption where the choice of brand symbolises the groups the volunteer chooses to belong to (Hoyer and MacInnis 2004). As discussed in the literature review, Social Identity Theory describes how people classify themselves and

others into different social categories (Ashforth and Mael 1989). Identity Theory conceptualises people as having different identities, arranged hierarchically (Tajfel and Turner 1986). The more salient identities are uppermost and are more likely to affect behaviour (Arnett, German et al. 2003). It explains how people look for opportunities that enhance their identities and when they find them, that relevant identity is reinforced (Serpe and Stryker 1987). Through the interview process, the way volunteers 'self-categorised' themselves into a group was consistent with Social Identity Theory (Ashforth and Mael 1989, Stets and Burke 2000). Through this process, their identity is formed. They compare and categorise themselves with other people in that social group. People who are categorised as living with different values are seen as being in a different group. These two processes, social comparison and self-categorisation, are at the heart of Social Identity Theory.

At the more obvious level there were some volunteers within the sample who were conscious of their 'comfortable lives' and wanted to volunteer as a way of being thankful, of redressing the balance. It was about living their values but they did not see themselves as the only person in that situation. They self-categorised themselves as the lucky ones and it was important for them to help those not in that position, those not in that social class/group.

*"I had friends who had done ... [charity] volunteering in lots of different parts of the country and they had always been very positive about the experience (A: Big name)  
→ I suppose also a feeling of social conscience about it, I think is quite integral to [charity 4] work and about trying to help all sectors of society (C: Make a difference)  
→ And being fairly aware of the privilege position of being a professional, being well paid, having all the material comforts and knowing that an awful lot of other people haven't had those." (V: Living my values). Ch4v7*

*"I felt I should be doing something; I've felt that for the last few years. I've got lots of friends, we play bridge, and they're nearly all doing something, and they're on some committee. Now, it doesn't bother me that much that I'm not one of these fulltime committee people." (C: Feel useful) Ch4v1*

*"I am sort of quite fortunate that a lot of my friends don't work full time and they have got time and they end up then being able to be in a position to be able to give the time, which I think is right." (V: Living my values) Ch2v5*

However, there were also people choosing to be in a different group to their friends and neighbours:

*"I felt I'd quite like to be somewhere away from the people that knew me (A: Location) → they see me as a friend who plays golf or someone who goes and paints with them or someone who plays tennis with them. I don't think they see me quite in that role really." (C: Fit with my life) Ch3v7*

*"Some of my friends retired at 55 or 60, they're so boring and they're really... you know, they shop and they have coffee and I think well you know, what's the purpose in your life. And they're not terribly happy, and I don't think they know why." (C: Feel useful) Ch1v3*

*"Completely boredom, un-stimulated, lonely, slow, steady; jealous of my daughters going off to do stuff; all sorts of nasty feelings starting to come in (A: Challenge) → And also that kind of... you get involved with a few older women in the village and you see that they can be really quite obsessed by the church loo or something like that. You think, 'I can't become like that. I can't become that kind of bitch'. You just can't help a little jibe here and there. (C: In touch with real world) → I need to get out there and see what a privileged life I lead." (V: Living my values) Ch2v3*

This is anchored in social comparison and goes beyond a need to be social. It focuses on identity salience which it is found to be prevalent in situations of social exchange. As Arnett et al (2003) argue:

*"identity salience may play a crucial role in contexts in which one of the partners to the exchange receives substantial social benefits." (Arnett, German et al. 2003, p90)*

Through the MEC results the connection to a sense of belonging is uncovered. That sense of belonging can be to an existing group, for example friends who live a similar lifestyle, or

consciously choosing a different group. In this research the salient identity of being a volunteer within a social grouping of other volunteers was particularly relevant during the research interview on the choice of volunteering charity. This wider recognition resonates strongly with the 'role of others' construct within the BCOS model discussed in the literature review (Andreasen and Kotler 2002), the normative beliefs with the TPB model (Ajzen 1991) or the 'recognition by others' with the Social Exchange model (Blau 1964). Through attempting to understand the social context in which the decision to volunteer is made, the research therefore explores the influence of others on the decision-making process.

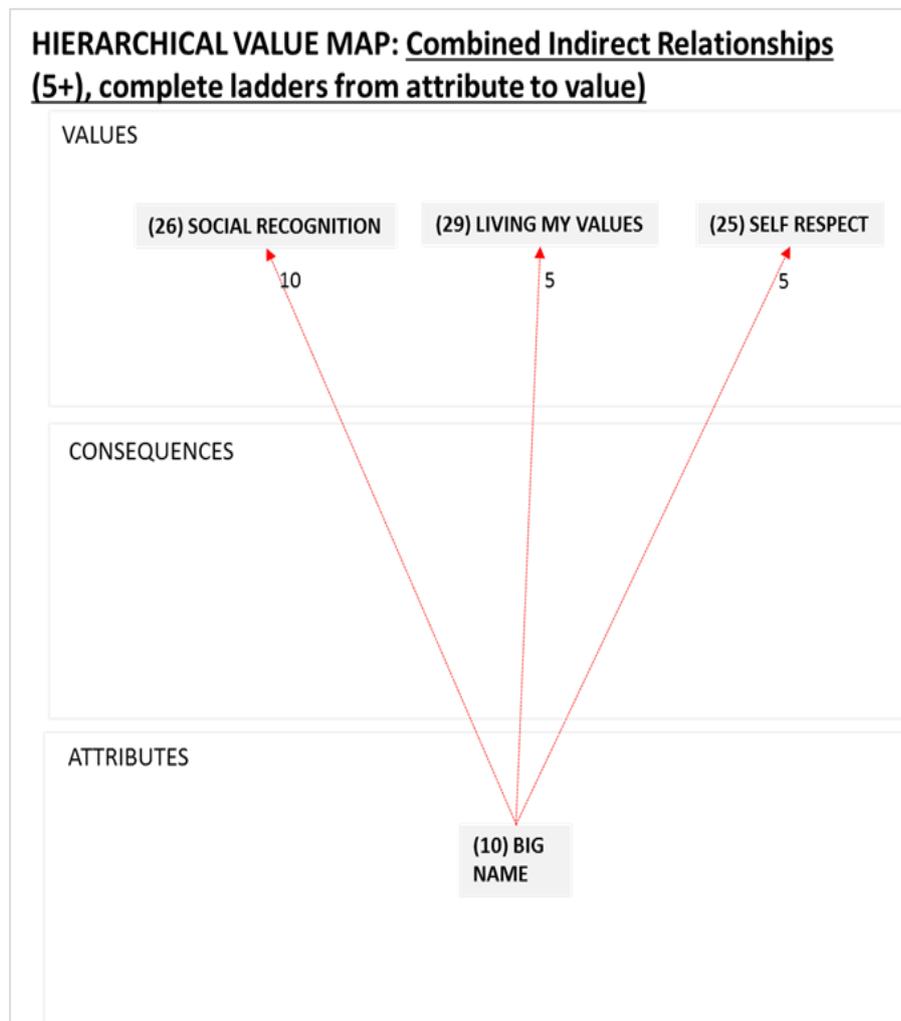
### 8.5.3. Social identity and brand

At the heart of that salient identity was the role of brand. 'Big name' was at the base of 57 of the unique ladders within the MEC results, the largest attribute. In one respect, discussing brand was integral to the purpose of the interview so the frequency of mention is hardly surprising. However, two elements substantiate the importance of the attribute in the decision-making process. The first is that volunteers were not reticent about articulating if the brand played little or no part in their decision-making process.

*"I'm not the type of person who is into all the like big international kind of brands and groups and designers and everything. Like if it's something that makes a difference, it's more important and something that does it properly, more important than just a big old name who everybody knows." Ch3v2*

The second is that for volunteers who did actively consider the brand as part of their decision, the connection through to personal values shows the true explanation of why it mattered to them. This is particularly revealed through the indirect relationships, showing the actual unique ladders per participant within an interview, illustrated in [Figure 54](#).

Figure 54: Indirect relationships from 'Big name'



The 'Big name' connects to self-identity through the choice of charity brand enabling them to live in line with their values and gain a sense of self-respect, what it says about them as a person, consistent with the expressive component within symbolic consumption theory (Hoyer and MacInnis 2004). Likewise the connection through to 'Social recognition' relates to their social identity (Tajfel and Turner 1986) and the emblematic component within symbolic consumption (Hoyer and MacInnis 2004).

*"I've got to say that the branding was a big one, because obviously I'm working volunteering for [charity], and the reputation that [charity] has." (A: Big name) Ch1v5*

*“It fills me with enormous pride and enormous satisfaction that I am part of this organization doing something that I consider so important and is recognized by most people.” (V: Social recognition) Ch5v13*

*“The brand is nice. It’s lovely to have the brand and to be working for them. It feels like... I can’t describe it. I’m trying to think of a racing team, working for Red Bull or something (A: Big name) → the brand is very powerful and people think you are a hero or some sort unsung hero. So the brand is huge but I personally would still do this type of work if it was smaller. I think. Maybe I’m just not being honest enough (C: Feel valued) → But I think you go up in people’s estimations when you say that. As I said people think you are regularly saving lives or something every day. You put a suit on and go around helping people all day. So it’s funny because the brand doesn’t marry with the work.” (V: Social recognition) Ch5v11*

For some volunteers it is about associating themselves with the best, something national and important:

*“and looking at something from a slightly sort of bigger point really. I did think about a local charity but I did just think... again, lots of my friends do local charities. Coming up to London and on a bigger scale was a bit more appealing.” (A: Big name) Ch2v5*

*“Well just as far as the local charities do a fantastic job, but just the thought of being part of a bigger organization and something a bit more high profile.” (V: Excitement) Ch2v5*

This strongly resonates with the literature on prestige and status bestowed by brands (Kapferer and Laurent 1993, Keller 1993, Baek, Kim et al. 2010). Volunteering for a well-known brand has, for some volunteers, a real kudos with a direct link through to self-esteem, social recognition and wanting to belong to the brand/organisation.

*“There is something about doing something for the best and I perceive [charity] to be providing the best of this type of service. I wanted to be part of that for the sake of getting the best training and ... (A: Big name) → so it absolutely plumbs into my need to be associated with the best (C: Feel valued) → yeah, I can’t deny that when I tell*

*people I'm a [charity] I think I am a [charity]. I can say that and it's a badge. It's something I can carry around with me." (V: Sense of belonging) Ch5v13*

The same volunteer was conscious of the branding, but was also open about its role:

*"I know that is just effective branding (A: Big name) → I suppose I would have thought anything else would have been not quite so good." (C: Feel valued) Ch5v13.*

Something that is first division:

*"It is like, as I say, for a footballer, either Man United, the Liverpools, the Arsenal. Everybody wants to play for them and I wanted to play for [Charity 2] (A: Big name) → I know this might sound a little bit sickening, I see this as almost the pinnacle of volunteering." (C: Feel valued) Ch2v6*

*"Maybe I just wanted... when I did... myself that I was doing something for an organization that was top notch. (A: Big name) → People would think he's doing good stuff. They would know what it was, they would know what it did, they would think it is a valuable service I was giving. It's a worthwhile charity. If I said to them 'Oh I volunteered for FDR. We help Romanian refugees and orphans', yeah maybe, but it's not the same. It felt like it was a premier league team. Like football, you play for Boreham Wood or for Arsenal. It's like 'Oh okay, he plays for Arsenal.' Maybe that is a competitive thing in my business life, I don't know. But here it did make a difference (C: Feel valued) → you don't say it out loud but subconsciously you're thinking would it be okay for somebody to know? What would somebody think of me if they knew that I was a volunteer for [charity]? I think yeah, that's okay, that's alright. People would think he's doing good stuff. They would know what it was, they would know what it did, they would think it is a valuable service I was giving. It's a worthwhile charity." (V: Social recognition) Ch5v10*

There is an interesting parallel with Arnett's (2003) work with university students. He found the more prestigious the university, the more salient the 'university identity' and subsequent supporting behaviours like donating. In addition, the same study revealed that for the more prestigious universities, students were more likely to recommend them to other potential

students. Given that word of mouth is the most prevalent way for volunteers to find out about a charity (Low, Butt et al. 2007, Brodie, Hughes et al. 2011), the potential implication is one of a virtuous circle for the more prestigious charities: finding it easier to recruit volunteers who in turn feel proud and want to recruit more supporters.

## 8.6. Understanding self-enhancement

In a similar way, self-enhancement through continual learning and career development is consistent with existing volunteer motivation research (Clary, Ridge et al. 1998, Shye 2010). The MEC results reveal the link beyond motivation to improve their lives through volunteering through to self, both self-respect and earning respect from others.

### 8.6.1. Career and learning as motivations for volunteering

In dominant pattern four (presented in section 6.7, illustrated in [Figure 55](#)) people who are specifically motivated through improving their career, gaining accredited charity work experience, working for a big name and using their skills/experience are attributes they looked for in the volunteering choice. However, the motivation to improve their career was connected to their values, not only how they felt about themselves (V: Self-respect) but also how other people perceived them, including within their own family (V: Social Recognition).

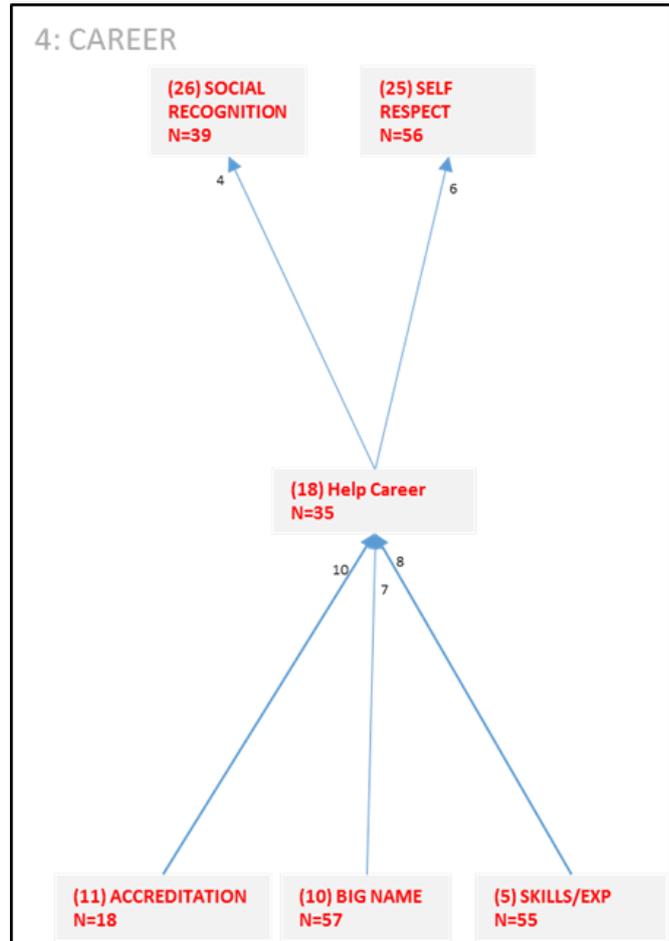
As one volunteer explained:

*“Like when my daughter says to me, like when I was doing the training and I told her “Oh mummy’s doing the training”, the beam on her face is just like “Oh my mummy does training now, she works sometimes” and she’s told everyone.” (V: Social Recognition) Ch3v1*

*“She’s five. So it’s good to see and that’s what, every time I look at her and I think yeah, keep going, just keep going, because you will get there and then she could be like “Yeah my mum is a social worker” or something and she’d be happy and I don’t want them to have a mum that’s in a dead end job, can’t afford nothing.” (V: Self-respect) Ch3v1*

Figure 55: Dominant perceptual pattern four

The volunteer is categorising themselves as someone who has a role, has a purpose, who is trying to improve their situation. This is the identity that is salient and activated (Stets and Burke 2000). The psychological significance of that activated identity is considerable, reinforced by the impact on self-esteem. It makes the volunteer feel good about themselves, consistent with Identity Theory (Serpe and Stryker 1987, Stets and Burke 2000).

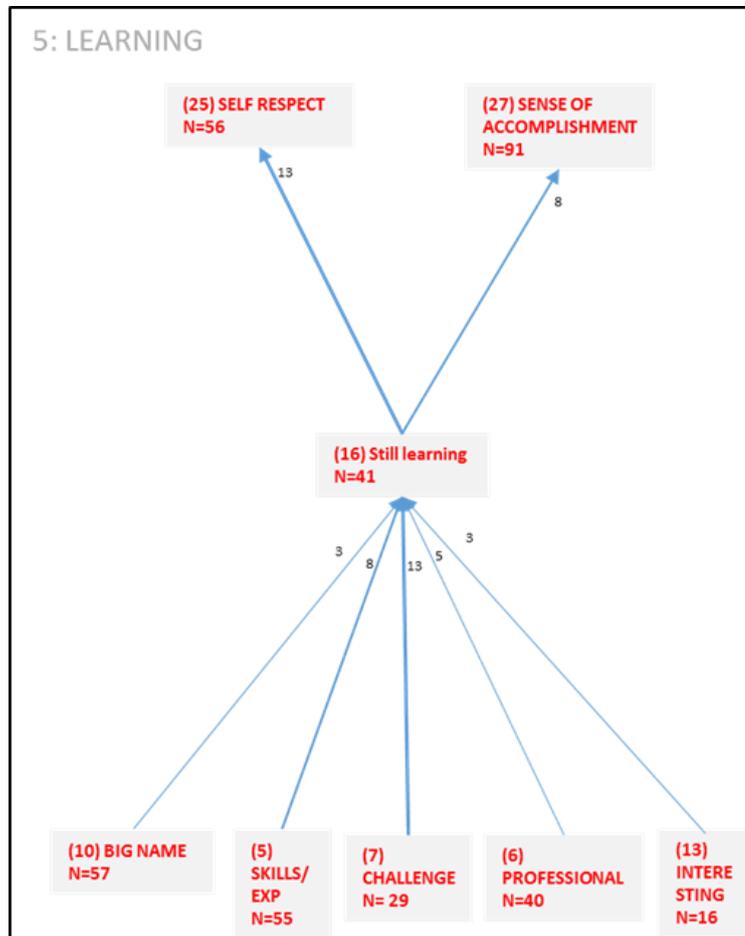


Likewise with personal learning, shown in dominant perceptual pattern five, illustrated in [Figure 56](#), the attributes that attracted volunteers revealed that for some people this was about working for a big name, gaining skills and experience and having professional training structures to help them develop in a practical way. For others, often after retirement, it was more about keeping learning in life through having a challenge or through interesting work. The connection was through to self-respect but also a sense of accomplishment. As one volunteer described:

*"I was looking for something that was actually a little bit more demanding, that there would be training involved that it would expand your horizons in a different direction (A: Challenge) → All my working life, all part of everything you do there's always training and that's part of it I quite like. You just keep learning more and more and moving further and further forward. (C: Still learning) → You just keep learning more*

and more and moving further and further forward. So as I say the idea of working in a shop just didn't do it for me." (V: Self-respect) Ch4v8

Figure 56: Dominant perceptual pattern five



Or another:

"Self-development, you know I think that's becoming increasingly important to me." (V: Self-respect) Ch4v9

### 8.6.2. Role of brand in self-enhancement

The role of brand in enabling self-enhancement is not surprising. Volunteering for a well-known charity is perceived by the volunteer to help their career and give them opportunities to learn.

"I'd known [specific service] for a while, like I've heard of it before, being in Reading and I never kind of felt... I've never really volunteered before, and although I was thinking about it, and I suppose I could have gone with them, but the fact that I just really liked the idea of it being [charity] (A: Big name) → and the fact that it might lead to other opportunities, because [charity] is like a really big organisation so there

*may be the opportunity for you to maybe volunteer with them for a while, there may be other positions that might come up, maybe once I'd qualified or something there might be something.” (C: Help career) Ch1v5*

They are seen to not only bring potential other opportunities but also a place to gain valuable experience and crucially, somewhere that is believed to be considered as credible.

*“... where I was applying to university at Northampton and Bedfordshire, [charity] it's like oh wow [charity]. They might not know exactly what happens, but they've kind of got an inkling of what it's about, whereas if I had said, Bletchley Family Centre it would've been a bit like “Oh what's that” (A: Big name) → Yes, it's kind of nice to put on your CV really, I guess. I mean it did help with my application to uni that I'm volunteering at [charity] and that I'm in contact with pregnant women and new mums, so it did seem to fit in.” (C: Help Career) Ch3v8*

*“Because they're so well-known! It's not just that, their research is considered as really good. You know, if you look at all the research studies that they do on children it's got the top researchers (A: Big name) → I just think that that just puts their credibility higher, they're really completely credible with regards to that. I mean, if you show someone a paper that they've written then you're going to take that seriously and, like I said, that's what our lecturers are recommending, [charity 2], [charity 1], all those kind of things.” (C: Help career) Ch1v5*

Finally, volunteering with a well-known charity is perceived as bringing credibility by association. Again this links through to the literature on brand status and prestige (Arnett, German et al. 2003, Baek, Kim et al. 2010).

*“Yes it was because obviously it's a big charity and it's well heard of and it's well respected and it just feels good.” (A: Big name) Ch3v8*

This self-enhancement pattern is particularly visible in category 2, the advice and listening charities. People wanted to use their existing skills and experience but be challenged and keep learning. It was important for their self-respect and how they perceived they were viewed by others, as discussed in section 6.10.5.

Therefore three of the dominant patterns that emerged with the MEC analysis are consistent with volunteer motivation theory. Social, career and learning were the motivation behind the decision but analysis through MEC reveals the connections through to the sense of self and values of the decision maker. MEC also enables the role of brand to be understood in relation to these desires, these motivations. In particular it reveals the emblematic and expressive components of symbolic consumption of the brand, what choosing that brand says about the volunteer as a person and the group(s) with which they identify.

## 8.7. Understanding role

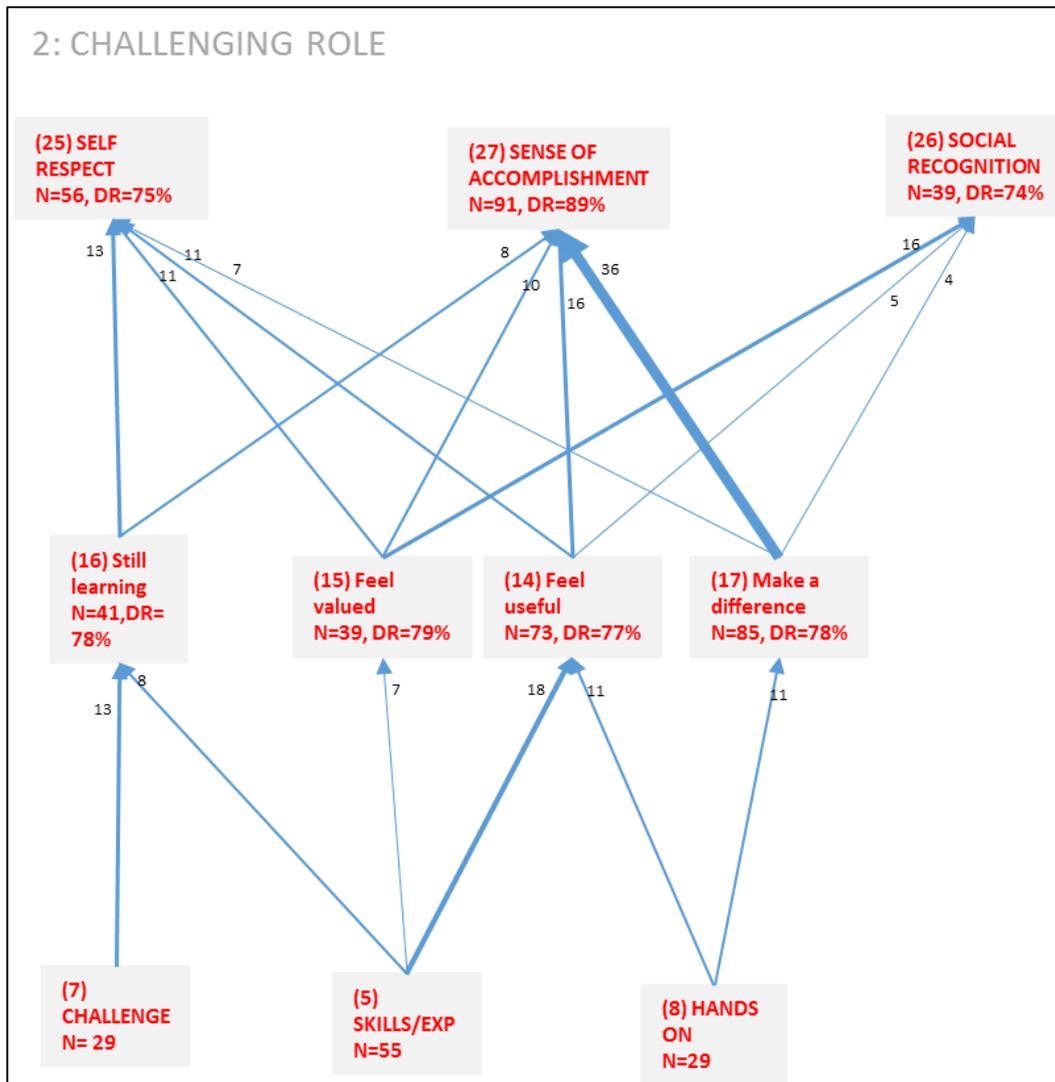
As discussed in the literature review, there is a concern about the lack of distinctiveness of charity brands (Hibbert and Horne 1996). There is also debate about how brand personality traits (attributes) arise through simply being a charity rather than being unique to that brand (Sargeant, Ford et al. 2008, Aaker, Vohs et al. 2010). What is essentially absent from these research conversations about cause, brand and charity is discussion about type of role: whether it is the nature of the actual work being undertaken that attracts the volunteer and the brand is the enabler, offering the opportunity of that role to the volunteer within their functional constraints of time and location (Brodie, Hughes et al. 2011).

### 8.7.1. Type of role

In section 2.4.5, Andreasen's (2002) competitive level model was adapted for the non-profit context. The competitive level described as 'generic' has been categorised as the one relevant to role. For example, the need for a sense of accomplishment ('desire') through supporting a charity could be delivered through different roles for example volunteering, fundraising, donating or advocacy. Likewise the volunteering role itself could include service delivery, retail or committee (such as school governor) bringing different opportunities for personal development, social settings or career enhancement, as discussed in section 9.5. Within the MEC results, the dominant perceptual pattern linked to role was pattern two, illustrated in [Figure 57](#). It reflected not only the service delivery nature of the roles within the sample (A: Hands-on) but also the volunteers wanting a personal challenge and to use their skills and experience in the role they were attracted to. The MEC results reveal that this

is particularly because they wanted to make a difference, to feel useful and valued and to keep learning.

Figure 57: Dominant perceptual pattern two



For example, a charity that offers hands-on work with one person over a time period appeals to someone who is motivated by making a difference but that is because of the importance of a ‘Sense of accomplishment’ to that volunteer, both to themselves but also recognised more widely (‘Social recognition’).

*“I wanted to gain experience of what it would be like, you know, working with someone over a period of time” (A: Hands-on) → I think it would be nice to kind of see someone progress and see like maybe where they were, like maybe with a bit of help and see*

*where they are (C: Make a difference) → it was amazing, it was so good. The child was completely changed, the mum was like a completely different person, and it was amazing.” (V: Sense of accomplishment) Ch1v5*

*“I’m much more hands-on. I’d rather do a hands-on thing (A: Hands on) → that you are making a difference to people’s lives, basically. There’re a lot of people out there who need help (C: Make a difference) → and sometimes that feeling of satisfaction is realised.” (V: Sense of accomplishment) Ch4v2*

### 8.7.2. Role and self-identity

However, the role dimension is important not just in the specific attributes of that particular role and whether it meets the needs of the volunteer, but being attracted to having the role at all. This resonates with the role acquisition component of symbolic consumption (Hoyer and MacInnis 2004). Strongly present within the data, the Means-End Chain results show how the volunteering role enables the person to feel useful and valued, building their sense of self but also how they are perceived by the wider world including within their own family. In particular the consequences of feeling useful and feeling valued leading through to a sense of accomplishment, self-respect and social recognition, all present within dominant pattern two.

*“I need a purpose to get up every day and to... I think it’s to feel worthwhile because I think retiring is hard and I didn’t want to turn into one of these boring people who sit and watch TV all day and ... (C: Feel useful) → you do feel as if you’re slightly thrown on the rubbish tip when you retire unless something leads you on into that retirement that gives you a purpose.” (V: Sense of accomplishment) Ch1v3*

*“I think as you get older you do have to feel you are somebody. You know I think when I retired, giving up my nursing registration was awful and I suddenly thought, well who the hell am I?” (V: Self-respect) Ch1v3*

*“What they then saw was a professional side of me, because they’ve never known me as a lawyer (A: Skills/Exp) → So, they’d seen me at Pony Club stand up and give prizes and talk to people and things, but they’ve never seen me not as their mother*

*and that was quite important (C: Feel valued) → And it was that, “How are you going to do it? I blinking well am. How do you not know what I’m like? How do you think that you can put me in that box?” (V: Self-respect) Ch2v3*

*“Well, one of the reasons that I’ve always kind of volunteered is because I’ve been at home with the kids, and I had ... before I had the kids I had a really good career, and you kind of got all your positive stuff from your working life, and then when you’re at home with the kids and stuff, no-one tells you that you’re doing a good job, or ... that you are a better mum than this mum, and all the rest of it, it’s, everyone’s just exactly the same level, there aren’t any gradings, and you kind of don’t get that kind of appreciation that you’re doing a good job from being at home (C: Feel valued) → so I looked somewhere else for it, and that’s kind of where I looked, to my volunteering, to give me that feeling of being appreciated, and that I was doing a good job.” (V: Self-respect) Ch5v5*

So the debate about whether volunteers are attracted to a specific role, brand, cause, and role or simply volunteering generally feels misplaced. The evidence within the MEC results for the part played by ‘role’ considers not only the specific attributes of the volunteering role the volunteer is choosing but also what having that role brings to them personally.

*“I have already experienced conversations - when I say what I do, that I volunteer for [charity 2] people are more interested in you compared to saying you are a full time mum – then the conversation just stops.” (V: Social recognition) Ch2v7*

*“Everyone wants to be useful. Well I don’t know, I do. I have always wanted to be worthwhile.” (V: Self-respect) Ch2v5*

### 8.7.3. Role and brand

However, part of the decision about charity choice is whether the volunteer believes they will be effective in that role. The volunteer wants to feel their time will be used well, that they will be able to make a difference, achieve their goals through the role. The strongest pathway within the MEC results from selecting a big charity brand is a perception of their ability to be effective. It is the choice of brand that enables the volunteer to achieve within

the role they take on. In particular enabling the volunteer to make a difference and feel useful through to meeting their needs of a sense of accomplishment and being able to live their values.

*“the fact that it’s a brand name, [charity 1], stuck at the top of it as well probably made me think, oh, yeah, But it was certainly the cause, okay, that is something that’s worth pursuing (A: Big name) → you assume that they’ll be organised. That they’ll have a good network that they’ll know what they’re doing. So there are an awful lot of assumptions made because of the strength of the brand I think really.” (C: Make a difference) Ch1v7*

*“I know it’s an old established brand if you want to call it that (A: Big name) → So it has a certain weight behind it I think because of that.” (C: Make a difference) Ch1v7*

*“you know that they’re a very well respected organisation (A: Big name) → I think particularly with the [charity 2] because they’re the only agency other than Social Services and the police who are able to enforce a child to be taken into care (C: Make a difference) → you know that they’re a very well respected organisation, so to be part of that whole thing makes me feel good.” (V: Social recognition) Ch2v8*

*“So, the fact that it’s a brand name and it’s a big name is that it’s well-run, and supportive of its volunteers (A: Big name) → some volunteer organisations are pretty amateur, and I think it matters to me that it’s professional, because it’s not... You’re giving advice to people’s lives, which is a very... It can be life-changing, so it need to be backed up and done well.” (C: Make a difference) Ch4v2*

*“So I felt that they’ve got the weight of a national charity, I just like, I think, the way it’s independent, it’s a big charity (A: Big name) → to do and make a difference nationally.” (C: Make a difference) Ch4v4*

*“I think the fact that it’s a well-known name is very important, because people have confidence in it (A: Big name) → When people come in here, I get the impression they feel confident that we’re going to help them. And for funding, of course, it’s really important.” (C: Make a difference) Ch4v5*

*“If you have a well-established national charity (A: Big name) → then you hope that over time they had looked at how they best deliver their service (C: Make a difference) → I couldn’t work for an organisation I didn’t respect. I would find it hard to commit myself to something I didn’t respect.” (V: Self-respect) Ch4v7*

*“Why does it matter? Because I wanted them to treat me in a professional way; I wanted them to take me seriously, train me, and I wanted to be part... I’ve always worked for a professional organisation, and that’s what I wanted again. I didn’t want to dabble in something where I’m thinking, ‘Oh, I don’t know why we’re doing this’, or, ‘This is badly organised’, or anything like that.” Ch4v1*

Where in particular brand plays a key role is in the perceived ability of the volunteer to make a difference, leading directly through to a ‘Sense of accomplishment’ and ‘Living their values’. In this way, a well-established brand enables the volunteer to feel worthwhile. This finding relating brand to the self-efficacy concepts in historic decision models such as the Theory of Planned Behaviour (Ajzen 1991) and BCOS model (Andreasen and Kotler 2002) is important. The brand is seen by the volunteer as enabling their personal value of ‘Sense of accomplishment’ being met. They view the big brand as effective and therefore their time will not be wasted. They trust the brand. The role of trust in underpinning social exchange has been identified in theory as particularly important for contexts like these where intangible and social benefits feature strongly (Arnett, German et al. 2003, Venable, Rose et al. 2005)

This is interesting in the light of research to understand the generic brand personality characteristics of charities. Aaker (2010) in particular identified that charities were seen as warm in contrast to commercial brands that were seen as a competent. This research presents the case that one of the reasons volunteers select big charity brands is because they are seen as relatively more competent than small or medium sized charities, with a direct impact on fulfilling the need for self-efficacy but also status and prestige.

## 8.8. Understanding cause

The same role exists in more than one charity. The same desires can be met through more than one charity. Likewise within each cause, there is usually more than one charity brand

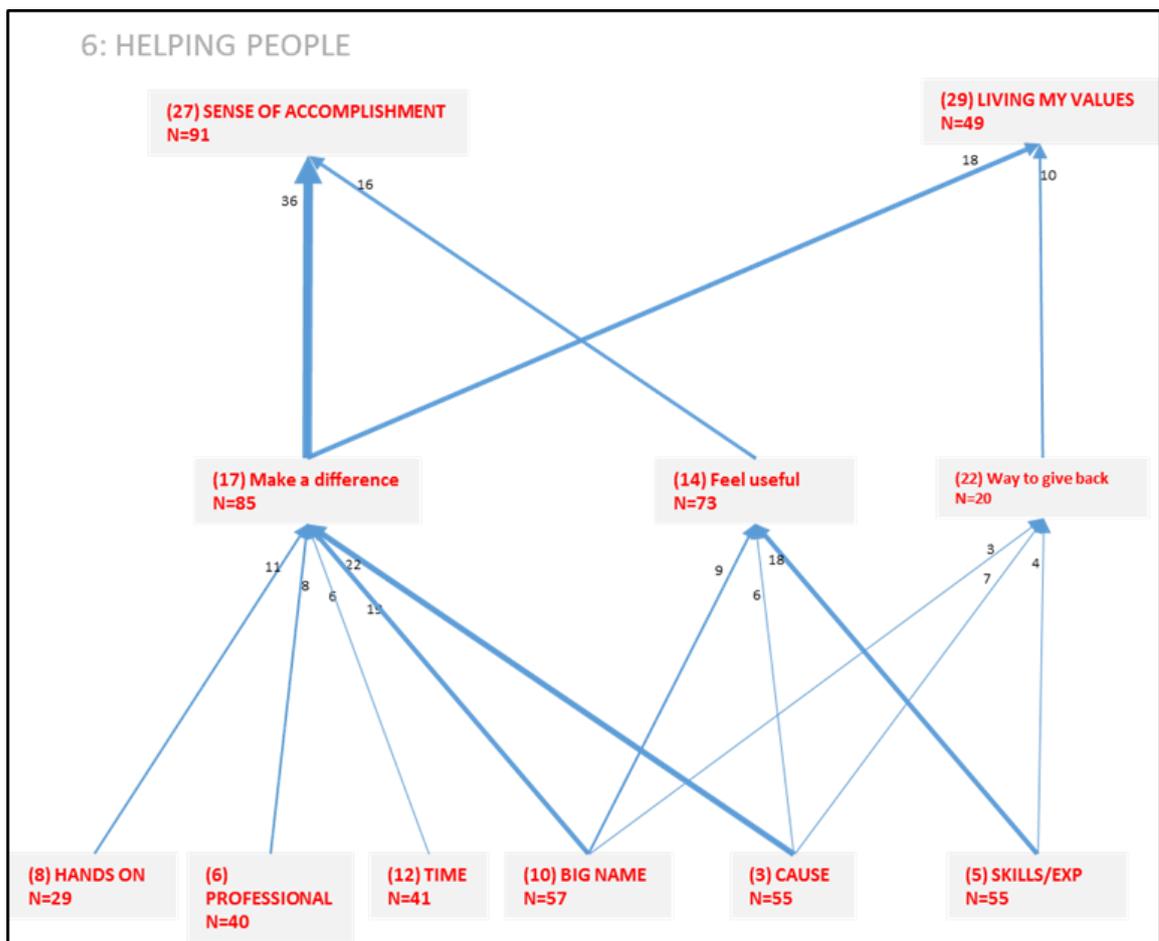
the volunteer could select. Cause can be seen as one level of the decision to volunteer, reflected in the 'form' element of the adapted Andreasen (2002) model, presented in section 2.5. Cause also reflects the fourth component of symbolic consumption, that of connectedness (Hoyer and MacInnis 2004). Within the direct MEC results there are two strong pathways from cause:

Cause → Make a difference → Sense of accomplishment

Cause → Feel useful → Sense of accomplishment.

Within the MEC results, presented in Section 6.7, illustrated in [Figure 58](#), dominant perceptual pattern six illustrates how cause links through to 'Sense of accomplishment' in particular. For some volunteers cause also connects with a 'Way to give back' for help they have received, part of 'Living their values'.

Figure 58: Dominant perceptual pattern six



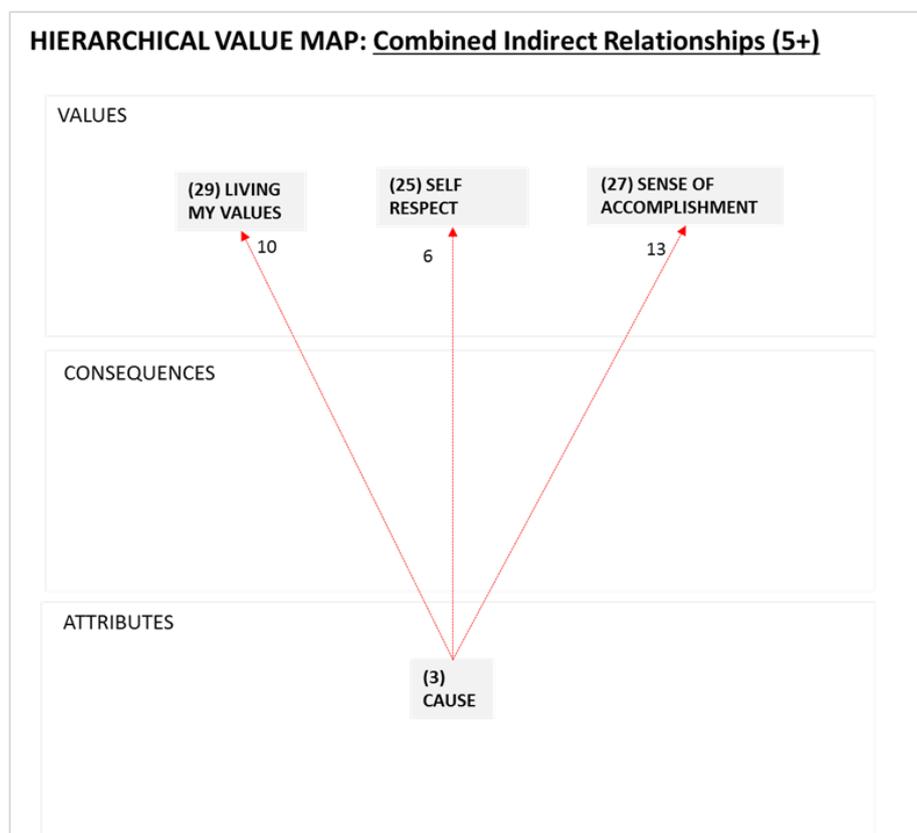
*“Because of the service I received when I was a service user I wanted to give back to ... I can’t give in a monetary way because of my finances and my personal circumstances. So one of the best ways for me to give back is my time.” (C: Way to give back) Ch2v9*

*“I feel like I’ve been given a lot, particularly when I lived in the therapeutic community, that was all funded by the local health services and that. So volunteering for me is like giving something back.” (C: Way to give back) Ch2v8*

### 8.8.1. Cause and emotion

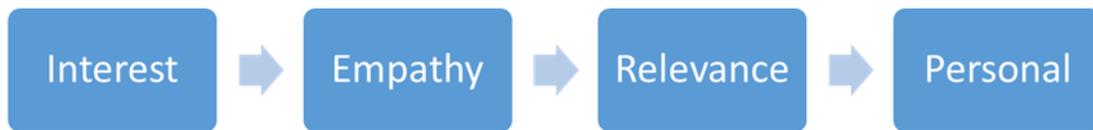
These volunteers have a stronger, personal connection with the cause, a greater emotional proximity. So cause is playing a different role in the charity choice than for those who simply are empathetic to the cause. This can be seen through examining the indirect MEC relationships, showing actual complete ladders by an individual participant. The connection from cause to self-respect and living in accordance with their values are also important, illustrated in [Figure 59](#).

Figure 59: Dominant indirect ladders connected to cause



Through Framework Analysis, engagement with cause was conceptualised as a spectrum, discussed in section 7.6, reproduced in [Figure 60](#). Evidence was found for all four levels of the spectrum.

Figure 60: Spectrum of emotional proximity to cause



This is particularly interesting in the light of the cause sector selection within the research design. On the advice of the expert interviews (phase 1), causes were selected that did not include health charities with one specific focus, such as Alzheimer’s or RNIB or Stroke. The advice was that the personal or relevant causes were such a strong driver of the decision to support those charities that it would be more difficult to identify any other influences on the decision-making process, including brand. However, despite selecting broader based categories for this research, it is clear that personal connection, relevance and empathy still play a significant role.

In terms of symbolic consumption, this connectedness component can be seen as going beyond interest. It implies stronger connection to the cause that influences the volunteer choice of charity.

Empathy: *“I feel very strongly really that the children in our society often have a pretty raw deal, that they are the saviour of our society (A: Cause) → And, if one wants to change society one is going to have to support the children (C: Make a difference) → It makes me feel that I can justify my existence.” (V: Living my values)*  
Ch1v1

Relevance: *“I always had it in the back of my mind because I was brought up in care for the first 13 years of my life and various children’s homes, foster parents, eventually came back to my birth parents, which wasn’t a happy time at all (A: Cause) → I wonder if that service was available all those years ago, I’m talking about back in the 1950s when my parents were struggling, you know, that would’ve been a*

*wonderful thing for them to have been able to have that kind of service I think ... But I just thought I'm sure with a little bit of support there are families out there where they wouldn't end up in care. For me I didn't have a good time in care." (C: Make a difference) Ch1v8*

Personal: *"I feel very passionate about the particular role of being a [charity 2/role] (A: Cause) because I know that there's children out there like myself who are being abused on a regular basis and have nobody to speak to about it, so it feels very empowering (C: Make a difference) → And I think of children like me sitting listening to what's going on, they might not at that time feel like they needed to phone or they might not feel the courage to phone at that time, but it's something that will go in their head, and if in later years, months or years, they get more courage or whatever, they might be able to phone, and I think that, I just feel really pleased to be able to do that job really. I feel very privileged and honoured to do it really." (V: Sense of accomplishment) Ch2v8*

It is the decision-making around cause in the data that appears closely related to the body of research on altruism, and also the role of emotion in decision-making. As discussed in the literature review, altruism as a motive for prosocial behaviour has been widely debated (Piliavin and Hong-Wen 1990, Carpenter and Myers 2010, Davis 2010, Phillips and Phillips 2011). Early studies demonstrate the presence of altruism in contexts of bystander heroism (Piliavin, Rodin et al. 1969) or organ donation (Titmuss 1971). It is the work of Batson(s) (1981, 1991) that particularly links altruism to empathic emotion. The argument runs that the more empathetic a person feels towards another, or a cause, they more likely they are to act in an altruistic way to support that person or cause (Bierhoff and Rohmann 2004). Others have since proposed that there is an egoistic element to that altruism, that through helping behaviour, the person gains benefit (egoistical reward) (Cialdini, Schaller et al. 1987). In particular, helping behaviour impacts on their self-identity, they see themselves as someone who helps whether that is a private recognition or perceived amongst a wider social group (Wilson and Musick 1997).

*"What actually was really important to me was the fact that I read what they were going to do and I just believed in it (A: Cause) → I think they [kids] feel proud of it (C:*

*Feel valued) → I think I just feel proud of myself. It's like I don't feel very proud of myself very often in situations, so it's kind of something I can secretly feel proud about because I know that I'm doing a really good thing, and it's very proactive, what we're doing." (V: Sense of accomplishment) Ch2v8*

*"Just a feeling of doing something worthwhile. Giving back to society (C: Way to give back) → But the other part was just I had done well in life. I'd done... from where I'd come from a council estate in the east end of Glasgow with no money and shoes with holes in it. I got to a position in life through my parents driving and my hard work and my wife's support. I was in a good place. I had three healthy kids, a good job, able to go on holidays and I thought there were other people out there less fortunate in life and sometimes not through their own fault, as it were. We live in a society and a community where you support and help other people. I felt this was a way of doing that. I can't run the local kids' football team, but this is something I could do." (V: Living my values) Ch5v10*

The results of the MEC with dominant pattern six illustrates this well ([Figure 58](#)). Wanting to make a difference is the strongest consequence volunteers were seeking through their choice of charity cause. However, what this delivered for the volunteer was a real connection to personal sense of achievement as well as enabling them to live according to their values, make decisions consistent with their sense of self. Through empathy to the cause specifically and wanting to make a difference generally they perceive that they gain personally in what they achieve and how they live their lives.

*"Just to give it a bit more of a ... a purpose and meaning I suppose. If you feel that you're actually helping people, I don't know it's kind of got a bit more of a reward to it." (V: Sense of accomplishment) Ch5v2*

*"I feel very strongly that it's something I want to do as part of the way I live my life." (V: Living my values) Ch1v3*

*"I suppose it's a lot to do with identity. What do you do? Well nothing, I'm retired. People...that's part of when they think oh yeah, she doesn't do anything, she just sits home and sits in her pyjamas all day or lunches or whatever. It's part of that who I*

*am. Because whenever you go for a dinner party and people go, what do you do? If you say, I'm retired. It's okay, move on. But if you say I now do volunteering, I do [charity 4], governor at school, blah, blah, blah. Then people automatically look at you slightly differently. I'm not saying that's why I do it. But that's part of the satisfaction of a definition of who I am I suppose."* (V: Social recognition) Ch4v8

Likewise the strength of the language used in conversations around cause, for example “*feel very strongly*”, “*really important to me*”, “*feel very passionate*”, “*privileged and honoured*” reveals the level of emotion involved for some volunteers. As discussed in the literature review in section 2.4.4, emotion is interesting in the way it stimulates action (Bagozzi, Gopinath et al. 1999). It is particularly associated with stimulating helping actions (Cialdini, Schaller et al. 1987, Bierhoff and Rohmann 2004) such as the decision to volunteer. It also has been associated in research with the achievement of goals and in particular positive emotions linked to goal setting (Frijda 1987), including helping people achieve what they are striving for (Bagozzi and Pieters 1998). Interestingly emotion is also one of the few proven differentiators between charity brands (Michel and Rieunier 2012).

Therefore within volunteer decision-making process is consideration of charity cause. There is no evidence that cause is decided before brand. It is clear from the research that cause is more important for some volunteers than others. Where there is personal relevance, the motivation to select a brand within that cause or a specific charity brand that helped that individual (or friend/family member) is stronger. This connects the volunteer making choices to living their values. But it also connects with the volunteer wanting to feel a sense of accomplishment, that they personally were able to make a difference to something they believed in and, in some cases, be recognised for it.

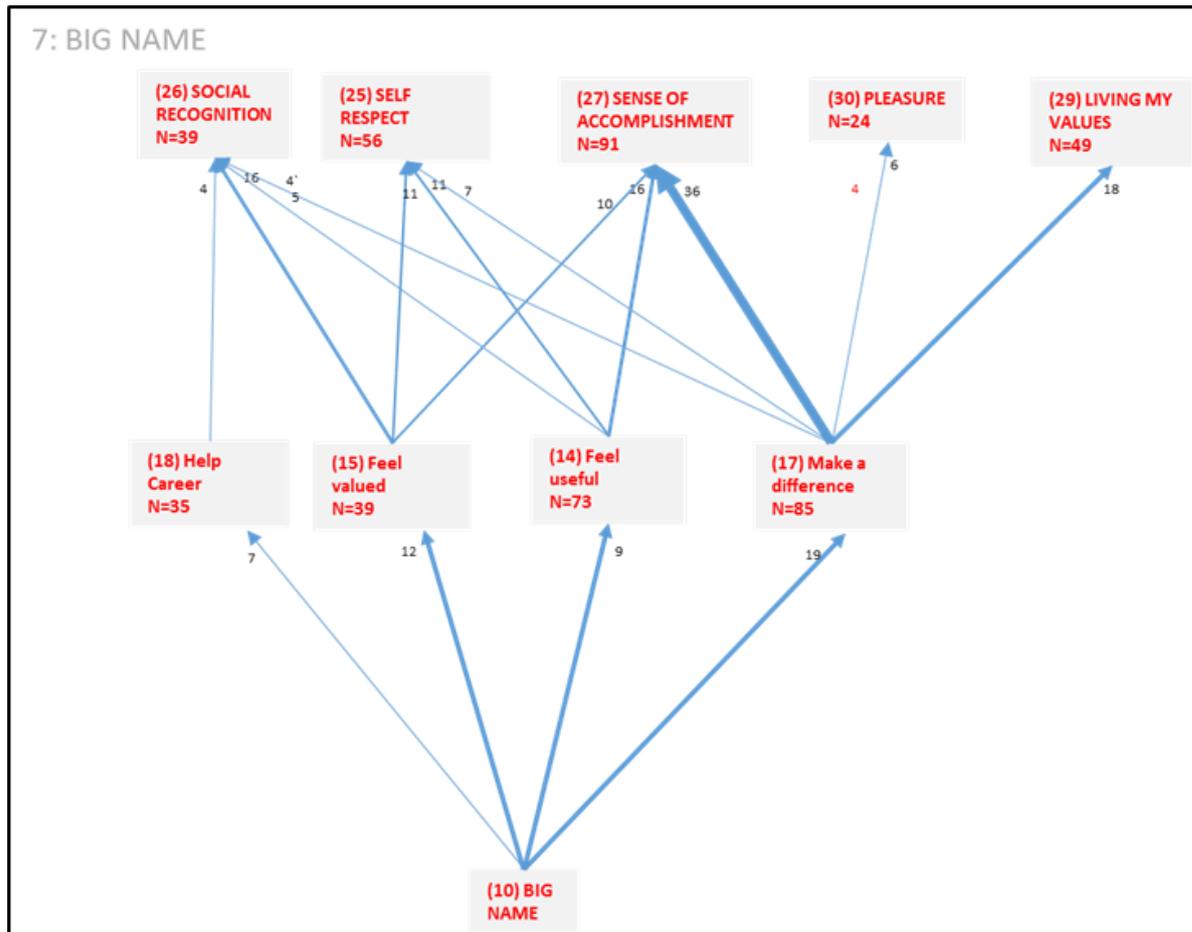
## 8.9. Understanding brand

Brand plays a dual role in the decision-making process by volunteers when choosing a charity to volunteer with. It is a specific reason for choice (attribute), one of the seven dominant patterns identified in the data from volunteers in this sample. However, it is also part of the process of decision-making, part of the context of the choice being made.

### 8.9.1. Brand as a reason for choice

The connections within the MEC results reveal the role of brand in volunteer choice of charity. The MEC attribute most connected with brand is 'Big name'. As discussed in section 6.3, it is an aggregate of the sub-codes of being a well-known name, being well established, having a good reputation and being a large organisation. But it also includes being a brand the volunteer knew about. It combines brand awareness with brand image, theoretically quite distinct concepts but clustered within this research to simplify the coding and subsequently unpacked through the Framework Analysis. The dominant pattern relating to brand within the MEC results is illustrated in [Figure 61](#). Volunteers within this research made the connection between choosing a big brand and making a difference, feeling useful, feeling valued and helping their career. Indirectly the brand led through to needs for self-respect, sense of accomplishment, social recognition and living their values. The important role of brand within social and self-enhancement motivations has been discussed in sections 8.5 and 8.6. In particular the brand was also identified by volunteers as a way of achieving the sense of accomplishment they were seeking. The brand acted as an enabler to ensure the volunteer could make a difference and in a credible way. The volunteers in this sample felt the consequence of choose a big brand including feeling more valued (by themselves and others) and feeling useful.

Figure 61: Dominant perceptual pattern seven



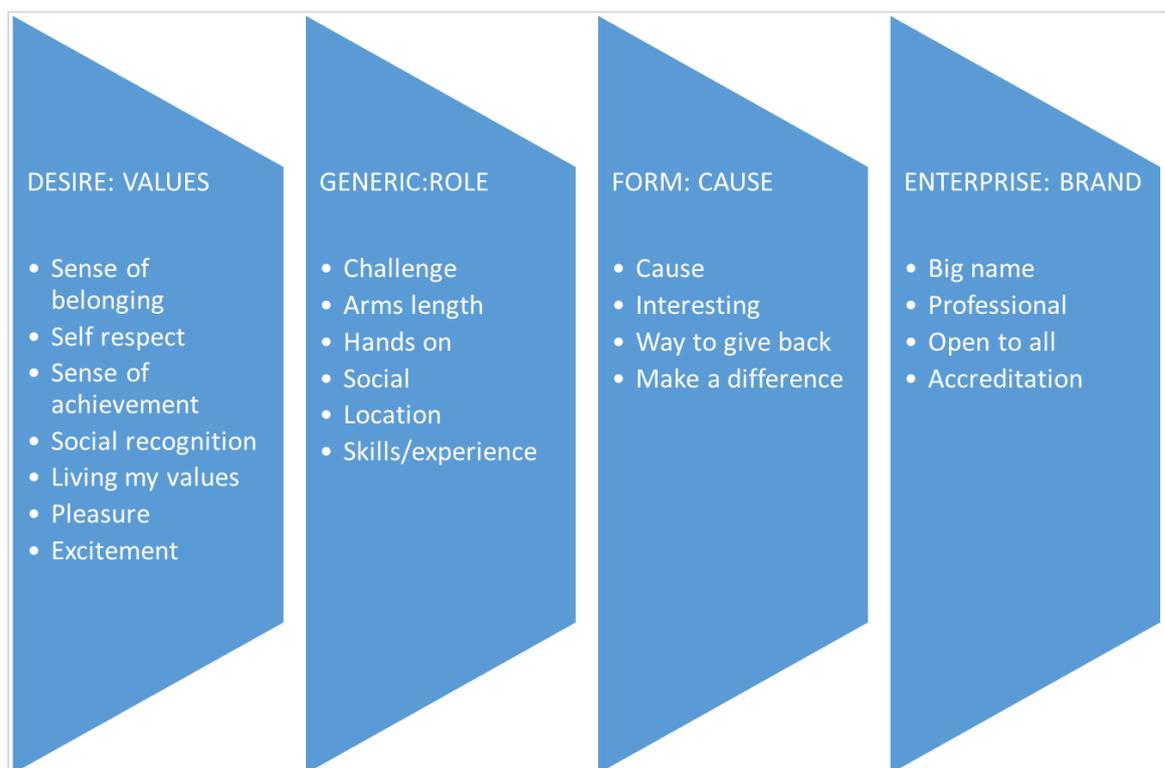
However, as discussed in section 2.5.5, this finding is in contrast to some of the literature on the role of brand in the non-profit context. Sargeant (Sargeant, Ford et al. 2008, Sargeant, Hudson et al. 2008) in his work with UK donors has argued that half of the potential attributes of a charity brand are common across leading brands and arise simply through being a charity. He argues although there are differentiating factors at cause cluster level (service, class and faith particularly), there is only ‘emotional stimulation’ as a differentiating attribute at brand level. In contrast, as discussed in section 2.5.2, the prize of building the brand in the non-profit context has been shown through the work of Hankinson (2001) where strong brands enable stakeholders to make genuine choices between charity brands within the same or similar causes. Where the charity does not build the brand, so it has low brand awareness or a lack of differentiated position, it has been shown that it is harder for stakeholders to differentiate it from other charity brands (Hibbert and Horne 1996).

The literature review offered Andreasen’s (2002) competitive level framework as a way through the debate about the interaction between brand, cause, role and general volunteer motivation. It discussed one important difference to the original model. Andreasen illustrates his framework as a sequence, where decisions about the different levels of competition are taken in turn which in this context that would be:

Need → role → cause → brand.

There is no evidence for this within decision-making theory or non-profit research. What does exist is a research conversation about the level at which non-profit stakeholders decide. The framework has been adapted in [Figure 62](#) to illustrate where each of the dominant patterns from the Means-End Chain analysis with UK volunteers could reside.

Figure 62: Applying Andreasen's competitive level model to this research



Therefore through the MEC results, the attributes that are important to the individual volunteer are revealed and understood through the different pathways through to personal values. The MEC provides a way of connecting the three dimensions of attributes of the charity, the decision to volunteer and self. However, to fully understand the role of brand in

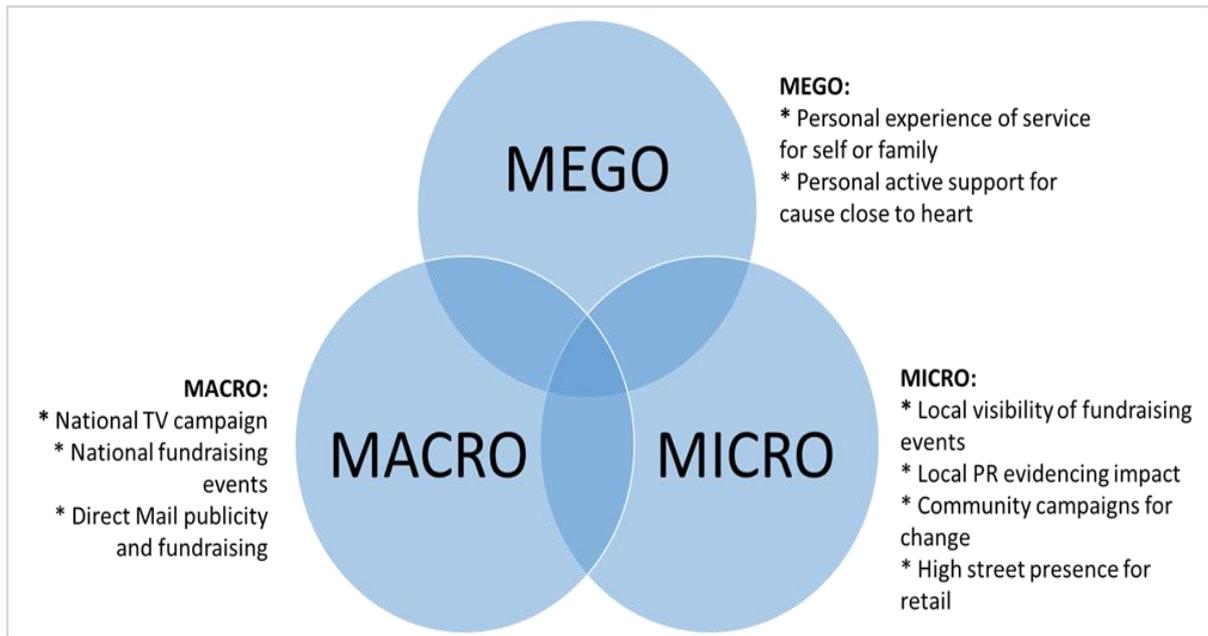
the decision-making **process** by the volunteer, it became clear that the research needed to understand brand within the personal context of the decision being made (Manyiwa and Crawford 2002). In particular how much the volunteer knew about the brand chosen, prior to the decision and the actual behaviour of brand choice. So the first role of brand in the volunteer choice of charity is as an attribute (A: Big name), along with attributes of cause, attributes of the role itself and attributes through simply being a charity. The second role is in relation to the process of making the decision. As discussed in section 4.3.3 Framework Analysis was identified as the most relevant method for providing this insight and the results are presented in chapter 7.

### 8.9.2. Brand as part of the decision-making process

Knowledge of the brand prior to the decision was clustered into three levels of brand engagement, identified as Brand Wise, Brand Aware and Brand Ignorant. What was interesting was the way people who did know about the brands (Brand Wise and Brand Aware) had accumulated knowledge over time. This strongly resonates with theory on how people make decisions based on existing knowledge, accumulated automatically and stored subconsciously. Kahneman (2011) articulated this as System 1 thinking. This implicit brand knowledge builds from a range of sensory signals and touchpoints (Berry 2000, Lindstrom 2010). Within the non-profit context, the potential volunteer receives messages about the brand and cause at one or more of the levels; for example visiting a high street charity shop, seeing people collecting, reading about someone supported, hearing about the impact on a family member who has been supported.

With the exception of Hankinson (2001) there is little academic insight into the application of this implicit, brand sense theory to the non-profit context so this was conceptualised as occurring in three ways: national (labelled as Macro), local community (labelled as Micro) and personal (where there is no obvious existing terminology, so labelled as Mego), illustrated in the Charity Brand Touchpoint Map in [Figure 63](#).

Figure 63: Charity Brand Touchpoint Map



The Charity Brand Touchpoint Map illustrates that people receive information about charity brands from a wide variety of sources. These brand touchpoints can be at the Macro, Micro or Mego level. For charities with strong above the line budgets, their ability to communicate at the Macro level is greatly enhanced. For charities with a strong retail component, their visibility on the high street acts as a constant Mego reminder. For charities with strong local outreach programmes and visible local fundraising, more people are connected at a Mego and Micro level. So the way people learn about brands is personal. It is their body of knowledge, built up over time and stored subconsciously. But this becomes relevant when the person decides to volunteer.

These experiences of the brand, when encountered regularly, create linkages in the brain, associations that build active perceptions of the charity brand. Crucially, information from these various touchpoints are given more attention by the brain if they are personally relevant (Kahneman 2011). Where there is a good fit with what the volunteer needs, they assign a higher value to the signal and give it their attention, they focus on it. So through this associated memory, the volunteer builds a picture of the expected value delivered by the brand. Brands that are more familiar are chosen more quickly and easily even from a wide

range of options, known as the familiarity heuristic. So the degree of familiarity helps their decision-making process rather than having to compare and contrast different options (Park and Lessig 1981). In effect the effort of processing information about the brand, the behavioural cost, has been reduced (Erdem and Swait 1998).

The Framework Analysis also considered the type of behaviour in the choice of brand for volunteering. It mapped whether the volunteer actively went out to find that specific brand or whether the brand was considered as part of a wider competitive set. Four behaviours types were identified and described within the way people discover brands with which to volunteer, reproduced in [Figure 64](#).

Figure 64: Brand Discovery behaviour types



The four behaviours were:

- Volunteer seeks out a specific charity brand (seek)
- Volunteer is asked by someone within the charity (sought)
- Volunteer learns about a specific charity through seeing or hearing something about them (see)

- Volunteer actively searches for suitable opportunities considering a range of charities (search).

The resulting segmentation mapped Brand Engagement against Brand Discovery behaviour for the volunteering role. Each volunteer was allocated to one of these segments, presented in section 7.3.3 and four dominant patterns of behaviour were identified from the data, reproduced in [Figure 65](#).

Figure 65: Segmentation through Framework Analysis

		Brand Engagement		
		Brand wise	Brand aware	Brand ignorant
Brand Discovery (for volunteering)	1: Seek	Automatic choice <u>PATTERN 1</u>	Some evidence of pre-consideration	No consideration set <u>PATTERN 4</u>
	2: Sought	Automatic choice <u>PATTERN 2</u>	Not present	Not present
	3: See			
		Passive (e.g. Advertising)		
	4: Search	Evidence of consideration set <u>PATTERN 3</u>		No consideration set

### ***Pattern 1 - Brand Wise/ Seek***

The strongest observed behavioural pattern observed in the data was where the volunteer seeks out a specific charity brand that they already know well. This pattern is consistent with marketing theory on the direct relationship between brand awareness and brand choice (Keller 1993, Aaker 1995, Laurent, Kapferer et al. 1995, De Chernatony, McDonald et al. 2011, Smith 2011).

For volunteers that ‘Seek’ a specific charity, both the salience of that charity at the point of decision-making and the reputation of the charity to meet their needs are key. This is not behaviour stimulated by a trigger such as hearing a recommendation or being prompted by seeing an advert. This is behaviour based on brand knowledge already stored in the

subconscious that is accessed as it is now relevant to the decision to volunteer (Kapferer 2001, Lindstrom 2010, Kahneman 2011, Barden 2013). The trigger is to volunteer generally, often a change in life stage such as retiring or children leaving home. The brand choice is then specific and automatic. Without an underlying brand understanding, that brand would not be considered at that decision point when the person is ready to volunteer.

This is particularly seen as occurring where brands are typical of their sector. Developed as a construct by Michel and Rieunier (2012), it describes high typicality as when the charity brand is seen as representative of the sector. The more typical the charity brand, the greater the intention to donate time or money. For charities synonymous with the type of work undertaken the implied effect is one of automatic choice (Kahneman 2011).

The effect is strengthened through the positive reputational benefits of high awareness, (Zajonc 1968, McQuail 2010). The more the volunteer has heard of the charity, the more important they perceive it (Stride and Lee 2007). The combined effect for some brands is that they are an automatic choice.

### **Pattern 2 - Brand Wise/ See**

The second pattern observed through the Framework Analysis was the role of brand to trigger action when prompted, either through word of mouth (active) or through seeing a leaflet, poster or advert (passive). In a similar way to pattern 1, there was no search amongst a competitive set. When they saw or heard that trigger, the brand then stimulated the volunteering decision and choice. Volunteers spoke of a moment of serendipity, that it was just luck or chance.

*“I just saw the ad and then talked to my counsellor who strongly encouraged me. I strongly believe I saw it for a reason. That it was fate.” Ch2v7*

*“It was just really I was looking and that just landed on my lap really” Ch1v5*

This has two behavioural effects. Not only does it stimulate them to make the volunteering decision but they also do not consider alternatives. The trigger enables them to access the relevant brand knowledge in their subconscious (Kahneman 2011). The action is then

enabled by the discovery route taken after the trigger, namely contacting the charity to ensure the practical considerations of time and location can be met and then being successfully recruited; being the type of person they are looking for. In particular word of mouth is recognised as the strongest form of volunteer recruitment (Low, Butt et al. 2007, Brodie, Hughes et al. 2011).

*“It’s more about gut feeling for me. And through my son’s school attached to a newsletter one day was a support for parents leaflet. And it just jumped out at me and I thought, oh, yeah, that sounds interesting.” Ch1v4*

### **Pattern 3- Brand Wise & Aware/ Search**

The third pattern observed relates to the role of brand as differentiator between choices (Aaker 2003). Hankinson (2001) in particular has argued that within the non-profit context, brand enables choice between similar causes.

*“Well I got on the computer, various times and is it just... I think it’s Do-it, the volunteering stuff. I sort of went through the various ones with the volunteer charities, and then ... what did I ... ? I mean, [charity] just sort of stand out. I mean, I knew of them and they’ve got their shops and everything, and my neighbour, he sort of had an experience, I’ve listened to his stories with [charity].” Ch1v6*

*“I looked at ‘Do It’ and they had three or four things I was interested in.” Ch1v2*

However, the decision-making process also involves differentiation between similar roles across different categories. Two of the charities ran telephone based counselling services. Volunteering at a community centre involved very similar work but for two quite different charities.

The role of the brand for this pattern is to enable standout amongst the opportunities listed, for example in the internet search results. This is supported by a second strand of marketing theory, that brands are more likely to stand out from a list, from a cluttered choice environment, if they have strong brand awareness (Keller 1993, Kapferer 2001) or personal resonance (Andreasen and Kotler 2002, Whan Park, MacInnis et al. 2010). To a lesser extent the Framework Analysis also showed that even if a person is simply aware of the brand,

rather than having a deeper knowledge, that brand can still play a role in volunteering charity choice. (Brand Aware/Search).

#### **Pattern 4 - Brand ignorant/ Sought & Seek**

The fourth observed pattern is anomalous but can be explained: where the volunteer has not heard of the charity but still seeks them out for volunteering or responds positively to being asked. This is understood through the potential volunteer already being a service user and in this sample is particularly in the context of children's centres.

For charities that offer children's services, such as playgroups, or adult services, such as domestic violence courses, people are experiencing the brand from within. Even if they had no brand knowledge prior to being a service user the perception of the brand is built through their experience, particularly interaction with the people within the charity. The staff and volunteering team become the personification of the charity. This is particularly important for charities with low external marketing presence.

So at the volunteer decision point, for example to build volunteering hours before applying for a course, they turn to what they know (Seek) or respond positively when asked (Sought).

*"I was approached actually by staff here." Ch2v9*

*"Because I was a regular visitor here, I feel part of my life is in the children's centre. I feel comfortable here. I know the staff well so I thought this is the best place to volunteer because I know them." Ch3v4*

It also demonstrates the importance of harnessing service users as potential volunteers. Being asked by the charity itself, here described as 'Sought' behaviour, is included within the statistics on word of mouth as the primary volunteer recruitment method in the UK (Brodie, Hughes et al. 2011). This is particularly relevant to the context of children's centres where the external signage branding is often deliberately low and also charity ownership changes. Two children's centres in the same area could be run by different charities, or may still be branded 'Sure Start' (government funded) when in fact they are run by a charity. They are known for what they do rather than who they are which limits their ability to build brand

awareness within the local community. So the harnessing of the service user pool, where appropriate, is key.

### 8.9.3. Re-categorising charity brands by volunteer decision process

So through the analysis of the volunteer data in this research and building on a wide-ranging body of relevant theory, charity brands can be re-categorised, not by cause or size as is traditional, but by volunteer decision-making process.

A commitment to an organisation to give regular volunteering time implies a high involvement, considered decision (Celsi and Olson 1988), not to be taken lightly. And yet some charity brand decisions are made quickly and easily. Strong charity brands leading their sector become an automatic choice (Barwise and Meehan 2004, Michel and Rieunier 2012), underpinned by first choice brand effect theory (Hubert and Kenning 2008). For these brands, awareness and understanding has built up over time (Berry 2000) generating credibility and embodiment of the generic category goals, for example, supporting poorer people overseas or protecting wildlife from extinction. Michel and Rieunier (2012) refer to this as typicality. High typicality means the organisation is perceived as representative of the sector and the more representative the perception, the higher the intention to donate time or money. Thought provoking support for this thesis comes from a different field. Barwise and Meehan (2004) argue that brands win consumers through being simply better at delivering the generic category benefits. Given the importance of brand saliency in consumer choice there is a significant prize for being category leader – being top of mind when the category is being considered, enabling an automatic choice rather than a considered choice amongst alternatives. Although the authors focus on commercial brands, the potential implications for volunteer research are interesting; how much of an advantage do category leaders gain, for example within sectors such as cancer care or animal welfare? How much harder do category brand followers have to work to trigger action in donors or volunteers?

Likewise for brands framed by a specific and personally relevant cause (Starnes and Wymer 2000), for example Parkinson's UK or the MS Society, the brand choice is automatic –

triggered by a connectedness function (Hoyer and MacInnis 2004), particular pertinent for research amongst children's charities.

At the other end of the spectrum are volunteers who are novices, who have had little association with the category so have to actively seek out information (Beattie 1982), or role seeking volunteers with specific job criteria they are looking to meet for example to enhance their career or fulfil volunteer hours needed for a college course. Both groups use a more explicit and rational decision-making process (Beattie 1982) developing a conscious competitive choice set, potentially driven by cause and moderated by local availability and brand awareness (Shocker, Ben-Akiva et al. 1991, Whittich 2000, Government 2010).

However, within the non-profit sector there are a plethora of charity brands that fall outside these special cases. They are not the cause leaders (automatic choice) or where a role is chosen to meet specific needs such as skill acquisition (explicit search). With the remainder, understanding how the volunteer considered the decision is less clear. Perceptions of the various charity brands they have been exposed to over time are held in the subconscious until that decision-making moment when they potentially surface (Berry 2000, Hankinson 2001, Lindstrom 2010). Collectively, but perhaps overly simplistically, this can be reported as word of mouth, the primary way volunteers report they knew about a charity (Government 2010, Cabinet-Office 2015).

Therefore, despite there being minimal research into the phenomenon of charity brand choice, adopting a pluralistic approach can inform our understanding. Building on decision-making theory the concept of competitive set can be reconceptualised for the non-profit context. Traditionally charities have been categorised at the 'form' level of competition (shown in [Figure 62](#)), defined as cause, either at broad cause level for example 'health' (Low, Butt et al. 2007, Dobbs 2012, Saxton, Guild et al. 2014), or sub-classifications for example 'health care' and 'medical research' (Harris-Interactive 2013), similar to the International Classification of Non-Profit Organisations by the UN. In contrast, at marketing practitioner level, competitive set is more regularly described at the more specific level, for example of 'cancer', a sub-set which includes 579 charities in the UK alone (Pharoah 2011, Charities-Aid-Foundation 2015, Guardian-Newspapers 2015). Therefore building on academic theory, there is the opportunity to rethink charity competitive sets, not by cause

or size but by volunteer decision-making process, addressed by the final research question and illustrated in [Figure 66](#).

**Figure 66: Re-categorising charity brands by decision process**

Dominant decision making type	Driver	Examples	Theoretic underpinning
Automatic	Personal context	MS Society CLAPA (cleft palate association) ChildLine	Starnes and Wymer 2000 Hoyer and MacInnis 2004
	Category leader	Samaritans RSPB RSPCA National Trust	Barwise and Meehan 2004 Hubert and Kenning 2008 Michel and Rieunier 2012
Explicit search	Novice	Any locally available that are 'found' through active search	Beattie 1982
	Role seeker	Any locally available within cause that meets course requirements, Duke of Edinburgh	Shocker, Ben-Akiva et al. 1991
Considered	* Subconscious brand perception recalled at time of decision making * Combined with ability to meet needs and local availability of role		Hankinson 2001 Lindstrom 2010 Kahneman 2011

## 8.10. Chapter conclusion

Regular, formal volunteering involves significant commitment of time and energy. In exchange the volunteer receives benefits, in particular meeting their personal goals and values. There is a considerable body of research exploring why people volunteer generally. However, the choice of charity brand with whom to volunteer is underexplored.

Understanding why people chose to make this commitment with one brand rather than another is of considerable relevance to charities who depend on recruiting new volunteers to continue and grow their service provision but who have limited funds to spend on gaining insight. Considering the scale and reach of volunteering as a social phenomenon in the western world, this research addresses this very real practitioner need. In addition, it brings together a wide ranging body of literature to inform our theoretical understanding of the role the brand plays in that decision-making process. It utilises Means-End Chain theory to explore the relationship between the decision being made, brand and self-identity.

The research demonstrated that the perceived consequences of the choice of charity brand were largely consistent with volunteer motivation theory including a desire to be social, develop a career or continue learning (self-enhancement). However, the MEC analysis revealed a richer picture, specifically the link through to values and the role of brand choice in fulfilling those values. Likewise the specific role undertaken and the wider issue of having a role at all were explored and again linked from brand through to personal values. The importance of cause to the volunteer was discussed using the spectrum of cause engagement developed in section 7.4 and in particular related to the theory on role of emotion in decision-making. These different levels of decision-making (general motivation, cause, role, brand) were explored through an adapted version of Andreasen's (2002) competitive level model. The importance of brand in enabling the volunteer to fulfil their sense of accomplishment was significant, with the brand acting as a signal for a professional, effective organisation. The findings on the role of brand reinforced the conceptualisation of charity brand choice as symbolic consumption with evidence for all four components: expressive, role acquisition, emblematic and connectedness.

The personal and social context around the decision was then explored specifically in relation to the brand decision-making process. The analysis presented a Brand Touchpoint Map as a way of making sense of the way people learn about charity brands. The level of brand knowledge prior to the decision being made was then mapped against the behaviour of making the volunteering decision. Through that segmentation process dominant patterns of behaviour emerged which explored in which situations there is an automatic choice and which involve a choice from a competitive set. This enabled a rethink on the classification of charities. Rather than clustering under cause, re-categorising charity brands by stakeholder decision-making process has been proposed.

## Chapter 9: Contribution

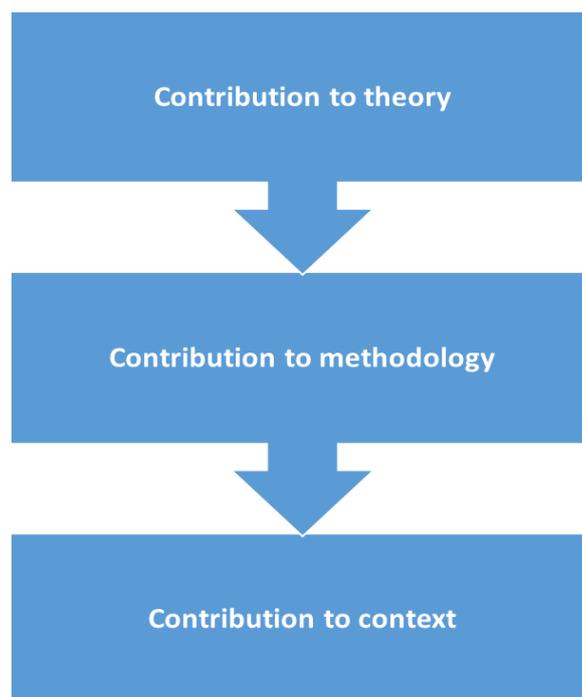
### 9.1. Contribution summary

**The primary contribution to knowledge made by this thesis is to theory: building an understanding of the role the brand plays in the choice of charity.**

The research was viewed through the lens of the individual volunteer. In particular it considered their personal knowledge of the charity brand and social context in which they made the decision.

The research also makes secondary contributions to methodology and the non-profit context. The structure of the contribution chapter is illustrated in [Figure 67](#).

Figure 67: Contribution chapter outline



### 9.2. Contribution to theory

#### 9.2.1. Conceptualising volunteer decision-making as consumer behaviour

The research conceptualises the choice of charity by volunteer as a consumer behaviour decision. It adds to a growing trend towards wider definitions of consumption that include

uses of time not just money (Hoyer and MacInnis 2004). Conceptualising volunteering in this way follows in the footsteps of Wilson and Musick (1997), Wymer and Samu (2002) and Randle and Dolnicar (2011).

The research explores how people make decisions based on expected returns, underpinned by Social Exchange Theory (Blau 1964, Emerson 1976). It builds on the work of Bagozzi (1975) and Levy (1959) in trying to understand that people make choices about charities through what they personally get back, the symbolic value, rather than the functional aspects of the role.

The data demonstrates the presence of all four components of symbolic consumption: expressiveness, emblematic, connectedness and role acquisition (Hoyer and MacInnis 2004). The symbolic consumption construct has been found to be particularly relevant for helping to explain volunteer decision-making behaviour. It offers a pathway to bring together theory and data on cause and emotion (often linked to connectedness), self-identity (expressiveness), social recognition (emblematic) and a sense of accomplishment (role acquisition).

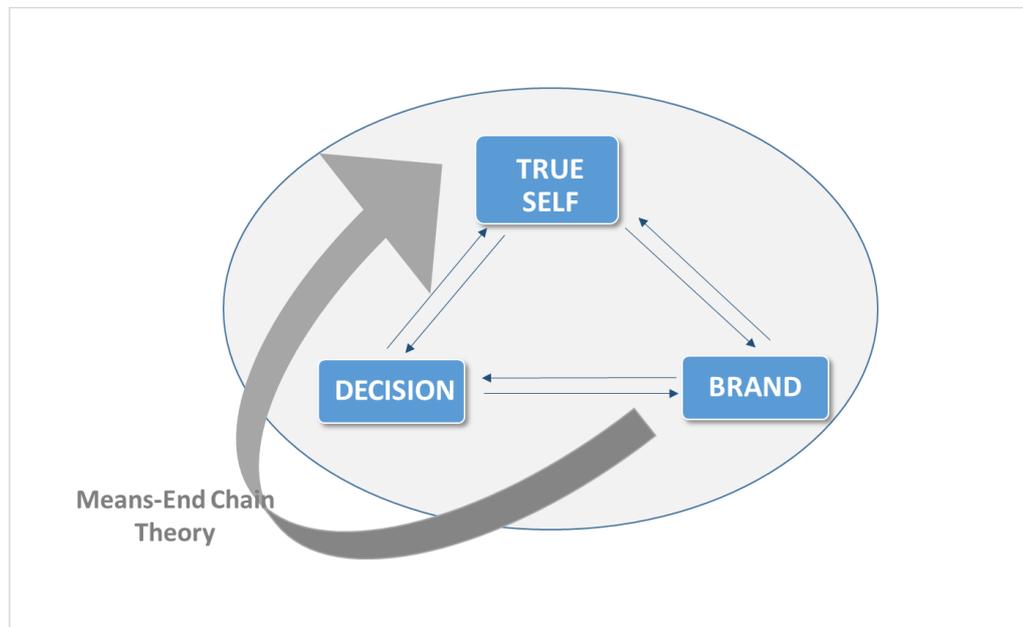
The choice of Means-End Chain methodology is critical in unlocking this link through to personal values and self-identity.

### 9.2.2. Understanding the connections within the decision-making

The architects of MEC theory argue that people make decisions based on the consequences they expect from the decision and how well these consequences then meet their personal values and identity (Gutman 1982, Reynolds and Olson 2001). It is the connection through to their sense of self and personal values that is the social exchange in return for time given. The decision is not simply based on the attributes of the product or brand, in this case the charity. Through the analysis and subsequent discussion of this research, it is this ability of MEC to act as a theoretical connector that is identified as being of particular value. It connects the brand itself to the decision about the brand to the self-identity and values of the person making the decision as illustrated in [Figure 68](#). Through understanding the relationship between attributes (including brand), the motivation for the decision and self-

identity there is a significant contribution to our knowledge of the decision-making process of the volunteer.

Figure 68: MEC as a theoretical connector



The MEC structure provides a means of connecting brand theory with the consumer behaviour theory and identity and values theory to inform our understanding of the volunteer decision-making process. Several authors discuss the two dimensions of brand with personal values/self-identity in depth (Walker and Olson 1991, Brunsø, Scholderer et al. 2004, Dibley 2004). However, the majority of MEC research reviewed through the methodological literature review did not make a three dimensional connection through to decision-making theory (Klenosky and Gengler 1993, Zanoli and Naspetti 2002, Goldenberg and Shooter 2009, Long and Goldenberg 2010, Kirchhoff, Smyth et al. 2011, Maxwell 2011). Previous MEC application research has focused on the individual decision, person and brand rather than using MEC as a connector between theories to understand decision-making process.

The body of academic research on motivation, including volunteer motivation, is considerable. Helping others, being social, enhancing career or continuous learning are regularly cited as important motivators for volunteering in academic (Clary, Ridge et al. 1998, Shye 2010) and practitioner (Low, Butt et al. 2007, Brodie, Hughes et al. 2011, Saxton,

Guild et al. 2014) research. This research illustrates that this is only part of the story. **The research identifies these motivators as the consequences of the decision, not the end point of the decision. What is important is how they connect through to personal values, goals and sense of self.** The research identifies seven dominant patterns in the data between attributes, consequences of the decision and self/personal values. For example, helping others delivers a personal sense of accomplishment, social motivation delivers a sense of belonging, and enhancing career delivers self-respect and social recognition. The one pattern that did not connect through to values was decision-making based on convenience, which features strongly in survey based volunteer motivation studies. Fit of time and location have been found to be 'order qualifiers' or hygiene factors rather than rather than reasons for charity brand choice.

### 9.2.3. Harnessing consumer behaviour models to inform charity brand choice

The understanding of volunteer decision-making behaviour is also informed by historic consumer behaviour models such as the TPB (Ajzen 1991) and the BCOS model (2002). These models were found to be insightful in two important ways.

The control and behavioural beliefs in the TPB model describe the importance of self-efficacy and whether the person believes they will be effective in the role, also present in the BCOS model and others. The volunteer wants to know not only that they personally will be able to do a good job but also that their contribution will be effective. The sample for this research focused on regular, service delivery volunteering. The personal time investment was significant. Wanting to make a difference and gain a sense of accomplishment emerged strongly in the data as a reason for charity choice.

Secondly, being sensitive to the views of others, labelled normative beliefs by Ajzen (1991) or 'others' by Andreasen (2002) was shown to be fundamental and resonated with the emblematic component within symbolic consumption (Hoyer and MacInnis 2004). Social recognition by others was a key personal value that the decision to volunteer for a specific charity brand connected to. In addition, living in accordance with ones values was also for some volunteers about social group, addressing the balance for a comfortable life as many of their friends also did, or for a minority, about breaking away from their social group to

give more meaning to their lives. Understanding the connection between brand attributes, consequences of that decision and values of the individual through MEC theory (Gutman 1982, Reynolds and Olson 2001) depended on understanding their social context (Manyiwa and Crawford 2002). Understanding this personal and social context in which the decision was made was crucial to accurate interpretation of the findings. It reflected not only the philosophical position adopted (social constructivism) but also the lens through which the research was viewed (the individual volunteer).

#### 9.2.4. Level of decision-making

The research identifies that volunteer choice of charity is not simply a brand choice. The research joined an academic conversation about the distinctiveness of charity brands (or lack of) and level at which the decision is made, for example being driven through cause or the fact of being a charity (Celsi and Olson 1988, Hutin 2008, Sargeant, Hudson et al. 2008). Through adapting Andreasen's (2002) competitive level model for the non-profit context, a contribution to this debate is offered. The different levels of decision-making were re-conceptualised as motivation based on attributes of brand, role, cause and simply being a charity. In contrast to the original competitive level model, these levels for charity choice are not conceptualised as sequential but all are present to a greater or lesser extent in the attributes at the heart of the volunteer choice of charity. Rather than being more about choosing any charity (for example to be more social or enhance career) or any service delivery role or anything connected with children (for example) or any well-known credible brand, the decision to volunteer is based on all four types of attributes.

- There are specific attributes that derive from simply being a charity. These link closely with broader motivations to volunteer such as being more social since retiring or a desire for self-enhancement through improving career or sustained learning.
- Within cause, the work of Randle et al (Randle, Leisch et al. 2013) on switching and competition between causes by volunteer was discussed as was the level of emotional engagement and relevance of the cause to the volunteer. A spectrum of cause engagement was developed through this research to describe the findings.
- Likewise for role, although the research scope was deliberately limited to service delivery volunteers, the MEC findings showed the importance of the type of role to

the volunteers in this research. The hands-on nature of the role, the use of their skills and experience and the professionalism of the role were all important factors in choice for some volunteers.

- **Brand serves a dual role in the choice of charity by volunteer.** In this context the specific **attributes** of choosing a well-known brand link to role of brand as professional, values carrier, shorthand and risk reducer (as discussed in section 7.6.3). In particular, the credibility of the brand bring status and prestige for some. The MEC results shows the direct link from selecting a well-known brand through to self-identity and social recognition by others. Likewise the credibility of the brand reduces the risk for the volunteer and meets their needs for wanting to make a difference and achieve a sense of accomplishment. However, the brand also plays a second role – not only as an attribute of choice but also impactful on the **process** of making the choice, discussed below.

#### 9.2.5. Role of brand in the decision-making process

Through the Framework Analysis, the context and process of the decision-making behaviour has been explored and the role of brand within that process has been uncovered.

In contrast to the historic consumer behaviour models and competitive level decision-making models, the research found that volunteer decision-making was not often linear or rational. Four patterns of behaviour for volunteering brand choice were identified. Only one involved search and choice from amongst with a competitive set, with these volunteers identified as novices or role seekers. These volunteers did 'search' for local volunteering opportunities that met their needs but their subsequent process of decision-making was fast, given the time commitment. They chose what resonated with them personally. For the remainder, the decision-making process was even more impulsive and automatic. Given the time commitment of regular formal volunteering the theory would imply this was a high involvement decision (Celsi and Olson 1988), despite it being made infrequently. However, the process of decision-making uncovered through this research revealed an interesting more automatic brand choice based on brand visibility, connectedness to brand or cause or brand visibility at the point of decision-making.

The research identified that volunteers had gathered brand knowledge from a variety of touchpoints over time. The research illustrated this through the Charity Brand Touchpoint Map. At the point of decision-making, the volunteer either sought out the charity with strong personal meaning for them or responded to a charity specific trigger such as seeing a poster or hearing about them. The final behaviour type identified was decision-making based on simply being asked. The process of decision-making resonates with system 1 and 2 thinking within Kahneman's (2011) research. The novices and role seeker lack a body of knowledge about the brand so have to explicitly search for it. For the others, a rapid decision can be made as it accesses a body of brand knowledge stored in the subconscious and built up over time, despite the significant commitment being made. At the point of decision-making about the charity with which to volunteer, that knowledge becomes relevant.

For a sector where discussion about brand still sits uneasily for some (Saxton, Guild et al. 2014), the research contributes to theory through identifying the role of brand in volunteer decision-making. Different definitions of brand were explored but for this research the brand is defined as a holistic social construct, seen through the eyes of the individual consumer, their experience and perceptions.

As discussed, the research identifies that charity brand knowledge builds over time to enable instinctive decision-making when the volunteer is choosing a charity brand. The brand acts as shorthand for the bundle of tangible and intangible attributes, enabling cut through at the point of decision-making (Smith 2011). The research identifies the level of brand knowledge and engagement at the point of decision-making and maps this against the behaviour of decision-making. Explicit search behaviour by volunteers is exhibited in situations where there is a lack of brand knowledge. Automatic decision-making in response to a charity specific trigger is exhibited where there is strong brand knowledge and/or emotional connection to the cause or brand.

### **9.3. Contribution to methodology**

The research contributes to methodology through a re-evaluation of the purpose and the technique for using MEC. The methodological literature review revealed a considerable range in MEC application both for research design and analysis techniques. A significant lack

of consistency was uncovered. Through this research a contribution to methodology has been made through evaluating different options and presenting a clear proposal for MEC application and analysis choices. The objective has been to strengthen the rigour behind those choices made as well as improving the transparency of method. This is to inform future MEC researchers and also to strengthen the reputation of MEC as a robust methodology within the wider academic community.

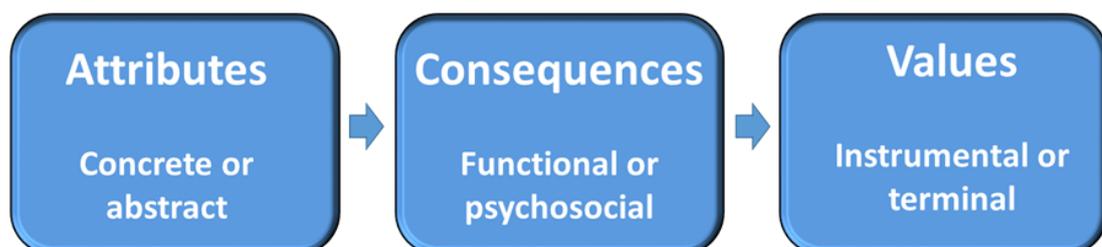
### 9.3.1. Proposal to return to soft laddering

As discussed in chapter 5, hard laddering previously accounted for a quarter of all MEC published research (Phillips and Reynolds 2009). Due it being quicker and cheaper (Russell, Flight et al. 2004), it is viewed as more efficient and is growing in popularity (Jung and Kang 2010, Long and Goldenberg 2010, Jägel, Keeling et al. 2012). In contrast, the soft laddering, interview based approach where attributes are elicited from the respondent during the interview is strongly favoured by key authors on MEC (Reynolds and Olson 2001) as a way of uncovering perceptions and beliefs (Scholderer and Grunert 2005). This research illustrates the strength of the soft laddering technique. It enabled participants to move beyond 'standard' reasons for volunteering such as wanting to help people through to more personal reasons such as needing to feel valued.

### 9.3.2. Proposal to return to original three layer model

Likewise this research illustrated the strength of the simple, original three layer model within the Hierarchical Value Map, discussed in section 3.5.3 and represented in [Figure 69](#).

Figure 69: Three layer MEC model



It was favoured by the early MEC researchers (Gutman 1982, Zeithaml 1988, Grunert and Grunert 1995) but more recent research has seen a move to the popular four layer model (Dibley 2004, Jägel, Keeling et al. 2012, Menvielle, Menvielle et al. 2014) or more complex six layer model (Olson and Reynolds 1983, Kearns and Hair 2008, Kirchhoff, Smyth et al. 2011).

The research has shown that particularly for contexts where the attributes are largely abstract (Venable, Rose et al. 2005) and the benefits primarily psychosocial (Brodie, Hughes et al. 2011), this simple three layer structure is effective. A more complex model would have resulted in a loss of narrative and a greater number of incomplete ladders. For future contexts that share these characteristics, a three layer model is recommended.

### 9.3.3. Development of 'free narrative' method

Having selected a soft laddering method, the most popular method for elicitation of attributes is triadic sorting at the start of the interview. Indeed this is included in the step by step process for managing the interview, prescribed by the theory architects (Reynolds and Olson 2001). However, following the expert interview stage (phase 1), there was a genuine concern that both elicitation of attributes at the start of the interview before trust had been established and the triadic sorting technique based on comparison with other brands were not sympathetic to the context of this research. There is support in the literature for direct elicitation (rather than sorting or ranking) as a robust technique (Costa, Dekker et al. 2004). There is also support for the appropriateness in some context of eliciting attributes through free speech without comparison to other products (Bech-Larsen and Nielsen 1999). However, there was a lack of terminology for this approach, particularly important to distinguish it from other forms of direct elicitation of attributes. To fill this void, it has been labelled 'free narrative', the characteristics of which are detailed in section 5.2.3. In summary, the two main features of this approach are:

- Attributes are elicited in relation to a specific phenomenon, such as the choice of charity with which to volunteer, rather than in relation to other brands.
- Attributes can be elicited at any stage during the interview depending on the flow of speech.

The technique was shown to be effective for this context. Attributes emerged as trust was established and the person reflected back on the decision made. Prompts such as thinking back to the point of decision-making and understanding of the personal/social context at that time stimulated the volunteer to reveal less salient attributes. Likewise the lack of competitive set would have limited the effectiveness of triadic sorting. However for this research in this context, if attributes had only been elicited at the start of the interview, much of the richness of the data would have been lost. This approach is recommended for future MEC researchers operating in contexts where the competitive set is unclear, where the topic is sensitive and/or where there is a high propensity for socially desirable responses.

#### 9.3.4. MEC analysis

As discussed in section 4.3.2 the methodological literature review revealed a wide range in techniques for analysing MEC data. There is however a consensus on the objective of the analysis: to balance simplicity of visual representation of the Hierarchical Value Maps without losing insight. Analytical techniques have focused on cut off levels (Grunert and Grunert 1995, Reynolds and Olson 2001, Zanolli and Naspetti 2002) determined by trial and error, proportion of relationship explained (Phillips and Reynolds 2009, Jägel, Keeling et al. 2012) or level of abstractness (Jung and Kang 2010) which is based on network theory. This research examined the logic behind the methods of analysis and selected a combination, based on 70% explanatory factor but with a minimum cut off. Rules were established for different scenarios and these were detailed in [Table 19](#) in section 6.5. By thoroughly reviewing the various analytical choices and clearly describing the method adopted in a step by step format, the goal is that this will improve transparency of MEC analysis and support future MEC research.

#### 9.4. Contribution to context

Academic research on **brand** in the non-profit context has focused on quantitative studies of brand image and personality (Bennett and Gabriel 2003, Venable, Rose et al. 2005, Michel and Rieunier 2012), particularly amongst donors. Academic research on **volunteering** has focused on quantitative studies of general motivation (Batson, Batson et al. 1991, Clary, Ridge et al. 1998, Shye 2010). There has been minimal work on the decision-making process

behind choice of charity by volunteer. There are a few exceptions to this such as Carroll's (2013) work on choice set and Randle and Dolnicar's (2011) work on self-congruity in volunteer brand choice. Overall, this remains an under-researched area considering the importance to charities of attracting new volunteers to their brand.

This research addresses this need and contributes in a small way to understanding the role of brand in volunteer choice of charity. It frames the marketing problem of charity recruitment of volunteers through the lens of the individual volunteers. In particular it identifies the personal values and needs of volunteers in this sample being met through choosing a well-known brand. It illustrates the range of brand touchpoints that enable volunteers to build up knowledge over time. It moves beyond traditional classification of volunteers by life-stage to propose a new classification based on decision-making process.

The research identifies that current volunteers offer a cost effective opportunity to uncover insight into charity brands. Through understanding the connections from the attributes of the charity brand through to meeting the personal goals and needs of the volunteer is key for charity brands to understand. This is particularly important for the communication frame about the brand. The motivating brand positioning could be at the national, local or personal level and outwardly or inwardly directed, as illustrated in [Table 38](#).

**Table 38: Brand Framing Matrix**

	MACRO	MICRO	MEGO
Inward Directed	<b>National Cause Relevance</b> <i>Do something about an issue close to your heart</i>	<b>Local Cause Relevance</b> <i>See the difference you made within your community</i>	<b>Personal Relevance</b> <i>Meet your personal goals</i>
Outward Directed	<b>National Cause Impact</b> <i>Together we can make a real impact on the cause</i>	<b>Local Cause Impact</b> <i>Make your community a better place to live</i>	<b>Personal Impact</b> <i>Role enables you to give back</i>

The research also identifies the relationship between cause, brand and role for the volunteer decision-making process. Current, recent volunteers offer charities a valuable source of information to uncover this relationship as they have already made the behavioural choice.

The second opportunity the research identifies for charities themselves concerns the different way volunteers discover brands. The research presents a simple segmentation mapping brand engagement onto the behaviour of making a volunteering choice. The segmentation can be used directly to understand current and potential volunteer behaviour and also map where the opportunities lie. For example, if current volunteers talk about the moment of serendipity, as several volunteers in this sample did, then low cost communication techniques such as local posters and leaflets can be just the trigger the potential volunteer is looking for. Likewise understanding the different way people found out about the charity brand, over time, and then plotting the information onto the Charity Brand Touchpoint Map will support charities in identifying where their marketing budgets are visible and effective.

Specific implications arising from the research for charity brand management practice are presented in the following chapter.

## Chapter 10: Conclusion

### 10.1. Chapter summary

The purpose of this chapter is to draw together the findings from the research and present the conclusions of the study as discussed in the previous chapters. Specifically it summarises the primary contribution of the research. It then identifies the implications for charity management practice. Finally, it identifies the limitations of the research and outlines opportunities for future research.

### 10.2. Summary of research contribution

**The aim of the research was to explore the role the brand plays in the choice of charity by volunteers.**

The specific research questions were:

1. What is the decision-making process undertaken by volunteers when selecting a charity brand?
2. What is the role of brand in that decision-making process?
3. Does utilising Means-End Chain methodology in the non-profit context deliver insight?

**The primary contribution to knowledge made by this thesis is to theory: building an understanding of the role of brand in the decision-making process by volunteers.**

**Charity brand decision-making process:** The decision-making process by volunteers has been shown to be anchored in Social Exchange Theory. Volunteers exchange time and consider the consequences of the decision. The MEC methodology revealed that beyond the traditional motivations for volunteering, the consequences of the decision such as advancing career or being more social, was a connection through to personal values and goals. In particular, the desire to help people, often associated with altruism, was anchored in the need for a personal sense of accomplishment and enabling a person to live according to their values.

The decision-making process undertaken by volunteers when selecting a charity brand was not found to be consistently linear or rational as a high involvement decision would imply. Only one cluster of volunteers (novices and role seekers) actively searched amongst a charity competitive set. The three other clusters of behaviour were stimulated by prior knowledge and/or a trigger. Volunteers were either stimulated into action through being asked by the charity, seeing (or hearing) something about the charity or have a personal connection to that specific charity. Two strong themes emerged. The first was around the role of emotion, particularly with the importance of achieving those personal values but also with connection to cause or brand. This was articulated through a spectrum of engagement from interest to empathy to relevance to a deeply personal connection. The second theme concerned the importance of subconscious brand knowledge at the point of decision-making. Brand choice behaviour for the volunteering role was mapped against level of prior brand engagement. Brand knowledge was shown to be built over time from a variety of touchpoints, illustrated in the charity brand touchpoint map. The volunteer decision-making process was shown to be influenced by level of prior brand knowledge and engagement.

**Role of brand:** Brand has been shown to play a role in the choice of charity in two ways. Firstly it has a role in the **process** of decision-making, as described above. But it also has a distinct role in the reasons for choice, in the same way that cause or specific type of volunteering role does. The research addressed the academic debate about lack of differentiation between charity brands through demonstrating that volunteers based their decision on a combination of attributes of brand, cause, role and simply being a charity. Brand as an attribute was identified as a reason for choosing the charity. The brand acts as a shorthand, risk reducer, value carrier and is seen as professional. The brand is a shorthand description of tangible and particularly intangible attributes. The choice of a well-known brand reduces the perceived risk for the volunteer that their time will be wasted. The brand acts a value carrier, seen as fundamental for non-profit organisations with their social mission. It enables the volunteer to assess congruity with their personal values at the point of decision-making. Finally, the volunteer perceives the well-known brand will be professional, that it will have adequate training and support systems in place to ensure the volunteer can be effective.

**MEC insight:** Understanding the connection between brand attribute, the consequence of the decision and personal values through MEC has enabled a deeper understanding of the role of brand. For example, it identified the perceived status and prestige associated through volunteering with well-known brands. The decision to volunteer was conceptualised as a consumer behaviour decision and all four components of symbolic consumption construct were found to be present in the research. The choice of brand expressed something about the volunteer and was emblematic within their wider social group. It gave the volunteer a particular role and identity. It enabled the research to move beyond salient or socially desirable responses to understanding the real connection to a sense of self.

So the primary contribution of the research has been to understand the role of brand in the choice of charity by volunteers through addressing the three specific research questions.

The research also makes secondary contributions to methodology and the non-profit context, as discussed in sections 9.3 and 9.4.

### 10.3. Implications for management practice

The research was originally motivated by a desire to support charities through strengthening their understanding of one of their key stakeholder audiences, volunteers. This section outlines the practical impact of the research for charity management practice. It answers the 'so what?' question through identifying a series of recommended 'next steps' that follow directly from the research findings.

These have been summarised in an accessible 'Charity Charter', written specifically for Heads of Brand and Heads of Volunteering, presented in [Table 39](#).

Table 39: Charity Charter

<b>The Charity Charter</b>		
<b>Research finding</b>	<b>Practitioner impact</b>	<b>Next step</b>
<p>1: The reasons why people decide to volunteer for your brand is connected to their personal values and goals.</p>	<p>Understanding which personal values they connect to is important. It will affect whether they are happy in their role and will stay volunteering with you.</p>	<p>Values like self-respect are affected by how professional and credible volunteers feel the charity is. Induction and training programmes really help fulfil this need and are seen by volunteers to be worth the investment. They also bring a sense of team which is also seen as important. However, the sense of team can be undermined by changes in role such as moving to homeworking. The impact on values for changes like this needs to be properly thought through.</p>
<p>2: Volunteers have many different reasons for choosing a particular charity. This includes simply the fact that you are a charity. But also it is linked to your cause, the type of role and your brand.</p>	<p>Ask your current recent volunteers why they joined. If possible find out the balance between cause, role and brand. They will have more than one reason. And the real reasons may not be the ones they give at the start of the research.</p>	<p>Charitable status needs to be clear. Potential volunteers need to know the charity is run by volunteers. If people believe you are government funded they may not volunteer for you. Understanding which level of cause, brand or role drives attractiveness is likely to strongly impact on the optimum positioning frame for brand.</p>

<p>3: Self-efficacy is important to volunteers. Volunteers donate their time for free but really mind if they feel their time is being wasted. Your brand is a proxy for being an efficient and effective organisation</p>	<p>To attract new volunteers the charity needs to convince volunteers their time will be well spent. For current volunteers they need to show that the organisation is well run.</p>	<p>This is not about adopting corporate language and structure. But it is about your brand acting as an enabler to the charity being seen as an efficient and professional organisation. Volunteers need to know you are well run so they feel their time is put to good use.</p>
<p>4: Volunteers want a sense of accomplishment. They want to know on an individual basis they made a difference.</p>	<p>Your brand needs to demonstrate to current and potential volunteers that they make a real difference. It will have a direct impact on self-respect and sense of achievement.</p>	<p>Communicating the difference they make is vital. It will build satisfaction and pride and therefore loyalty to the brand.</p>
<p>5: People build up knowledge about you over time</p>	<p>Consistency of message and communication presence is important.</p>	<p>The impact of communication can be greater than the sum of the parts if people can identify that all the parts come from the same charity. Disconnected communications materials undermine this. Do a brand audit to check.</p>
<p>6: People learn about you in different ways</p>	<p>The way people 'touch' your brand is spread across Macro, Micro and Mego levels. Each present an opportunity to build</p>	<p>Ask your volunteers where they have seen your brand, and compare that to where your communications budget is spent</p>

	brand saliency. The staff in the charity shop represent your brand as much as the headline TV campaign.	to assess whether the mix is effective.
7: The more people see your brand the better they believe its reputation to be.	Budget permitting, and in the light of the variety of touchpoints, take every opportunity possible to build brand awareness.	Ask your volunteers how they can spread the word about the brand. They may have some good ideas at the local and personal level the charity has not considered.
8: What should be a considered (high involvement) decision is often just based on serendipity.	Volunteers sometimes just need a prompt like a poster or leaflet or simply to be asked.	Low cost communications like leaflets home from school or posters in community centres work.
9: If you offer other services like playgroups or adults courses, this is a good source of volunteer recruitment.	Through outreach courses and programmes people are experiencing your brand. They see you from the inside.	Start volunteer recruitment by simply asking those who come into contact with you for other reasons. They may be just waiting to be asked.
10: Your brand is a personal source of status and prestige.	People want to feel proud of supporting choosing you. They want to feel you are first division.	This is not about wasting money or being arrogant. But it is about showing volunteers (and donors) the bigger picture, the scale of what you achieve together.

## 10.4. Limitations of the research

### 10.4.1. Adopting a non-traditional research philosophy

The philosophical approach for this research was a subjectivist ontology and social constructivist epistemology. The research lens was on the individual volunteer, underpinned by the theoretical perspective of social phenomenon being created from the perspective of the actors (Saunders, Lewis et al. 2012). It set out to:

*“study things in their natural setting, attempting to make sense of or interpret phenomena in terms of the meanings people bring to them.”* (Denzin and Lincoln 2005, p3)

This perspective was supported within the non-profit context by the findings of a major study into UK volunteering (Brodie, Hughes et al. 2011). It concluded that participation in activities such as volunteering, donating or social action was personal and had been understood from the perspective of the individual. This view is in contrast to the philosophical approach adopted in previous research in the three related fields. The literature review revealed a strong positivistic, hypothesis testing research tradition across consumer behaviour (Ajzen 1991, Bagozzi and Pieters 1998, O'Shaughnessy 2013), brand (Laurent and Kapferer 1985, Keller 1993, Aaker 1997) and the non-profit context (Batson, Batson et al. 1991, Clary, Ridge et al. 1998, Arnett, German et al. 2003, Bénabou and Tirole 2003). Even within the specific world of the role of brand within the non-profit context, scale based testing is dominant (Venable, Rose et al. 2005, Jundong, Lanying et al. 2009, Randle and Dolnicar 2011, Michel and Rieunier 2012).

The risk with adopting a non-traditional research philosophy is that the contribution made does not neatly fit into the ongoing research conversations. However, the benefits of adopting the best philosophical fit for the research question outweighed these concerns. In addition, the research is deliberately exploratory rather than hypothesis testing as the interplay between brand, self-identity and decision-making process in the context of non-profit is an under-researched area but one of significant practical practitioner impact.

### 10.4.2. Limitations of choice of methodology

Means-End as a method has its critics. As discussed in section 3.5.3, there is a debate in the literature between the use of Mean-End Chains to identify motivation or cognitive structure. Weaknesses in the methodology have been identified within both these perspectives. With motivation, “*different values and consequences can be more or less motivating in different situations*” (Grunert, Beckman et al. 2001, p70). In addition, Hare (1979) has argued that consumer goals are rarely as definite as the Means-End Chain assumes, that understanding how much of each goal is required is difficult and finally there is real challenge in understanding the trade-off between goals (Hare 1979, O’Shaughnessy 2013). Likewise with the cognitive structure approach, the concept of a context-invariant cognitive structure does not resonate with an interpretivist research philosophical approach of reality being socially constructed. Means-End Chain cannot be seen as building a complete cognitive structure (Grunert, Beckman et al. 2001), merely revealing aspects of cognitive structure from an individual and context dependent perspective.

Despite being sensitive to these concerns, they reflect the broad church of philosophical perspectives and research questions that the Means-End technique has been applied to historically. Academic consensus on the optimum rationale or optimum research question for utilising Means-End is lacking. Researchers have found it relevant for a wide variety of both exploration and testing studies. With hindsight, Means-End methodology has been found to deliver against the research objective of exploring the individual volunteer decision-making process. In particular the laddering technique enabled the interviewer to move beyond the top of mind, salient responses to more in-depth, subconsciously held understanding of personal consequences and values. This enabled a contribution that outweighed historic concerns about the methodology.

### 10.4.3. Limitations of competitive set

Traditionally the most common method for determining the attributes that form the base of the ladders within Means-End has been through triadic sorting or preference ordering at the start of the interview (Klenosky and Gengler 1993, Goldenberg, Klenosky et al. 2000, Dibley 2004, Dennis, King et al. 2007, Amatulli and Guido 2011). Through comparing one product

against another, attributes are elicited and ranked for importance by the consumer. Triadic sorting has been identified as working best with salient, tangible attributes rather than abstract or implicit attributes identified as prevalent within the non-profit context (Reynolds and Olson 2001, Venable, Rose et al. 2005). In addition, with this research a concern was raised both during the initial expert interviews (phase 1) and through participating charity Head Office interviews (phase 2) that there was a lack of evidence of volunteers considering alternative charities consciously and rationally prior to making a decision. This is in contrast to evidence on consumer goods (Shocker, Ben-Akiva et al. 1991). For these reasons the direct elicitation method enabled the volunteer to focus on the phenomenon in question, their choice of a specific charity, and identify the attributes they believed were important in their choice (Bech-Larsen and Nielsen 1999, Costa, Dekker et al. 2004). In line with the 'free narrative' approach developed, the interview structure enabled attributes to emerge during the interview as trust was built and less socially desirable attributes emerged. As a check, the volunteers were asked which if any alternatives they considered. Where there was an alternative charity investigated by the volunteer, the researcher probed for perceived attributes of that charity. However, with hindsight, very few volunteers considered alternatives in depth, beyond on-line search results. This confirmed that the research design of direct elicitation of attributes of the one charity in question throughout the interview rather than triadic sorting at the start of the interview amongst a competitive set was the most appropriate methodological design.

Likewise the soft laddering technique, where ladders are constructed from the narrative after the interview, rather than being followed through in sequence during the interview, was found to be an effective method, discussed in detail in section 4.3.2. There have been concerns that systematically probing each ladder in turn risks artificial construction of the consequences and values associated with each attribute. As previously discussed (section 5.5.2) the interview approach adopted was iterative, with the flow adapted for the individual participant and learning from one participant feeding into the subsequent interviews. In addition, in situations of emotion during the interview, allowing free flow of speech was important for the volunteer to share their story. A rigid hard laddering approach would have undermined the empathetic stance taken by the researcher and impacted on trust and therefore honesty of narrative. Again, there is always a risk in developing methodology that

the findings cannot be neatly compared with previous Means-End studies from different contexts. However, studies evaluating the findings from using different techniques within the Means-End tradition (Botschen and Thelen 1998, Bech-Larsen and Nielsen 1999) have identified “*largely similar results*” (Reynolds and Olson 2001, p76).

#### 10.4.4. Limitations of replicability and generalisability

A purely qualitative research methodology was identified as the most appropriate approach to explore the specific research questions within this study. With hindsight, this proved to be the case and the results exceeded expectations. The qualitative approach has many strengths, discussed in section 3.3.4 including enabling exploration and development of theory as well as examining implicit reasons for choice. However, there are also limitations in terms of perceived rigour, generalisability and replicability. Therefore the research design specifically considered these challenges up front, including through ensuring:

- Rigour:
  - Robust sample size for primary data source (51 volunteer depth interviews)
  - Involvement of two independent secondary coders.
  - Data validation through expert interviews (phase 1), participating charity Head Office interview (phase 2) and analysis of secondary UK volunteering data
  - Multi-method analytical approach
- Replicability
  - Transparency of data collection and analytical process.
- Generalisability
  - Homogeneity of sample selected including length of time with charity (<12 months), type of role (service delivery), volunteering commitment (formal, regular at least once a month)
  - Two cause categories to enable comparison and strengthen generalisability

Note that the methodological literature review of previous Means-End Chain applications, identified that neither pilot studies nor the use of secondary coders is usual, as discussed in section 4.3.2 (Grunert and Grunert 1995, Morse, Barrett et al. 2008). This study introduced

two rigorous rounds of secondary coding as well as a practice interview to road test the discussion guide. The two rounds of secondary coding in particular help to overcome concerns about rigour and strengthen the results. They also present a limitation for future replication of the research as they add an additional time consuming and potentially costly stage. This is in part due to the need to recalculate all the unique ladders following any re-allocation of codes, so every iteration of evolved or adapted coding results in a checking and re-calculation stage.

#### 10.4.5. Limitations due to intent or actual behaviour.

The phenomenon being investigated through this research was the choice of charity with which to volunteer. The insight into the decision has been identified as coming through the behaviour of making the choice (Gutman 1982, Kahneman 2011). For this reason the research design reflected actual choices made. The sample was recent, current volunteers, interviewed having made their choice, rather than potential volunteers about their intended choice. This is in contrast to other research within non-profit, particularly with donors, where intent is measured (Jundong, Lanying et al. 2009, Wheeler 2009, Merchant, Ford et al. 2010). Given social desirability (Lee and Sargeant 2011) within the sector, the focus on actual behaviour was a more robust method for the specific research question under consideration.

#### 10.4.6. Limitations of the role of the researcher.

As discussed in section 4.2.5, careful consideration was given to the role of the researcher both during the interview process and in the subsequent analysis and interpretation of the data (Cassell and Symon 2004). Her background in marketing brings not only an understanding of brands but also a belief in the power of brands. Likewise her practical experience working in the non-profit sector, specifically with volunteers, carried a risk of prior knowledge influencing outcomes. Specifically for these reasons a grounded theory approach was identified as not being appropriate. To counter any potential bias with this experience, three specific steps were taken:

- Extensive review of methodology literature to understand the Means-End technique and ensure rigour

- Head Office interview phase included with all participating charities to understand volunteering and brand within their context
- Reflexivity pause built into fieldwork to enable a step back from the fieldwork, review the recordings and consider the role of the interviewer and discussion flow.

In addition, the role of the researcher was also considered in the light of interviewing style. Despite prior experience in objective and neutral interviewing style, the fieldwork for this research required a greater level of empathy. Some participants shared personal and sometimes emotional stories necessitating a more involved interview technique rather than simply taking the role of a passive listener. In addition, to move beyond the socially desirable answers, such as volunteering to help people, or top of mind functional considerations, such as brand choice based solely on location, required a relationship to be established between the interviewer and the volunteer. The outcomes reflect the social constructivist philosophy of the interview process itself where the volunteer is making sense of their decision through the process of the interview. Therefore despite concerns about moving from neutral to empathetic interview style, the practical steps taken to be aware of personal impact but also suitability of the approach with both context specific issues and underlying research philosophy were reassuring.

#### 10.4.7. Limitations of using a multi-method approach.

The analysis of the interview data using Means-End methodology highlighted the strength of the technique in enabling attributes concerning volunteering generally, specific cause, specific brand and type of role all to be included. In particular, brand emerged as one of the dominant patterns observed within the data. However, specific questions concerning understanding the role of brand (rather than simply observing the phenomenon), the process of decision-making and prior knowledge of the charity brand remained unexplored. Therefore a second analytical method was introduced to probe these areas, Framework Analysis. Rationale for this choice was described in section 4.3.3.

There are potential issues with introducing a second method. Means-End was the primary method of data collection and analysis. The Framework Analysis played a supporting function for a section of the data. However, both methods of qualitative analysis were based

on a common research philosophy, data source and means of analysis (manual). Using the multi-method qualitative approach enriches the data analysis (Saunders, Lewis et al. 2012). It cannot be argued therefore that this constitute full triangulation. The techniques were not balanced in terms of time, breadth of data included or research questions examined. However, the multi-method approach did enable the research questions to be addressed in greater depth and provided an interesting insight into the interplay between brand knowledge, competitive set and decision-making process.

#### 10.4.8. Limitations of brand strength

Reflecting with the benefit of hindsight on the fit of sample to research question, the issue of brand strength emerged. The literature review revealed that brand effects have been difficult to observe in less well known brands (Randle and Dolnicar 2011) and the brand awareness within the non-profit sector has been found to be a particular challenge (Saxton 1995). Therefore the research design considered only well-known brands, as discussed in section 5.2.5. Well-known brands were considered as being within the top 100 UK charity brands as defined by the Charity Brand Index (Harris-Interactive 2013).

During the analysis it was clear that the brand effects were more easily observed for the cause category leaders. Brand was significantly less observed for the charity brand with the lowest brand awareness within the sample, despite it also operating within the top tier of charity brands. Secondly, services that were delivered through community centres were observed to deliberately feature minimal external and internal branding, mindful of potential stigma for service users. Therefore despite structuring the research design for brand strength, the variation between the brands did play a role. However, the sample size of 51 volunteer interviews was large enough for the brand effect to emerge through the other charities. For future research, a minimum spontaneous awareness level and potentially tighter definition of top brand (e.g. top 20) is recommended. This also needs to be balanced with the practicality of engaging charities with time and staff resources to participate in academic research.

### 10.4.9. Limitations of the sample

The research design considered and was bound by three specific factors: regular, formal service delivery volunteers only, two specific causes only and recent volunteers only. It purposefully did not consider infrequent volunteering, informal volunteering or volunteering in other roles such as charity shop work or fundraising and is limited to that extent. These limitations present the starting point for future research.

## 10.5. Future research

Through the process of conducting this research many related ideas for future research emerged that could strengthen insight into theory, method and context. There is a rich seam for future study, presenting a real opportunity to contribute to knowledge and to provide genuine practitioner impact. The chapter presents the strongest ideas as an agenda for future research.

### 10.5.1. Future research directly building on this study

#### **A. Expanding scope to other types of volunteering**

This research wanted to understand high commitment volunteering and so particularly focused on regular, service delivery volunteers. If the volunteer does not meet their volunteering commitment, the person being supported is let down. There are many other types of regular, formal volunteering such as being a charity shop worker, committee member, regular fundraiser, fundraising event participator, administrator or advocate. In particular charity shop workers were perceived by the Head Office interviewees in this sample to have a lower loyalty to the brand and to be more motivated by the role and convenience. A next stage for this research could be to use the same methodology but expand the sample to compare decision-making patterns and the role of brand across different volunteering types. This would be valuable to charities seeking to recruit volunteers to a variety of roles, helping them understand how much the communication needs to be framed and tailored according to role.

## **B. Expanding scope to donors**

Given the payback in improving efficacy of reaching donors, charities and academics alike tend to focus on understanding donor decision drivers rather than volunteers. However, the type of laddering technique used in this research, that gets under the skin of motivation and explores the link between brand and self, has not yet been conducted with this important group of stakeholders. The motivation for being a donor is perceived to be different to that of being a volunteer. In particular it would be valuable to understand the difference between regular donors, occasional donors and event driven donors. The combination of MEC and Framework methods has been shown to be insightful for understanding volunteer decision behaviour. It would be equally so for understanding donors. The greater the insight, the less charity budget is wasted.

## **C. Expanding scope to other cause sectors**

The research design focused on two cause sectors, children/young people and advice/listening charities. As discussed in section 4.2.5, and on the advice of the phase 1 expert interviews, charities with a strong connection with a specific health condition such as diabetes, stroke or cancer were excluded as it was perceived that the decision-making behaviour would be different. As a next stage of research this would be very interesting to understand. The health specific charities constitute a major segment of the non-profit landscape. They have considerable reach not only with service users but also through mass participation fundraising events. Understanding the role of brand in relation to personal connection to cause particularly would be of considerable practical benefit to these charities. Not all the players in this segment have the headline budgets of Cancer Research UK or Alzheimer's UK. Reaching potential new volunteers and donors effectively and efficiently is crucial to the future sustainability and growth of these health specific charities.

Likewise causes where the service delivery is not in the UK were excluded from this study. Understanding the difference in brand saliency and personal relevance for overseas aid and development charities would be insightful to explore from a theoretical perspective but also to support the efficacy of communication for this considerable sector. In particular

examining the issue of collective fundraising following disaster events, such as through DEC<sup>17</sup> and the impact on individual brand strength feels a relevant and valuable contribution that should to be made.

#### **D. Expanding scope to other countries**

Despite formal, regular volunteering being a phenomenon of western society, the insight of this study would be enriched through understanding whether the decision-making patterns of UK volunteers are typical of western volunteers or have their own cultural characteristics. The vast majority of the research on volunteer and donor motivation has been US, UK or Australian based, with the notable exception of Michel and Rieunier's (2009, 2012) work with French donors. Expanding this study to assess the impact of different traditions of volunteering on the charity decision-making process would be insightful and of practical relevance to the non-profit sector in those countries. It would also be of particular interest to create a replica study in Australia, where there is a strong academic tradition of understanding non-profit behaviour (Warburton and Terry 2000, Randle and Dolnicar 2009, Randle and Dolnicar 2011, Randle, Leisch et al. 2013, Terry, Pracht et al. 2014).

### **10.5.2. Future research to contribute to theory**

#### **A. Brand Touchpoint Map**

This research explored the way people find out about charity brands, accumulating knowledge subconsciously over time through interaction with a range of brand touchpoints. To make sense of the ways volunteers in this sample gathered knowledge about brands, the Charity Brand Touchpoint Map was developed, presented in section 9.8. It explores three sources of information: Macro, Micro and Mego. This is an interesting springboard for future research. Within the non-profit context, the next stage would be to map different charities against this map, not only to understand where they are seen by their key stakeholder groups but also how that relates to how their marketing budget is allocated. In particular it

<sup>17</sup> Disasters Emergency Committee

would be insightful and of practical benefit to charities to understand the contribution to brand saliency through having a high street presence, such as a charity shop.

### **B. Segmenting Brand Engagement and Brand Discovery behaviour**

The research clustered prior knowledge about the brand into three groups (brand wise, brand aware and brand ignorant). It then mapped these clusters against the four observed patterns of brand discovery behaviour for the volunteering role (sought, seek, seen, search). The resulting segmentation enabled patterns of volunteering to be identified. This model contributes to marketing theory through examining the interaction between brand decision-making behaviour at the point of choice with prior brand knowledge. It relates theory on accumulated brand knowledge to theory on choice within a competitive set. To further validate the contribution to theory, the segmentation needs to be replicated.

### **C. Exploring typicality**

The research considered the role of typicality as an influencer on stakeholder decision-making process. In particular it hypothesised that a brand leader within a cause would benefit from automatic decision-making, would move their brand away from being considered within a competitive set environment and be a sought brand. This builds on a strong research conversation about typicality and first choice brand effect (Barwise and Meehan 2004, Hubert and Kenning 2008). It has started to be explored in the non-profit context (Michel and Rieunier 2012) amongst French donors but is of particular interest to explore in the UK environment amongst donors and volunteers. Understanding the prize for being category leader is of practical relevance for charities, not just those in that leadership position but also the 'runners up'. It highlights a need to understand the implications of operating within a cause with a dominant brand, perhaps stimulating a need for innovative thinking rather than outspending their rival.

### **D. Exploring positive reputation and exposure**

The research discussed the theory on the positive benefit of exposure. Both Zajonc's (1968) work on the benefit to reputation of visibility and McQuail's (2010) Mass Communication Theory argue that the more a brand is seen, the more familiar it is, the better people believe

it is (Park and Lessig 1981). This has not been explored in the non-profit context and would be of considerable practitioner benefit in not only building the case for investment in communication but also understanding their brand touchpoints (for example through the Charity Brand Touchpoint Map). Identifying where a brand is visible including within the community and on a personal level balances the argument for broadcast media.

#### **E. Understanding the level of decision-making**

Andreasen's (2002) competitive level model was adapted through this research for the non-profit context. It enabled a discussion of the different levels of decision-making that could potentially be considered by the stakeholder including general motivation to volunteer, type of role, cause and the brand itself. The model enabled different theories on the role of cause and brand to talk to each other. It specifically did not examine whether the process was linear and structured in this way. Understanding this flow has significant practitioner impact for communication framing.

#### **10.5.3. Future research to evolve MEC methodology**

As discussed in chapter 9, the research contributed to MEC theory and method in three ways:

- Proposing MEC as a theory connector between research on brand, self-identity and decision-making.
- Providing clarity and transparency of MEC method application to enable future researchers to understand the implications of choices within method design.
- Development of the 'free narrative' technique.

All three of these methodological contributions would be strengthened by further research. The methodological design choices made in this study were made after a significant review of MEC studies and the underpinning theory. For new researchers considering MEC as a methodological choice for future research, the choices made in this study are recommended as a 'straw man', to save time and develop a consistency of method application. The free narrative approach will be particularly relevant to situations where it is necessary to move beyond top of mind or socially desirable responses and enable attributes to emerge once

trust has been established. Finally, the hope is to stimulate debate within the wider academic community into the role of MEC as a theory connector.

## 10.6. A last word

This chapter concludes the thesis. The aim of the research was to explore the role the brand plays in the choice of charity by volunteers. The primary contribution to knowledge made by the thesis is to theory: building an understanding of the role of brand in the decision-making process by volunteers. The research has identified a dual role for brand – as a reason for the charity choice in its own right but also as a key part of the process of decision-making. The findings of the research, as well as inherent limitations within the research design, have provided a rich agenda for future research. This research has identified the importance of understanding brand in the non-profit context. Connecting with key stakeholder groups such as volunteers is paramount to the future sustainability of charities. In a climate where budgets are tight and any investment in insight or marketing closely scrutinised, it is hoped this research makes a small contribution to enabling charities to recruit more volunteers through harnessing their brand.

## Appendix 1: Publications and conference papers

*“Exploring a pluralistic approach to conceptualise charity brand decision-making by volunteers”*, British Academy of Management Conference Proceedings, Portsmouth, September 2015

*“Exploring the role that brand and social context plays in the choice of charity by volunteers”*, Institute of Volunteering Research/ NCVO Research Conference Proceedings, Sheffield Hallam, September 2014.

*“Examining the role of brand in attracting volunteers within the UK charity sector.”* British Academy of Management Conference Proceedings, Liverpool, September 2013

**Note:** The papers below examined the role of animal metaphor as a means for volunteers to describe non-profit brands. This was taken out of the thesis on the advice of faculty to ensure the thesis remained single minded.

Winner: Best competitive paper (Brand and Reputation Track): *“Exploring the stories that simple metaphors reveal about charity brands”*, Academy of Marketing Conference Proceedings, Limerick, Eire, July 2015

Paper Submitted (on request) to Journal of Marketing of Management special edition on *“The Magic of Marketing”*: *“Exploring the stories that simple metaphors reveal about charity brands”*. August 2015.

## Appendix 2: Summary of recent research conversation on role of brand in non-profit.

Year	Authors	Title	Publication	Focus	Method	Conclusions
2003	Bennett, R., Gabriel, H.	Image and Reputational Characteristics of UK Charitable Organisations: An Empirical Study	Corporate reputation review 6(3): 276-289	Understand whether Brand Image and Identity are different constructs and how they influence donor behaviour	UK Donors, Attribute list developed from Literature Review, tested with students and analysed using Confirmatory Factor Analysis. Used Fortune 500 reputation descriptors as base.  Quantitative questionnaire (n=161), 3 methods of recruitment, all in London.  6 brands tested.  Exploratory Factor Analysis	<ol style="list-style-type: none"> <li>1) Brand Image and Identity are shown to be different constructs</li> <li>2) Organisations that were well known appeared to have higher reputations also</li> <li>3) Charity brand image related to compassion, dynamism, focus on beneficiaries and being seen as non-political. Argue charities should tailor marketing communication towards projecting these image factors.</li> <li>4) Charity brand reputation related to whether it was well known and relates closely to commercial brand reputation structures.</li> </ol>
2005	Venable, B. T., Rose, G. M., Bush, V. D., & Gilbert, F. W.	The Role of Brand Personality in Charitable Giving: An Assessment and Validation.	Journal of the Academy of Marketing Science 33 (3): 295-312	Brand Personality as means of differentiation.  Argue the way stakeholders enter a	US Donors, 6 multi-method study  Qualitative was nominal group (students), focus group (n=16) and depth interviews (n=18) of current	<ol style="list-style-type: none"> <li>1) Social Exchange plays a key role in consumer decision to donate time and money Significant correlation between brand personality and intent to give</li> <li>2) Shows that current and potential donors can ascribe personality traits to Non-Profit Organisations (NPOs).</li> </ol>

				relationship with Non-Profit Organisation (NPO) is an important and under researched area	<p>donors and non-profit professionals.</p> <p>Three charity categories, 3 leading brands from each.</p> <p>Quantitative: Study 4 one exemplar brand from three categories used in studies 1-3 Postal survey, (n=403)</p> <p>Study 5, 5 exemplar brands (one each from five categories), postal survey (n=355)</p> <p>Study 6 potential donors, telephone survey.3 exemplar brands, (n=1,029)</p> <p>Exploratory Factor Analysis</p>	<ol style="list-style-type: none"> <li>3) Show donors perceive brand personality differences across different types of NPO.</li> <li>4) Emergence of integrity and nurturance as new brand personality dimensions (for non-profit brands)</li> <li>5) Argue brand personality is what differentiates NPOs in competitive environment: donors can differentiate NPO brands by brand personality</li> </ol>
2005	Faircloth, J.	Factors influencing non profit resource provider support decisions: applying the	Journal of Marketing Theory and Practise 13 (3)	Examines brand equity (detailed as brand image, personality and awareness) on volunteer and	<p>US, One charity case. Potential donors.</p> <p>Qualitative to develop scale (depth interviews and three focus groups), trial survey (n=20) and then telephone based survey (n=185).</p>	<ol style="list-style-type: none"> <li>1) Donors who viewed the NPO as different and respected were more interested in donating</li> <li>2) Brand scale was found to have a significant influence on donating intention through its influence on brand character (personality).</li> <li>3) With brand awareness, first recall was not significant but familiarity had a</li> </ol>

		brand equity concept to non profits		donor support for NPO	Builds on Aaker's (2007) brand personality scale, Malhotra's (1981) brand image scale.  Regression based analysis.  Key factor is volunteering was treated as a control factor based on assumption of altruism.	negative effect on provider decisions. The author argued the more the potential donor knew due to negative perceptions held.
2008	Sargeant, A., Ford, J.B., Hudson, J.	Charity brand personality: the relationship with giving behaviour.	Non-profit and Voluntary Sector Quarterly 37 (3): 468-491	Examine dimensions of brand personality traits and link to individual giving.  Builds on qualitative stage, published in Services Industries Journal 28 (5), June 2008 authors:	UK Donors. Multi-stage method  Qualitative: 9 focus groups, one well known charity brand each, across 3 sectors.  Quantitative: Postal survey across same 9 charities (n=1255)  Exploratory Factor Analysis, ANOVA and Regression analysis.	<ol style="list-style-type: none"> <li>1) Found that 32/61 brand personality traits were common across the brands, arguing these stem from being a charity. In particular benevolence (caring, compassionate) and progression (ability to enact change) shared across charities.</li> <li>2) Brand differentiation is possible through emotional engagement (stimulus), nature of voice projected, character of their service provision and how "traditional" they are seen as.</li> <li>3) Difference between findings of qualitative and quantitative stage. Performance not proven to be a differentiator. Service, Class and Faith not proven to differentiate at cause</li> </ol>

				Sargeant, A, Hudson, J and West D.C.		level, only Service at organisation (so three ring model from qualitative stage not proven).
2009	Jundong, H., Lanying, D., Zhilong, T.	The effect of nonprofit brand equity on individual giving intention: mediating by the self-concept of the individual donor	International Journal of Non profit and Voluntary Sector Marketing 14(3): 215-229	Why individual donors choose one charity rather than another and what role does their self-concept play.	Chinese active, potential or lapsed donors. Postal survey. (N=393). Regression analysis.	<ol style="list-style-type: none"> <li>1) Found that brand image, brand personality and brand awareness positively impacted individual donating intention</li> <li>2) Brand personality and brand awareness of the NPO strengthened the self-concept of the donor</li> <li>3) The self-concept of the donor positively impacted donating intention through a mediating effect on brand personality and donating intention.</li> </ol>
2011	Randle, M., Dolnicar, S	Self-congruity and volunteering: a multi-organisation comparison.	European Journal of Marketing 45 (5): 739-758  Previous article published in University of Wollongong	Whether self-congruity theory predicts volunteer behaviour across different charities	Australia : 60% active volunteers, 40% non-volunteers: (N=1,415)  On-line survey amongst eight charities.  18 Non-profit brand personality attributes based on Venable et al study (2005).  Analysis through SPSS.	<ol style="list-style-type: none"> <li>1) People who prefer different charities have different self concepts</li> <li>2) Self-congruity theory held to a greater extent if the charity brand is well known and has stronger competitive positioning.</li> <li>3) The implication for volunteer recruitment is charities need to be aware of self-image of volunteers attracted to that charity for future positioning.</li> <li>4) However, these need to stem from the core values and mission of the charity,</li> </ol>

			Research on-line (2009)			which will strengthen the positioning of the brand over time.
2012	Michel, G., & Rieunier, S.	Nonprofit Brands: The Importance of Brand Image in Charitable Giving.	Journal of Business Research 65(5): 701-707	Non-profit brand image (not personality) and typicality on donor behaviour	French donors. Multi-stage. Qualitative to develop scale (Depth interviews with 15 donors and 15 non-donors) Acknowledges non-profit scale of Bennett and Gabriel (2003). Quantitative two stage: 1) face to face survey (n=484) 2) Internet survey (n=1,192). In both cases, respondent selected charity brand they knew best from list of 5 well known brands. Excluded from sample if did not know any of the brands.	<ol style="list-style-type: none"> <li>1) Develops scale for brand image for NPOs. Differs from Bennett &amp; Gabriel in showing a significant affective dimension in brand image across the five charities tested.</li> <li>2) Four dimensions of non-profit brand image emerge: affect, usefulness, efficiency and dynamism.</li> <li>3) Shows a strong correlation between brand image and donor intention. Brand image explains 24% intention to give time and 29% intention to give money. Affective dimension explains intention to give time better than money. Efficiency dimension explains intention to give money better than time. Usefulness and dynamism also significant but less so.</li> <li>4) Typicality strongly influences intention to give time and money particularly in the humanitarian sector. The authors outline implications for brand differentiation strategies and the need to remain typical to the category/cause.</li> </ol>

Appendix 3: Summary of methodological choices and theoretical underpinning.

<b>CHOICES</b>	<b>Decision</b>	<b>Rationale</b>	<b>Evidence</b>
1) How to relate personal values to product choice: Macro or Micro	Micro – using Means-End Chain	So consequences of attributes linked to personal values  About individual consumer rather than segmentation of consumers by values  Also macro has weaknesses of whether respondents are aware enough of own values and will answer truthfully	Reynolds 1985  Vallette-Florence & Rapacci 1991
2) Hard (computer or paper) or soft laddering	Soft laddering – free-elicitation of attributes from respondents.	Most common method (recommended by method leaders)  Better for complex and/or sensitive subjects, actually qualitative	Russell 2004  Botschen and Thelen 1998  Vallette-Florence & Rapacci 1991  Menveille, Menveille & Tournois 2014
3) 3-4-6 layer Means-End model	Three layer MEC model chosen	4 layer MEC is most common but reflection stage (after category 1 interviews) found high element of abstract attributes: four layer model led to too many	Venable, Rose et al 2005 (abstract values)  Reynolds and Olson 2001  Hankinson 2001 (brand as differentiation within causes)

		incomplete ladders/ layers. Model simplified back to original purpose	
4) Method of elicitation	Through questioning. Natural flow of speech	The most common method (triadic sorting) relies comparison between brands. Early interviews with industry experts, charity HQ and pilot interview raised concerns that the concept of competitive set was more difficult in the charity sector. Decision made to simplify method back to original definition of soft laddering as “natural flow of speech”.	Wansink 2003 (laddering through probing not triadic) Phillips & Reynolds 2009 (concern over hardening of soft laddering) Costa, Dekker & Jongen 2004 – ACV identified from free speech afterwards Long & Goldenberg 2010 describes soft laddering as ACV identified afterwards
5) Analytical approach: bottom up (cut off), % relationships or top down (2-3 relationships only)	Bottom up (4+) but then also 70% relationship between layers of abstraction where possible (see below)	Need to simplify in order to be able to draw HVMs Software like Laddermap drives bottom up cut off points. Focus on relationships between layers of abstraction, with basic cut off (absolute counts) included meets objectives better	Jagel et al 2012 (70%) Scholderer & Grunert 2005 (tests bi-directionality) Phillips & Reynolds 2009 use top down (70%) Reynolds & Gutman 1988

## Appendix 4: Interview discussion guide (relating to theory)

### Warm up

- No wrong answers, confidential, purpose of study

Building trust, establishing credibility of interviewer (Cassell and Symon 2004, Barden 2013).

### Theme 1: Personal situation: what made them think about volunteering?

- **PURPOSE: understanding top of mind motivations**
- **Description of personal context: family, job, interests**
- Description of current role
- Focus on reasons for joining not reasons for staying
- Relevance of specific role?
- Volunteered before, anyone else now?
  - **Prompt: Exchange – what did you think you would get out of it, what do you get back**

Role of person context in Pathways to participation (Emerson 1976, Brodie, Hughes et al. 2011); Subjectivism ontology (Cassell and Symon 2004)

Social Exchange Theory (Blau 1964, Emerson 1976, Whittich 2000); BCOS model (Andreasen and Kotler 2002)

### Theme 2: Brand choice: why chose that particular charity

- **PURPOSE: understand if implicit or explicit choice**
- Understand trigger – search or serendipity? e.g. service user, saw poster, Do-it website
- Understand decision-making process – fact finding stage?
- Competitive set? – did apply for others? Would have thought of others if this not emerged?
- Issue of location (radius), how far prepared to travel?
- Probe level of importance of: specific charity, cause/sector or simply charity
- **Prompt: if not this charity, which charity or what other use of time**

Decision-Making Theory (Kahneman 2011, Barden 2013)

Competitive set, brand as differentiator (Shocker, Ben-Akiva et al. 1991, Aaker 2003)

Proximity (Whittich 2000, Government 2010)

Brand personality differentiation vs. cause/sector (Sargeant, Hudson et al. 2008)

### Theme 3: Awareness: Understand what and how they knew about the charity before

- **PURPOSE: understanding associated brand learning**
- Involved already in another way e.g. as donor?
- Which visible touch points e.g. charity shop, local press, service user
- Length of time known about charity
- Which trigger touch points e.g. event, poster, word of mouth
- Local or national visibility?
- Messaging – what they stand for
- Probe connectedness – anyone in family used service?
- **Prompt: Organisational Values (metaphor)**– if the charity was an animal (and why)

Brand touch points (Lindstrom 2010),  
Decision-Making Theory (Kahneman  
2011, Barden 2013)

Symbolic Consumption Theory  
(Hoyer and MacInnis 2004)

Brand personality congruence  
(Venable, Rose et al. 2005,  
Randle and Dolnicar 2011, Michel  
and Rieunier 2012)

### Theme 4: Personal vs Social influence

- **PURPOSE: explore social identity theory**
- Friends know who you volunteer for? What did they think of it?
- Others also volunteer for them, who else do they volunteer for?
- What does that mean for you?
- Probe (if appropriate) role of religion, whether link through church.
- **Prompt: describe yourself in five words**
- **Prompt: do you think the brand of the charity matters?**

Social Identity Theory (Ashforth and Mael 1989,  
Arnett, German et al. 2003, Tidwell 2005)

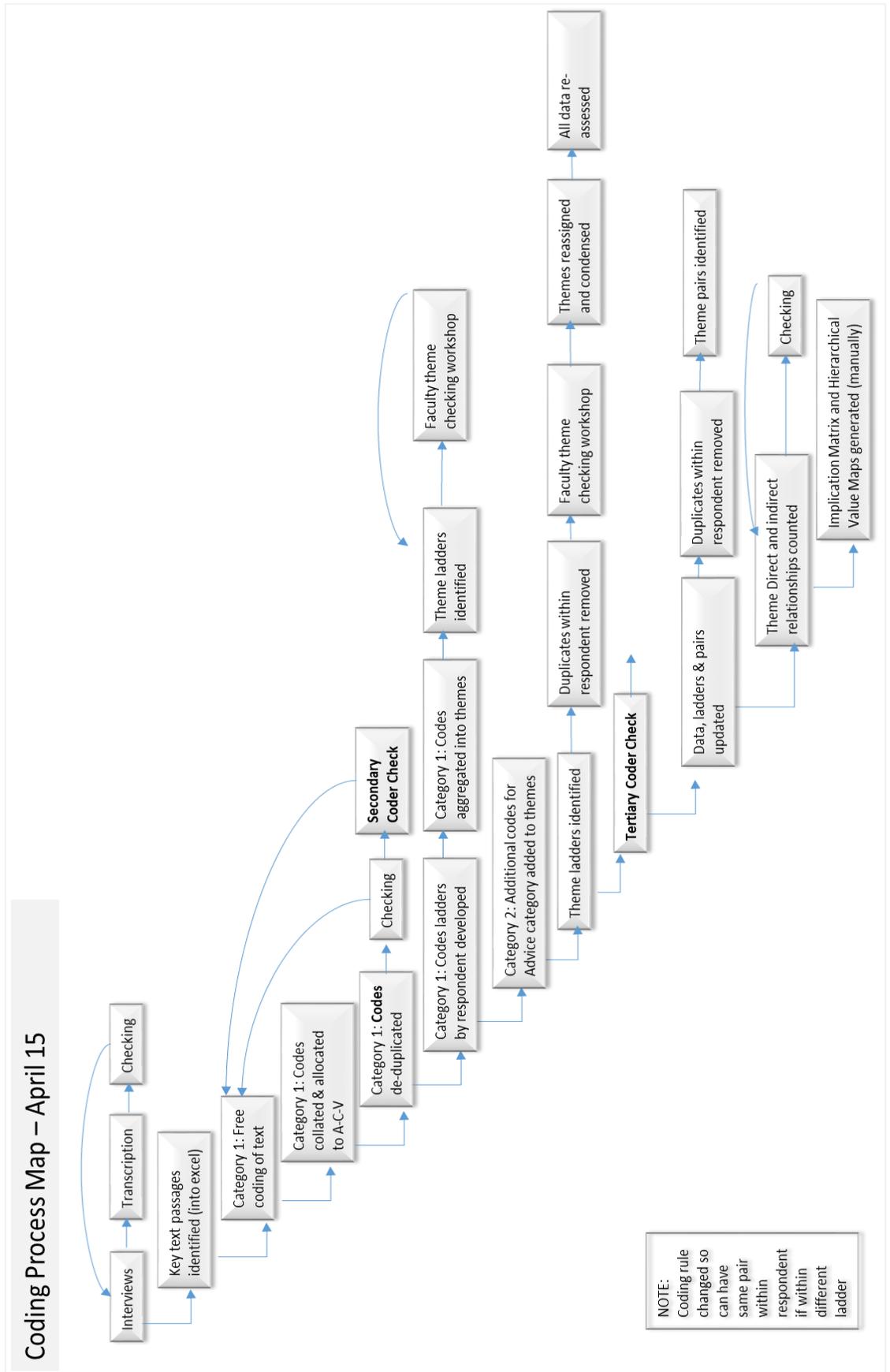
Role of emotions  
(Cialdini, Schaller et al.  
1987, Bagozzi and  
Moore 1994)

Brand personality congruence (Aaker 1997,  
Randle and Dolnicar 2011)

### Wrap Up

- Any questions from them
- Anything they would like to add
- Thanks

# Appendix 5: Coding process



## Appendix 6: Values coding compared to Kahle, Schwartz and Rokeach values

Appendix: Research values coding compared to Values literature						
MITCHELL	MITCHELL	Schwartz	Schwartz	Schwartz	Rokeach	Kahle
Value	Definition components (v5)	Value	Conceptual definition	Definition components	Value	Value
SELF-RESPECT	Believe in being useful (7), self-respect (128), Personal satisfaction (21), personal development (136)	Achievement	Personal success through demonstrating competence according to social standards	Personal success, demonstrating competence	Self-Respect	Self-Respect
SOCIAL RECOGNITION	Being well respected (123), feel appreciated (69)	Power	Social status and prestige, control or dominance over people and resources	Dominance over people, control of material resources, face (status and prestige)	Social Recognition	Being well-respected
SENSE OF ACCOMPLISHMENT	Believe in making a difference (17), sense of achievement (95), Turning a negative into a positive (138), sense of purpose (100), rewarding (54)	Achievement	Personal success through demonstrating competence according to social standards	Personal success, demonstrating competence	Sense of accomplishment	Sense of accomplishment
SENSE OF BELONGING	Sense of belonging (124)	Security	Safety, harmony, and stability of society, of relationships, and of self	Societal security, personal security	True friendship	Warm relationship with others
LIVING MY VALUES	Living my values (10), justify my existence (22), Believe in giving back (99), not everyone as lucky as me (88)	Universalism	Understanding, appreciation, tolerance and protection for the welfare of all people and for nature	Tolerance, societal concern, protecting nature	Inner harmony	Self-fulfilment
PLEASURE	Sense of enjoyment (129)	Hedonism	Pleasure and sensual gratification for oneself.	Single component: Pleasure	Pleasure	Excitement
EXCITEMENT	Sense of excitement (134)	Stimulation	Excitement, novelty, and challenge in life	Excitement/ novelty/ challenge	Exciting life	Excitement

## Appendix 7: Code Book

<b>Code Book (v5)</b>			
<b>Code Ref</b>	<b>Final Theme (v5)</b>	<b>Codes (v4)</b>	<b>Sub-codes (v2)</b>
<b>Attributes</b>			
1	Open to all (organisation)	OPEN TO ALL	Open to all people in need (3), non-judgemental (127), meet wide range of people (121)
2	Social (role)	SOCIAL	Working with other people (48), meeting other people (64)
		Small org feel	Small org feel (40)
3	Cause (cause)	HELPING KIDS	Kids have a hard time (98 & 137), working with children (2)
		HELPING PARENTS	working with parents (8), it's hard for young mums (46), working with young families (126)
		POSITIVE CAUSE	Positive cause (62), not grimmest end (32)
		Not religious	Not overtly religious (57)
		Cause close to my heart	Cause close to my heart (117)
		Compassionate org	Compassionate (56)
		Linked to church	Linked to church (139)
4	Location (role)	Local	Local (42)
		NOT TOO LOCAL	Not too local (25), in town (133)
5		SKILLS	Using skills (14), use experience (29)

	Skills/experience (role)	Autonomous role	Level of autonomy (18)
6	Professional (organisation)	PROFESSIONAL ORG	Professional org (51), good org support & training (15), welcoming people (85), good org (4) professional response (35)
7	Challenge (role)	CHALLENGE	PERSONAL CHALLENGE (5/41), mental challenge (11)
8	Hands-on (role)	HANDS-ON	Hands-on (39), face to face role (31), direct contact with people (112)
		REGULAR CONTACT	work with someone over time (89), able to do something properly (37)
9	Arm's length (role)	ARMS LENGTH	arm's length (111), not relationship (115)
		Behind the scenes	Behind the scenes (155)
10	Big name (organisation)	BIG NAME	Big name (190), good reputation (84), old established brand (96), knew about them (28), large organisation (47)
11	Accreditation (charity)	ACCREDITATION	working in charity sector (132), needed for my course (141)

12	Time (role/charity)	good use of time	had time (60)
		LOW TIME COMMITMENT	Flexible time commitment (23), low time commitment (106),
13	Interesting (role)	INTERESTING WORK	interesting work (16), different to day job (154)
<b>Consequences</b>			
14	Feel useful	FEEL USEFUL	Fit with what I am good at (13), wanted to feel useful (44), Feeling useful (52), make good use of time (91), giving me a role (53), give sense of purpose to my day (92), felt I could do it (77), Avoid boredom (55), use local knowledge (150)
15	Feel valued	FEEL VALUED	Feeling that you matter (58), make up for feeling unloved as a child (97), felt wanted by the org (36), family don't take me for granted (110), feel appreciated (69)
		Prestigious	Part of something prestigious (116)
		FAMILY ROLE MODEL	Family proud of me (120), be good role model for my kids (142), Make sure family don't get out of touch (109)
16	Still learning	STILL LEARNING	Still learning (13), learnt new skills (103), stay active (153), be a better person (148), better understand myself (147),

		Something for me	wanted to do something for me (61)
		Stimulating	Stimulating (70)
17	Make a difference	MAKE A DIFFERENCE	Have responsibility (19), take responsibility to make things better (131), Able to make a difference (20), able to give something I never had (45), prevent one child (118), see evidence that making a difference (38), helping people (67), helping others (143), prevent one person (148)
		Effective	Effective organisation (65)
		Can build sense of trust	Can build sense of trust (93)
		WIDER IMPACT	Helping whole family (9), help them get a good start in life (34), national scale (142), feel investing for the future (154)
18	Help career	GAIN EXPERIENCE	Enable me to gain experience (75)
		HELP CAREER	Help career (74), find out what area you like (83), made me more credible (104), enable me to get a job (88)
		HELP COURSE	Shows commitment (82),help course (79)
		Credible name	Credible name (86)

19	Fit with my life	CONVENIENT	Fit with my life (24), convenient location (43), break from commuting (149)
		NOT LOCKED IN	Not letting people down (time) (26), can back out (119), not emotionally responsible (144)
		Avoids social difficulty	Avoids social difficulty (27)
		EASY TO DO	Easy to do (66), suited me (71),
		NOT DRAINING	Wouldn't be drained (135), need break from grim (33)
20	Feel part of a team	ON THE TEAM	Feel part of team (68&125), like being part of a group (73), being more social (72), part of my community (130), meet wide range of people (121), avoid isolation (108)
21	Feel supported	REASSURING	Reassuring (94), feel safe (49).
22	Way to give back	WAY TO GIVE BACK	Enable me to give back (76), experience of support for me (78), help someone like me (80)
23	Enjoyment	WANTED TO ENJOY IT	Enjoy working with children (1), enjoyment (50), wanted to enjoy it (63)
24	In touch with real world	IN TOUCH WITH REAL WORLD	In touch with real world (me) (6)
		MULTICULTURAL	Rainbow organisation (30), non-judgemental (127)

		Changed my perspective	Changed my perspective (105)
<b>Values</b>			
25	Self-respect	SELF-ESTEEM	Believe in being useful (7), self-respect (128), personal development (136)
26	Social Recognition	BEING WELL RESPECTED	Being well respected (123), feel appreciated (69)
27	Sense of accomplishment	SENSE OF ACCOMPLISHMENT	Sense of achievement (95), like doing own thing (25)
		SELF-FULFILMENT	Personal satisfaction (21), rewarding (54),
		SENSE OF PURPOSE	Turning a negative into a positive (138), sense of purpose (100),
28	Sense of belonging	Sense of belonging	Sense of belonging (124)
29	Living my values	Living my values	Living my values (10)
		Promoting my faith	Promoting my faith (140)
		GIVING BACK	Believe in giving back (99), not everyone as lucky as me (88), justify my existence (22), Believe in making a difference (17)
30	Pleasure	Enjoyment	Sense of enjoyment (129)
31	Excitement	Excitement	Sense of excitement (134)

## Appendix 8: Inter-coder reliability rates

Tertiary coder (second secondary coder): Results after third iteration. Whole data set.

<b>Tertiary coder match calculates 20/3</b>			
<b>Before duplicates removed</b>	<b>Children</b>	<b>A&amp;G</b>	<b>Total</b>
Total	675	631	1306
Non-match	105	92	197
% No	15.56%	14.58%	15.08%
<b>After duplicates removed</b>			
Total	643	603	1246
None-match	100	88	188
% No	15.55%	14.59%	15.09%

Secondary coder (first secondary coder) Category 1 only, free coding. Overall coding match after third iteration **80.6%**

<b>Secondary Coder Label (their language)</b>	<b>Match</b>	<b>total</b>
Make a difference	23	27
Gain experience	31	36
Help with career	8	8
Learning	5	6
Feel useful	23	29
Challenging	9	11
Feel you are somebody	7	7
Feel interesting	3	4
Adult interaction	0	2
Outside home	1	1
Religious org	1	1

Supporting parents/whole family	5	5
Avoid boredom	7	8
Good/professional org	14	19
Compassionate org	4	4
Believe in working with children	14	17
Small org feel	1	3
Non-judgemental org	1	1
Known charity	52	56
Local	7	9
Hands-on	6	6
Social	4	7
Diversity	1	1
Interesting work	2	2
Not too grim	1	1
Easy to do	1	1
Doing not thinking	1	1
Enjoy the work	4	4
Working with children	5	14
See evidence making a difference	1	1
Fit with life/personality	7	10
Good training	12	13
Positive work	2	3
Autonomy	4	5
Location not too near	6	6
Flexible	7	7
In touch with real life	8	8
Show children real world	4	5
Social interaction	5	5

How I live my life	2	2
Put something back	7	11
Self-esteem	1	10
Justify existence	1	4
Enjoy domiciliary work	0	1
Feel part of team	1	2
Something for me	2	2
Interesting org	1	2
Social separation from personal life	3	3
Satisfaction/fulfilment	45	54
Use skills	11	11
Opportune/luck	0	6
Use personal experience	16	18
<b>52 secondary coder codes</b>	<b>387</b>	<b>480</b>

## Appendix 9: Step by step process for producing Hierarchical Value Maps

<b>Step by step method developed to ensure rigour in MEC analysis</b>	
<b>Step 1</b>	<p>Allocate codes to data chunks.</p> <p>Allocate codes to attribute, consequence or value classification</p> <p>Identify unique ladders within each participant interview. Do not count duplicates</p> <p>Include ladders from same attribute to same value if path is different (via different consequence). In cases of 2 or 3 level ladder (so challenge → still learning or challenge → still learning → self-respect) take the complete ladder and do not include the 2 layer duplicate</p> <p>Calculate direct relationship pairs for combined category</p> <p>Calculate indirect relationship pairs for combined category (A-V)</p> <p>Record in Implication Matrix as xx.yy where x is direct relationship count and yy is indirect relationship count.</p>
<b>Step 2</b>	<p>2.1 For each consequence, identify minimum number of preceding attributes that account for 70% relationship.</p> <p>2.1 Where 70% + relationship explained, exclude other preceding attributes even if count more than 3+</p> <p>2.2 Where two preceding attributes have same count, include them both</p>
<b>Step 3</b>	<p>Exclude direct relationship counts of less than three, even if that results in the combined relationships being below 70%. Highlight selected relationships in Implication Matrix to make it easier to identify dominant perceptual patterns.</p>
<b>Step 4</b>	<p>Repeat for values (from consequences). Highlight selected relationships in Implication Matrix.</p>

<b>Step 5</b>	Exclude consequences or values where the combined count is less than 10 (e.g. feel supported & excitement)
<b>Step 6</b>	Create Hierarchical Value Map. Objective is for as few lines to be crossing as possible. If required, label each direct relationship with count to make enable dominant perceptual patterns to be identified more easily.
<b>Step 7</b>	Check against Indirect Codes to ensure all significant ladders included. Reproduce at individual category level.

## Appendix 10: Recruitment emails

### Version 1

Do you have volunteers who would spare an hour to take part in some volunteering research?

We are looking for volunteers in the Oxon/Berkshire area to take part in a research project into volunteering. As part of her PhD, Sarah Mitchell (a former volunteering manager at RVS) is looking at why volunteers chose to volunteer for [Charity] rather than another charity. The research will provide us with some really useful feedback that will help us to understand how our brand can work to ensure we continue to attract new volunteers. The interviews are completely confidential, face to face and take no more than an hour.

She is particularly interested in people who have been volunteering for 12 months or less and who volunteer once a month or more. If you have volunteers who fit this brief, who would be happy to take part in this research, please ask them to contact Sarah on [sarahlouisemitch@hotmail.com](mailto:sarahlouisemitch@hotmail.com) Thanks very much for your help with this interesting project.

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### Version 2

I am writing to invite you to take part in some research into our volunteers. We are looking for 10 volunteers in total to be interviewed who have been volunteering with us for less than a year and who volunteer at least once a month.

The research is being undertaken by Sarah Mitchell, a doctoral researcher at Henley Business School as part of her PhD into volunteering in charities. It is free for [charity] to take part in - and we will be one of five national charities that have been invited and agreed to participate.

Requirements to take part (next page):

- 10 volunteers who have joined in last 12 months and who deliver services (so not fundraising, campaigning or retail). This is so that the volunteers can still remember the reasons why they joined.
- Ideally interviews to take place during May and June.
- Interviews will be recorded and transcribed but will be confidential and respondent "disguised"
- Interviews will be one to one, face to face.
- She will travel to where the volunteers are but if there were any near her area – London/Oxfordshire/Berkshire/Wiltshire that would make it easier from cost of travel point of view.
- Participation in the research is free and feedback at both charity and sector level will be provided free to the Head of Volunteering/Research.

If you think you have some volunteers who fall within these requirements, let me know you are happy for me to pass on your email to Sarah and she will then be in touch directly to arrange the best times for you and the volunteers.

## Appendix 11: Research information sheet for participants

Research Ethics Committee



### Project Information Sheet

Principal Investigator: Sarah Mitchell

Supervisors: Professor Moira Clark  
Dr. Helen Stride

School: Henley Business School, University of Reading

Email: sarahlouisemitch@hotmail.com

Title of Project: Understanding the role of brand with UK Charity volunteers

Project timetable: October 2012-October 2015

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#### **Brief description of Project:**

Investigation into how and why UK charity volunteers choose which organisation to volunteer for. Focus on service delivery, formal volunteers who either have recently joined a charity or are considering which organisation to volunteer for. Project includes examining internal and external (government, third sector) secondary information on volunteer recruitment and motivation and also primary research with volunteers themselves and charities to explore the role of the charity brand and communication material on the individual decision who to volunteer for.

---

Sarah Mitchell  
February 2013

## Appendix 12: Ethical consent form

Research Ethics Committee



### Consent Form

1. I have read and had explained to me by .....**Sarah Mitchell**  
the accompanying Information Sheet relating to the project on:

#### **Understanding UK Charity Volunteers**

2. I have had explained to me the purposes of the project and what will be required of me, and any questions I have had have been answered to my satisfaction. I agree to the arrangements described in the Information Sheet in so far as they relate to my participation.
3. I understand that participation is entirely voluntary and that I have the right to withdraw from the project any time, and that this will be without detriment.
4. This project has been reviewed by the University Research Ethics Committee and has been given a favourable ethical opinion for conduct.
5. I have received a copy of this Consent Form and of the accompanying Information Sheet.

Name: .....

Date of birth: .....

Signed: .....

Date: .....

## Appendix 13: Summary of fieldwork classification

Appendix: Primary Data Sample									
Fieldwork Classification	Category 1: Children and Young People			Category 2: Advice & Listening			Total	% of Total	
	Charity 1	Charity 2	Charity 3	Charity 4	Charity 5				
Number of interviews completed	8	11	9	13	10	10	51		
Number of women	8	7	9	10	8	8	42	82%	
Number face to face	8	10	8	13	10	10	49	96%	
Number recorded	8	9	8	13	10	10	48	94%	
Number externally transcribed	7	9	7	12	8	8	43	84%	
Locations	High Wycombe	London	Lewisham	Swindon	Newbury				
	Reading	Birmingham	Swindon	Reading	Oxford				
		Hanworth	High Wycombe	Oxford	Witney				
					Henley				
					Didcot				

# Appendix 14: Full framework

Ref.	Theme 1: Brand Knowledge			Theme 2: Brand Discovery			Theme 3: Brand Consideration			Theme 4: Brand Importance			Theme 5: Wider charity involvement			Theme 6: Brand Promotion
	Analysis	Summary Respondent Description	1.1 Earliest memory of brand	1.2 Background to brand	1.3 Personal connection to brand or cause	2.1 Trigger to volunteer for this charity	2.2 Discover	2.3 Discovery Action	3.1 Consideration point	3.2 Consideration set now (if didn't do this)	4. Does the brand matter	Family history of volunteering	Undertake other volunteering?	Charities support financially	Deeper support for your charity	Do you tell people about your volunteering?
Ch1.v1	Deep and wide brand knowledge through various touchpoints. Suggested by daughter. Checked website and new service starting so see this as serendipity. About giving back, feeling useful... Skills based, using experience. Wanted to make a difference but didn't want "grimiest end" of children's charities.	Female, Married grown up kids, recently retired, high powered, upmarket.	Always been on the horizon. Deep and wide brand knowledge - someone trained with charity, passed shop, seen fundraisers.	Retired from FT work, took 12 months out then looked for volunteering.	No.	Suggested by daughter	Self generated, website, application, they called back.	Gardening charity to support mental health but decided on children sector. Looked a few other children's charities. Thought about Amnesty and Samaritans but wanted to see people.	Supporting victims of torture.	At point of serendipity, local vision they were (so awareness not just of name).	Yes.	Stayed at local primary school	World Vision	No.	Close friends and family know a local school (where also volunteer) but not the sort of thing you talk about at cocktail parties. Not about social enhancement.	
Ch1.v2	Children as cause important so searched local opportunities, followed up ones that suited and this charity was only one who came back where role fitted. Wasn't hands on and meaty role where make a difference.	High Wycombe, Female, retired management consultant.	Involved in annual fundraising event for charity with son many years ago.		Not really.	Early retirement.	Went on "Do it" website, followed up three roles.	Princes Trust charity to support mental health but decided on children sector. Looked a few other children's charities. Thought about Amnesty and Samaritans but wanted to see people.	Princes Trust but didn't come back to her, after school club bit further a way.	About stand out when searching for opportunities.	No.	Volunteer at local school.	Yes children's charities while working NSPCC, STC, Barnardos. Children in Need now.	No.	Not really - only when practically needed.	
Ch1.v3	Cause important (to help young mums like her, working with children) but also brand name - wouldn't have followed up seeing the poster, and very credible for course and CV building. Brand seen as leading edge by course. Sees them as being very well known. range of brand touchpoints including Great grandmother history, reading a book, white papers.	Reading, Female, Married, two young children, taking social work degree. Previously worked in HR.	Great grandmother was adopted through Barnardos. Known for social work with children.	Encouraged by University to help build experience. Credible brand known for social work. Known for white papers. Had also read a book about child's experience of being in care.	Cause - children's charities, giving back.	Saw poster in the library.	Followed up by calling also checked website.	No. Serendipity.	Children's charities but also Brownies.	Yes, not only makes it stand out but also made her follow it up because credible and well known. Plus being large organisation might lead to getting a job.	No.	No but mum a nurse and friends helping out at local kids playgrounds.	No but done two placements with charities with degree course.	No.	Yes friends and family know.	
Ch1.v4	Moment of serendipity - brand stood out on leaflet for cause she has great empathy for.	High Wycombe, Female, Married with two teenage children. Took early retirement several years ago.	Old established brand - long term knowledge.	Knew they were old established charity and seen the shops on the high street.	Not personally but real empathy with the cause	Saw advert in son's newsletter.	Called them and applied.	None.	Lighthouse, mentoring teenagers.	Brand made her pursue it but within cause that she was motivated about. With the big name you assume they will be organised and know what they are doing. Old established brand has weight behind it.	n/a	Many roles esp in local school including chair of Governors.	Donate to NSPCC, Child line, STC and Children in Need.	No.	Yes people think is natural.	
Ch1.v5	Strong empathy to the cause, Moment of serendipity through daughter. Befriending role natural fit but near location key. Not important: it was a big name but role and cause key and prompt to start it. Although in children's services has to be registered/credible.	High Wycombe, Retired, two grown up children, married.	Always known since being in care as a child.	Knew a lot about them from being in care herself. Knew about homes and celebrities.	Yes definitely. Had been in care and difficult childhood. Strong empathy.	Recommended by daughter who heard they were looking for volunteers. Retired.	Daughter put her name down. Also had a leaflet.	Someone called her back. Interview then did training to see if she liked it.	Went along to training to see about commitment and type of organisation.	More informal befriending.	She says not be fine to be local charity role and empathy with the cause key. Definitely knew about them through her childhood.	No.	Regular but informal support for elderly neighbour.	Had sponsored a child through World Vision. Family thinks she is a soft touch for any needy cause.	No.	Yes friends and family. People think it is natural for her.



Ref:	Theme 1: Brand Knowledge				Theme 2: Brand Discovery			Theme 3: Brand Consideration Set		Theme 4: Brand Importance		Theme 5: Wider charity involvement		Theme 6: Brand Promotion
	Summary Respondent Description	1.1 Earliest memory of brand	1.2 Background to brand	1.3 Personal connection to brand or cause	2.1 Trigger to start working for this charity	2.2 Discover	2.3 Discovery Action	3.1 Consideration set at decision point	3.2 Consideration set now (if did not do this)	4. Does the brand matter	Under take volunteering?	Charities financially	Deeper involvement in charity	Do you tell people about your volunteering?
CH24	Direct contact with volunteers under 18 key criteria. But specific cause of charity also resonated. Gives experience in skills for medicine but key driver is helping others. Needed to be "respectable charity".	In school assemblies.	Knew a bit about school. Thought could be related to service user and more. Wanted to be "respectable" charity.	Had used personal connection to brand or cause	Definite connection to charity	Looked at charities (background research)	Key was that took young volunteers.	Someone but not direct contact with people.	n/a	Talked about charities well known and credible enough (but didn't say about them through school).	n/a	n/a	No.	Friends know about it. Suggested sister also does it.
CH25	Wanted big name, in appeal (psychology) interest) using parenting skills. Sees it as an important role for a well known charity. Not doing something important, being recognised.	TV launch, grew up on that generation. Sees it as very well known.	Mum supported playing in the first division.	Link to being through parent.	Definite connection to charity	Went to friend who also volunteer. Talking to people going on websites.	Applied and got accepted.	Looked at different charities. Mum didn't like to use skills. Looked at charity friend worked there.	n/a	Not discussed well known important brand feeds into feeling of charity worthwhile. Coming up to London and professional supports that.	Previously worked with kids in schools. committed to nothing formal.	Want to be involved in the future. more courses, shifts.	Yes definitely with friends.	
CH26	Strong volunteering history with less well known charities but really wanted to volunteer with this charity so once registered immediately volunteered. Sees them as a piece of volunteering, playing in first division. Strong brand awareness.	TV launch. Strong brand knowledge.	See this charity as piece of volunteering. playing in the first division. Strong knowledge from background.	Not personal but strong empathy through previous volunteering experience daughter.	Through counselling - was right to do something for herself.	Went on website to keep checking for jobs. Called them also. get more out of life, finds volunteering rewarding.	Applied and wrote letter about her background. presentation interview.	Someone previously but didn't like culture.	When moved wanted based advice with skills. Would have waited for role to come up.	Brand key as piece of volunteering. Set up by charity very good at publicity.	Many including ex-offenders, children's trust (local and national). Seem to have had some CL into schools. All teenage carers.	Also fundraise for teenage to do cancer trust and smaller things. All the funding for them.	Yes friends know and talk about it. Work knows and gives time off.	
CH27	Strong personal resonance, trigger for childhood experiences. Cause very close to her heart. Role also fits with counselling background. Brand is well known and well respected so acts as short hand for what they do but type of work is the key.	TV launch during difficult childhood really resonated.	Knew part of brand knowledge.	Definitely personal reason for being involved.	Through counselling - was right to do something for herself.	Advert on FB. Looking for something for herself.	Applied and wrote letter about her background. presentation interview.	None.	Older people charities.	Role of brand is well known descriptor of the role and the cause that is important.	None.	None.	Definitely, about re-defining who she is.	
CH28	Type of work, fit with her childhood experiences. Cause very close to her heart. Role also fits with counselling background. Brand is well known and well respected so acts as short hand for what they do but type of work is the key.	TV launch during difficult childhood really resonated.	Personal background but also youth work.	Very strong childhood experiences.	Doing course in counselling - was right to do something for herself.	Saw on internet looking for something for herself.	Had to wait for vacancy in local area because of travelling. Found it at school.	Mentoring role (none came up).	Would find something else to do.	Would happily do this role for local charity but key is the brand is short and snappy. Very well respected organisation (about doing so unreservedly by children).	n/a	n/a	Yes, happily, even before started. Not just proud to be very important and people need to know about it.	
CH29	Strong general brand resonance through childhood. Key interaction is as service user (referred) and now giving back. Volunteering through being a dad.	Knew their name and what they did.	Had been referred to service. Had also used service as a child (CL). Seen TV adverts.	Yes, was referred to service while attending kids' highly. Wanted to go back to afford to give financially).	Asked if interested in volunteering attending kids' services.	Was referred to service.	Was asked to volunteer. Had to be referred to service.	Also volunteered for centre that helped her.	Children's centres to gain experience.	Strong brand awareness but volunteering - about giving back to services that helped her.	None (tight budget).	Publicity through local press. articles about her in paper etc.	Everyone including through local press.	

Ref	Analysis	Summary Respondent Description	Theme 1: Brand Knowledge			Theme 2: Brand Discovery			Theme 3: Brand Consideration			Theme 4: Brand Involvement			Theme 5: Wider charity involvement		Theme 6: Brand Promotion
			1.1 Earliest memory of brand	1.2 Background to brand	1.3 Personal connection to brand or cause	2.1 Trigger to volunteer for this charity	2.2 Discover	2.3 Discovery Action	3.1 Consideration set, decision point	3.2 Consideration set now (if didn't do this)	4.1 Donor's brand matter	Family history of volunteering	Undertake other volunteerin g?	Charities support financially	Deeper support for your charity	Do you tell people about your volunteering?	
Ch2x10	Key motivator is either children or animals who don't have a voice. Brand is big name, well known and just saw the open day at stage when had more time. Had thought about it for a while and came while out dog walking.	Hanworth Centre, single mum, two young kids. Recently took voluntary redundancy in London FT.	Always known, seen them on TV, the big name.	Had seen sign on TV, charity thought would check it out when stopped work. Family member appeared in advert for them as child.	No but in sympathy as young kids vulnerable.	Talking to friend who was on redundancy, stopping work.	Saw open day / sign on Facebook from shopping.	Came to visit	None. Wanted good job just was this. Says she doesn't know of any other charities apart from kids charity centre and that wasn't near.	If lived in south London would have volunteered for Kids Company. Well known through TV ads, would do this, would do more with charity awareness role.	Says not but she's been in the sector. Well known through TV ads, would do this, would do more with charity awareness role.	N/A	Yes for sanctuary.	Used to donate NSPCC and wildlife charities but less now not working.	Deeper support for your charity	Yes friends and family.	
Ch2x11	Strong brand awareness but needed people handling out leaflets for kids. Playing out to ring out a voice. Brand is big name, well known and just saw the open day at stage when had more time. Had thought about it for a while and came while out dog walking.	Hanworth Centre, single mum, two young kids.	Knew about them - TV, charity workers on the street, interested in longer term.	Seen adverts on TV, charity workers on the street, interested in longer term.	Not personal sympathy as young kids vulnerable.	Asked if interested in volunteering while waiting for kids services.	Was walking past and someone was giving out leaflets otherwise wouldn't have spotted sign.	Asked.	None.	Interested in befriending older people. Would also be interested in time doing house work.	Came through service so volunteering was a bit more of an interesting given negative perception of NSPCC.	Yes uncle and mum supports as well.	Looking to befriend older people as well.	N/A (on tight budget).	No.	Everyone knows.	
Ch3x1	No brand knowledge, not only not heard of charity but needed people handling out leaflets for kids. Playing out to ring out a voice. Brand is big name, well known and just saw the open day at stage when had more time. Had thought about it for a while and came while out dog walking.	Lewisham, single mum, two young kids. Studying to be a social worker.	No brand knowledge.	Have to volunteer for course. Once seen sign on TV, charity workers on the street, interested in longer term.	Yes had bad experience with child and up in care. Motivated to be good social worker to help people like her.	Came to open play day with children and asked if wanted to volunteer.	Open play day	Asked.	None.	Anything with children or getting people to get support.	For her, about the organisation. Then helping her set onto next qualification level, give references, supporting the volunteer work. Hasn't seen any marketing material.	N/A	No.	No	No but from the company referring to her Get next steps.	Yes family and friends very supportive about helping her get next step up.	
Ch3x2	No brand knowledge before using services. WOM recruitment. What is important is that the role should be 'properly' known but right procedures and services. All about supporting her getting to the next stage and restoring her plans to work with children.	Swindon Centre, full time single mum, one young kid. Planning to do NMQ.	Low brand knowledge but seen ads on Facebook through her friend who was volunteering. Joined their page.	None.	Not to brand but had sympathy with young mum and wants to make a difference locally.	Came to weekly playgroup with children and asked if wanted to volunteer.	Playgroup with son (heard about them through a friend).	Asked. Gave me a booklet to look through and then went to job description. Had to go on safeguarding course.	None.	in local areas, working with children both for empathy but also to gain experience	For her, about the organisation. Then helping her get onto next qualification level, give references, supporting the volunteer work. Hasn't seen any marketing material.	N/A	No.	N/A	None.	Yes friends and family know and think it is good. Seen progress in son but also know it is about her getting to next step.	
Ch3x3	No brand knowledge before using services. WOM recruitment. What is important is that the role should be 'properly' known but right procedures and services. All about supporting her getting to the next stage and restoring her plans to work with children.	Swindon Centre, full time mum, two young kids. Moved here from India. Was qualified accountant.	Recent - through using children's centre and then discovering brand.	Had seen it in newsletter and through school advertising the centre but then clicked through to (logo/brand).	No.	Used to come to weekly playgroup then asked by friend who was volunteering about services in role there.	Playgroup (found out through friend).	Friend was volunteer here but got to go on safeguarding course.	Would have considered any opportunities to get out of house. Not about competitive set.	Anything even working in charity shops - needs to be with people.	No.	N/A	Put her name down Link Centre at local library and volunteer opportunity came up in park.	N/A	Yes close friends, worried about what people think, what she should be doing more housework.		
Ch3x4	No brand knowledge before using services. WOM recruitment. What is important is that the role should be 'properly' known but right procedures and services. All about supporting her getting to the next stage and restoring her plans to work with children.	Centre, High Wycombe, two children. Moved here from India where was highly qualified. Has brand.	Recent - through using children's centre and then discovering brand. When moved searched for children's centres branded them.	Recent knew about brand and searched for services for kids.	No.	Used to come to weekly playgroup then asked by friend who was volunteering about services in role there.	Searched for any children's centres after moving. Found this charity.	Asked the m about volunteering roles.	None.	Anything out of the house - get experience to get back to work.	No.	Different set up in India, more informal.	Yes recently at school as TA. Previously working at her father's school in India in University.	Yes ad hoc especially for school (Broadwin er).	No	Yes friends and family know but they don't know about children's centre.	

Ref.	Analysis	Summary Respondent Description	Theme 1: Brand Knowledge				Theme 2: Brand Discovery			Theme 3: Brand Consideration Set	Theme 4: Brand Importance	Theme 5: Wider charity involvement			Theme 6: Brand Promotion	
			1.1 Earliest memory of brand	1.2 Background to brand	1.3 Personal connection to brand or cause	2.1 Trigger to volunteering for the charity	2.2 Discover	2.3 Discovery Action	3.1 Consideration set at decision point	3.2 Consideration set at decision point (if didn't do this)	4. Does the brand matter	Family history of volunteering	Undertake other volunteering?	Charities support financially	Deeper support for charity	Do you talk people about your volunteering?
CH3V5	Strong brand awareness through church. Not about it being children's centre but about specific charity, and supporting Christian work in the community of her local church. Would rather be volunteering or helping in the church and this is next best thing. Ruled out shop work due to dust but role not that important.	Centre, High Wycombe, Female, Single, Works for church. Wanted Christian services, to be able to share her faith.	Always known through church, collecting boxes, Christmas, Did do social work qualification. Wanted Christian services, to be able to share her faith.	Yes religious belief.	Feeling down, had counselling and wanted to do something for herself. Heard sermon about couples volunteering and thought of this charity.	Through church.	Immediately came to see them. Knew where centre was and who it was run by. Very long (hour) but more than 9 months with change in personnel, no respite, keeping trying.	Primary choice would have been to (volunteer) church where had previously worked in (hour) but nothing going on.	Not shop due to dust. Would run key for her as it is the link to the church, about the history of the charity.	The brand is key for her as it is the link to the church, about the history of the charity.	Definitely, scout leaders, volunteering in Day Centre, (paid) has also worked with the service, deny, deny, deny, homeless so broadly social work.	Through Church	Yes through collecto in and Christing service church.	Yes	Don't hide it from family.	
CH3V6	Role/aim of project key driver, feeling useful but not directly linked with previous working life (for professional reasons). Working with children important and in local area. Brand not important.	Centre, High Wycombe, Female, Married, Retired speech professional.	None.	No knowledge of brand, attracted by project. Retired speech and language therapist. Did know about Christing. Would have mattered if local brand. Wanted to see people who knew her. Thinks religious links makes the charity open and supportive.	No professional connection to the role and the project given previous experience.	Retiring had pause but then missed working with children.	Googled in local area.	Wanted to see them.	Looked at local charity in Oxford but too close to previous working life. Also do more leisure distance too far to travel.	Would look out with children in the area. Would do more leisure and hobbies.	No. Husband school governor.	No.	Yes.	No.	Yes friends and family.	
CH3V7	Strong loyalty to the brand/charity now because of transformation. It has enabled in her but didn't through services and then asked about placement and then stayed on volunteering.	Centre, High Wycombe, Mother of two, being Childcare worker, school without qualifications, now catching up.	None. Discovered them through attending course at the centre. Have seen poster in the shop and joined a placement. occasional piece in local newspaper.	Attended course in domestic violence run by the charity. Got onto childcare placement. Could stay on.	Yes, benefitted from their services.	Through attending course, found out about courses. Got on and that one needed a placement. Since stayed on.	Asked.	None.	None.	Yes because of the well coming environment and work they do is transformative.	No.	No	No	No but happy to come in for extra shifts.	Yes, family think it is fantastic as they have seen the change/impact in her. They know the charity.	
CH3V8	Did know about the brand through church but did not know this centre was run by the charity until she was asked about choice for volunteering to gain relevant experience before University course. Brand now very important for applications for University, well known and respected for work in the area compared to unknown local charity.	Centre, High Wycombe, Married no kids, Work full time but applying to go for university course. Relevant to midwife, Previous degree in childcare.	Used to do collections for charity in church.	Once attending children's services then told about brand, got back but more about the project. Brand important for volunteering - big name, well respected.	No.	Health (rang informal) centre (with baby) background research on that.	Asked (rang manager). Informal interview, background research on charity for that.	None.	n/a	Very important for CV and applying for courses, well respected.	Mum volunteers a lot through Church.	Was already volunteering with older people but for family child or baby experience for course.	No except one fundraiser member.	No.	Yes friends and family.	
CH3V9	Not previously heard of brand despite degree in Childcare. Found them through recommendation of another charity to get hours for university course. Relevant to midwife, Previous degree in childcare.	Centre, High Wycombe, Married no kids, Work full time but applying to go for university course. Relevant to midwife, Previous degree in childcare.	None.	No knowledge.	No.	Recommen ded by start centre as might offer volunteering.	Asked, (called manager) Sure start centre as volunteering.	Many, tried hospitals, Sure Start, children's centres.	No.	Marine, Curie or other cancer family link. Also think important and relevant to her personally.	Father has strong volunteering history supporting special needs schools (governor etc).	At college supported Special Olympics for weeks but grandfather volunteering regular.	N/a.	No.	Not really, only immediate family.	

Ref.	Analysis	Summary Respondent Description	Theme 1: Brand Knowledge			Theme 2: Brand Discovery		Theme 3: Brand Consideration		Theme 4: Brand Importance	Theme 5: Wider charity involvement			Theme 6: Brand Promotion	
			1.1 Earliest memory of brand	1.2 Background to brand	1.3 Personal connection to brand or cause	2.1 Trigger to volunteering for this charity	2.2 Discover	2.3 Discovery Action	3.1 Consideration set at decision point		3.2 Consideration set now (if didn't do this)	4. Does the brand matter	Family history of volunteering		Undertake other volunteering?
Ch4v1	Role (counselling) main driver but strong emotional brand attachment & belief. No other alternatives actively lobbying, considered - automatic choice based on previous Macro brand awareness.	Man, South African, in relationship, religious, Swindon	Remembered specifically the first time he noticed the brand, was when he saw a large poster at train station which struck a chord, was poignant	No.	2.1 Starting a counselling course which involves placements (elsewhere).	2.2 Self generated discovery of charity.	2.3 Proactively went on the charity website. He had heard about the brand from other people and in the news	3.1 He did consider Salvation Army but issue with their views on gay relationships.	3.2 Childline as they give advice and also have counsellors plus local alcohol and drugs advice service.	4. Close link to counselling through personal interest and course.	He is first in family to formally volunteer but family have long tradition of helping including stepfather being a pastor, helping mum in soup kitchens and orphanage linked to their church.	No	Support fundraising events by family members.	Yes. Donated goods for shop and street fundraisi ng.	Partner tells everyone. Happy to fly the flag for the charity but don't volunteer information about the charity and very conscious of confidentiality.
Ch4v2	Decision to volunteer--> Search opportunities in local area--> Adults only--> skills based role. Training and flexible hours important choice criteria. Driver is recognised charity and training to go with (counselling).	Female, full-time work plus counsellor (placement at Wiltshire Mind) plus part-time jobs. Partner recognised charity and training to go with (counselling).	attracted by proper recognised training (to go alongside course) and social side	No personal connection to cause	2.1 Discussion about volunteering on counselling course.	2.2 Self generated search of charity (given local and flexible hours and including training).	2.3 Websearch volunteering opportunities in Swindon area. But limited supporting brand awareness, never been seen in shop or fundisers.	Search results included Victim support, Childline and local charity all came up, also CAB.	Skills based roles (given local area and flexible timing) that supported course.	Big name means it is respected, and when you talk about it to people know about it (easier)	No not at all.	Mind on placement	Red Cross and CRUK	No, just give time	No
Ch4v3	Had volunteered before so in her head before her friend mentioned charity and his experience. Wanted skills based role. Sees brand as unique.	Female, married, works full time, busy, lots of interests	Mum always said she would love to support that charity	Friend who recommended had personal reason. Also mum's best friend's son changed himself, left note saying no-one to talk to.	2.1 Friend who recommended the charity talked about it. He encouraged her to come to open day	2.2 Self generated. Came to open day to find out more about it.	2.3 Long application process.	It stands alone (no competition)	Busy so if there had been no local charities, wasn't going to look for local charity "It just fell in my lap"	Not brand oriented by parents but aware of local charities, wasn't going to proactively look for local charity "It just fell in my lap"	Had volunteered for local equivalent at University	Yes	No, just give time	No, just give time	Do tell close family and but don't proactively tell people.
Ch4v3	Although both unique, did cluster CAB and Samaritans together. Aware of publicity material and brand conscious.	Female, Married, two teenage kids, works full time, strong links to military charities before, Swindon.	Always been aware of them.	Friend at work very involved in the training.	2.1 CAB not flexible on timing so had to look for something else. Friend at work was talking about them, recommended them.	2.2 Self generated, came on open day.	2.3 Spent 6 months CAB (brand strong, national), good training but not flexible on hours.	Would look at military or cancer charities	Yes, whenever you go see adverts for the Samaritans. Telling genuine story. Think they have grown up as organisations - more fundraising, sporting events	No	Still involved in SAAFA	Yes but ad hoc now	goods to shop		
Ch4v5	Reading, four children, full and part time work.	Female, Reading, four children, full and part time work.	Always known	Known people touched by daughter's suicide, had difficult time at school.	2.1 Samaritans stand at conference after the Olympics	2.2 Olympic involvement Beyond 2012 to encourage volunteerism	2.3 They followed up after convention - email/newsletter-inviting volunteerism	Did look at becoming a magistrate.	Awareness is important so potential service users know it is there. And being larger means it is funded properly.	Parents volunteered in Roundtable with young age part of his way of life, trustees of small education charity	Active: Previously youth clubs, PTA, clubs, school governor (rugby/school) and also ad hoc donations.	Supports clubs associated with (rugby/school) and also ad hoc donations.	Have done street fundraisi ng (tins).	Keeps it very low key.	

Ref:	Analysis	Theme 1: Brand Knowledge				Theme 2: Brand Discovery			Theme 3: Brand Consideration		Theme 4: Brand Importance			Theme 5: Wider charity involvement			Theme 6: Brand Promotion
		1.1 Earliest memory of brand	1.2 Background to brand	1.3 Personal connection to brand or cause	2.1 Trigger to volunteering for this charity	2.2 Discover	2.3 Discovery Action	3.1 Consideration set at decision point	3.2 Consideration set now (if didn't do this)	4. Does the brand matter	Family history of volunteering	Undertake other volunteering?	Charities support financially	Deeper support for your charity	Do you tell people about your volunteering?		
CH4V6	Period of self reflection including personal impact of counselling. Had brand awareness but no direct emotional link. Only one considered. Wouldn't do alternative.	Had general awareness but also seen posters at railway stations.	Business partner had been involved in Samaritan (hadn't got on with it)	Yes, huge impact from hypnotherapist who listened, did counselling course, had business partner who had been a Samaritan	Business folded, depressed, offered counselling, huge impact, did counselling course	Self generated, went to open day.	None	No, more leisure, no competitors (childline very different policies)	I think it probably does, it doesn't matter so much to me, but ... yeah - it's slightly different for me	Dad was a Lion, very active in local community	No	Wife does ad hoc like Children in Need	No, just give time	Family knows			
CH4V7	Brand is about if being professional, looking "valley" but also being found.	Was Samaritan when 18 - after friend killed himself through drink driving (depressed)	Yes through friend as teenager.	Was made redundant.	Googled them.		No, thought specifically about Samaritans.	Thought about NSPCC but no childline centre around here, if not this then more house work	About finding it, especially now Google is dominant.	Yes Dad local councillor, school governor. Mum collected for Cats Christian Aid.	Previously before daughter, volunteered for Cats Protection league, then disabled advocate.	Yes ad hoc aspecially if heard of them.	No, just give time.	Don't like people knowing - comes from before you weren't allowed to tell people.			
CH4V8	Personal connection through counselling, plus social proof of people she respected having done it and enjoyed it. Brand works in that it put it on her radar (awareness). Strongly pro-charity and informed about power of the brand. Branding to hear about visibility but also solidarity/consistency/longevity.	Always aware of them, friend at University who volunteered for them, friend from work also.	Advice from mum to do voluntary work, been in bad place know what that feels like.	Posters on barriers at reading station.	Looked on the website.	Applied, recruitment postponed, took a year!	Considered local oxfam but then ruled out retail.	More into health and wellbeing or work with Alzheimer's.	Mum very involved in the church, saw volunteering as a way of getting perspective on life. Both parents active in helping people.	Mum very involved in the church, saw volunteering as a way of getting perspective on life. Both parents active in helping people.	Now - Singing for the church, (through choir) as teenager worked on camp for disabled, charities instead of gifts.	Yes regular donations to Alzheimers, Sight in Africa, for wedding list had two charities instead of gifts.					
CH4V9	Brand matters because she likes the fact it has a high profile, is recognised but also because being national is linked to a bigger picture.	Mum used to volunteer for them and was very involved, also cousin volunteers for them	Yes through mum volunteer in firm self, also feeling a bit lost.	Coming home after University, unemployed and feeling low.	Looked on the website.	Applied in Hull and then transferred so training not wasted	No	None.	I do think it matters that it is national because you do get that wider sense of a community of people you are connected to.	Yes Mum and cousin in that charity and informally through church but no other formal roles.	No	Regular donations to Amnesty	No, just give time	don't go on about it but never hide it. "People talk about going through the gates and putting on their Samaritan hat.			
CH4V10	Brand important because it brings a personal sense of professionalism and social status (helps it stand out from the crowd). Wants to feel it is hers to make a difference for cause that has personal connection to. External visibility caused trigger (someone rattling tin outside supermarket).	Passive knowledge, posters and leaflets etc.	But came after handing over running the company, having time out, making new plans, a week could use energy. Also drink driving conviction wanted to give back to show regret.	Saw someone collecting for the charity just then when time was website, consider volunteering.	Picked up leaflet, then website.	Seen advertising material around, information regarding training, probation, Very long process	Not actively involved in the charity but to religious.	Can/career or homelessness short cut to explaining what they do, also respectable to be in a division.	Yes because short cut to explaining what they do, also respectable to be in a division.	Daughter was actively involved in running football club. (before him).	Yes	No, just give time	Only close family and friends.				
CH4V11	27 full time bank manager	Old housemate mum both used to volunteer with them. First knew through school did call argument with parents.	Not seen collections or shops.	Friend's mum talked about it.	Googled - open day.		street pastors and Douglas house and looked at Helen and Douglas	Brand is huge but it is the type of work that matters to her. Means you have heard of it.	Through work, collecting boys for Barnardos.	No, only close family							

Ref.	Analysis	Theme 1: Brand Knowledge				Theme 2: Brand Discovery			Theme 3: Brand Consideration Set		Theme 4: Brand Importance			Theme 5: Wider charity involvement			Theme 6: Brand Promotion
		Summary Respondent Description	1.1 Earliest memory of brand	1.2 Background to brand	1.3 Personal connection to brand or cause	2.1 Trigger to volunteering for this charity	2.2 Discover	2.3 Discovery Action	3.1 Consideration set at decision point	3.2 Consideration set now (if didn't do this)	4. Does the brand matter	Family history of volunteering	Undertake other volunteering?	Charities support financially	Deeper support for your charity	Do you tell people about your volunteering?	
CH4V12	Interested in the area (course). Reinforced by family recommendation and change in lifestyle/moving back to UK. Feels she would still do role if for smaller charity but so strongly recommended by Mum that feels unlikely.	Oxford, Female, moved back from France, did Open University psychology degree.	Mum had always spoken of Samaritans as being very important charity. Mum was interested in the area. Mum had asked her if she had seen the posters at train stations but she hadn't (they talked about it).	Not in usage but Mum enthusiastic (although I couldn't do it for religious reasons)	Moving back from France, knowing going to be in one place for a while. Contacted them straightaway.	Googled them.	Long process, info evening.	None.	Yes would have found something else, probably in a hospital. Or Silverline.	She thought not if she had heard of the local charity and knew what they did (but Mum so supportive of Sams - is that real? )	Yes - mother who volunteered for everything. Part of life growing up, helping older people on Christmas Day. Sister very active volunteer.	No	Breakthrough breast cancer. Liver transplant one.	No, just give time	No, close friends only.		
CH4V13	Pride of volunteering for well known, well established brand important. Sees them as being the best and wants to be associated with the best.	Oxford, single female, moved from London. Now work FT locally. Considering psychotherapy as career.	Always known about them. Very aware of them existing from early teens although not in school.	Not strong emotional connection but sense of importance of being social, of talking.	Moved out of London to Oxford, new job. Enrolled on OU counselling course.	Called up when went to open day.	Open day, application, lengthy training.	Amnesty but wanted more hands on role.	Amnesty but wanted more hands on. Perhaps asylum seekers.	Very few people don't know about it. prestige and training.	No	Yes at university Sure Start. In London for hospital radio.	Amnesty	Small ways but not let it creep.	A few friends plus family.		
CH5V1	Good brand awareness through many touchpoints over time. Role was specifically interesting as fitted with skills and experience. Location (not too near) and flexible hours key hygiene factors. Important to work for national, well established brand in professional role. (so cause/role/brand all featuring strongly). No obvious alternatives that fitted the brief.	Newbury, Female, Married, two children. Social policy role	Known since being a child. Many touchpoints through life including passing office on way to work and being reference for work.	Connection to the topic/role of social policy.	Last grandchild went to school so had more time.	Self generated. Made short list in interesting work that flexible time requirements.	Attended induction day at office.	Ruled out several first that didn't meet the brief.	Possible NSPCC but the professionalism of the role, near location and "advice" type role where important drivers	Says not but likes the fact it is well established and professional and national.	No	NSPCC always including playground & committee, currently run a book club	No, just give time	More now been with the charity a year.			
CH5V2	Good brand awareness through various touchpoints. Important that it felt professional and was skills based. Larger brand also meant it was funded so didn't have to fundraise to friends. No obvious alternatives that fitted the brief.	Newbury, Female, Married, two children. advisor role.	Knew about them 25 years ago. Friends who volunteer for them. Link through previous volunteering.	No	Trigger to volunteering was kids going to boarding school. CAB but shifts didn't work. Now moved to countryside so tried them again.	Self generated. Saw sign on office.	Attended induction day at office.	None but thought about re-training as mental health worker and decided too late.	Did think about mental health charities.	Yes in terms of being well run, funded and having good training	Yes - part of Christian upbringing.	Currently Magistrate. Previously supporting local school, ran London office of forces charity.	No, just give time	Yes family know and friends but not shouting about it.			
CH5V3	Role was the key driver, skills based and varied but good brand awareness so visible when saw trigger (sign). Low recognition of role of the brand.	Newbury, Female, Married, worked full time for 25 years.	Known about it for years but apart from sign and fairs, seen no publicity. Prominent office on High street of where used to live. Also one of her friends had volunteered with them and gained useful experience.	Used service (functional connection)	Moved to area, saw sign on office and went in.	Saw sign. Went in and asked receptionist who got office manager	Also visited volunteer locally. Had vacancy so started straightaway	Mentioning, also went to volunteer fair but nothing else attracted.	Animal charities.	Said no, about being interested in the role, but knew about them and went in when she was passing and saw sign	Grandmother during war (not immediate family now).	Previously considered including fundraising events, being treasurer on committees.	No, just give time	Yes friends and family			

Ref:	Analysis	Theme 1: Brand Knowledge			Theme 2: Brand Discovery			Theme 3: Brand Consideration Set		Theme 4: Brand Importance			Theme 5: Wider charity involvement			Theme 6: Brand Promotion
		1.1 Earliest memory of brand	1.2 Background to brand	1.3 Personal connection to brand or cause	2.1 Trigger to volunteering for this charity	2.2 Discover	2.3 Discovery Action	3.1 Consideration set at decision point	3.2 Consideration set now (if didn't do this)	4. Does the brand matter	Family history of volunteering	Undertake other volunteerin g?	Charities support financially	Deeper support for your charity	Do you tell people about your volunteering?	
Ch5v4	Being big name not important, see this as bonus, more about getting skills based experience to build CV. knew through word of mouth (sister).	Sister had worked for them at University, didn't know much about them before that.	Not much knowledge	Link through sister (functional not emotional)	Looking for volunteering role to give good experience. Started course, wanting to build CV and learn new skills.	Went into office and asked. Didn't see advising roles	Browsed opportunities in area. None appealed.	Nothing else came up.	If I still thought it was going to church but not give me skills and be real use volunteering in my eyes then I probably would have done it regardless. I think it is just handy that CAB is such a well recognised name so it is definitely a bonus	Mum through church but not formal volunteering. In my eyes nothing else on-line face to face.	Yes on line support to raise awareness for causes, charities, petitions.	Yes freedom of internet type charities, petitions.	No, just give time	yes friends and family		
Ch5v5	Says the brand is absolutely not important for choice of charity but subsequent strong social recognition from friends. Driver was type of organisation that made a difference to local community but useful to have national strength.	Had to contact CAB for a family member. Was abroad before.	Word of mouth recommendation so six years ago had looked into them, but didn't feel ready. Started thinking about them so did some research on them.	Functional - had used it for her sister.	Unclear.	Did background research on them first but didn't know where the office was. Went in September but next training round was April, had to wait. The invited to open morning	Considered another opportunity she had been offered.	Had been asked to be a trustee.	Says not but did know enough about it for it to be on her radar for self generated discovery. Also recognised by friends	Yes strong history of helping others.	Also volunteer at local cancer unit.	Yes various overseas aid and cancer charities.	No.	Yes widely known amongst friends.		
Ch5v6	Personal recommendation coming at time of change in life stage. Social proof from friends. Large well known brand important for professionalism plus type of role for using her skills.	Late mother in law worked here. Low knowledge before that.	Also about using skills gained during work. Wanted big organisation.	Functional - awareness through mother in law.	Husband suggested it. Stopping working, wanted part time in Oxford but pay and holidays so little looked at charities.	But also visiting friend in hospital made her realise that people need help, that she had skills that could help other people. Found out cousin also volunteers for them (didn't know before).	None. Had looked at part time paid roles. Put off Samaritans by brother.	Motivated by cancer charities but not actively considered alternative.	Yes for being well known which brings confidence (for service users) and funding.	Mum through church and reading for blind.	No, previously only through sailing club roles.	Cancer (money and goods) plus RNLI. Outreach aware ss/	Yes, involved in training and outreach	Yes, definitely.		
Ch5v7	Skills based role with professional structures for support and personal development key. Sense of giving back to local community. National brand brings credibility and awareness but also effectiveness in role.	Good brand awareness of friends, several volunteered or worked for them.	Many friends who had worked and volunteered in CAB. Wanted local for convenience but also giving back to local community.	"I would think not many CAB volunteers because they have used the organisation in that much."	Saw a notice in local library.	Application about them interview.	Looked at Samaritans.	Samaritans because professional skills based, sense of still learning and good structures.	Yes for being national, professional organisation with training and structures. Encouraged for service user and personal development for volunteer. Also awareness at point of decision making.	Long tradition of helping others although mostly informally.	Actively involved in church.	Yes, especially through church.	No.	Yes, definitely.		

Ref:	Analysis	Summary Respondent Description	Theme 1: Brand Knowledge			Theme 2: Brand Discovery			Theme 3: Brand Consideration Set		Theme 4: Brand importance	Theme 5: Wider charity involvement				Theme 6: Brand Promotion
			1.1 Earliest memory of brand	1.2 Background to brand	1.3 Personal connection to brand or cause	2.1 Trigger to volunteering for this charity	2.2 Discover	2.3 Discovery Action	3.1 Consideration set at decision point	3.2 Consideration set now (if didn't do this)		4. Does the brand matter	Family history of volunteering	Undertake other volunteering?	Charities support financially	
CH5V8	Says brand is not important, local charity would be fine but professionalism and social proof, social recognition important and big name brings that. Strong word of mouth element with this charity both for volunteers and service users. Also sense of enjoyment through team important.	Henley, Female, Took early retirement from corporate life.	Friend also volunteers here so found out about it, sounds interesting. Important. Also sense of team	Knew about them. Training/personal development important. Also sense of team	No only friends also volunteer in here.	Early retirement but wanted to have stimulus and sense of still being valued.	Came with friend for day to see what it was like.	Visit day, application, interview.	Did look at other things but didn't apply for anything else.	Samaritans.	She says not that local brand would be just as good but large professional organisation attractive as mirrors previous work plus training and personal development important. Social recognition also.	No but after retiring her Dad did five volunteering jobs which transformed him, gave him life. Role model for power of volunteering.	Yes support for local political party and school governor.	Personal family connection to search and rescue charity overseas.	No.	Yes several friends also volunteer here. Happy to tell people, part of social recognition.
CH5V9	Very strong believer in brands but feels this charity is not harnessing its brand at all. Believes given been going 75 years, got strong community brand memory (prompted) but not spontaneous. Definitely lack of brand understanding of scale and importance. Has size and quality but lack of marketing skills. Accidentally stumbled into charity but role key, about skills based, sense of team, contributing and feeling valued, and sense of using skills. Size of organisation matters for the opportunities. Believes it has real depth and capability but going to waste at the moment	Henley, Male, Retired from corporate life.	Unclear, knew of name but not deep knowledge.	Son had used their services, wife works nearby so knew where office was.	Son used service but not a motivator.	Called them to find out about volunteering opportunities in other charities. They suggested he came in to see them about being Advisor.	Called for other roles, offered interview.	Websites, interview.	None.	Not discussed but predict that would find locally based skills based role. Was looking for volunteering opportunity.	Strong believer in power of brand but totally not used by this charity. He says brand not contributor for his choice but being a big organisation glad about the training and exposure to difference issues to work on. Size of organisation key, opportunities and structures.	No but friend from work volunteered.	Donate goods to Sue Ryder.	No.	Yes friends and family	
CH5V10	Brand as short hand, brand awareness key to stand out. Good base knowledge of brand. Type of role important, using skills and working directly with people but would have found another charity if no vacancies.	DiDot, Female, recently retired from full time job in London.	Always knew about them.	Saw charity as somewhere she would like to volunteer for at some point. Referred people to them with work. Seen things about them in local paper.	No.	Approaching retirement so searched for opportunities	Self generated. Went on volunteering websites and did local search. CAB was ideal fit. Called them up but no training for advisors for a while so took receptionist job.	Local search but first one that appealed.	Riding for the disabled or Oxfam shop.	Role of brand is awareness. Both this charity and alternative considered well known. Key that aspirations of charity fitted with her views/life.	Yes it is "a family expectation".	School governor plus volunteer for dog charity. Had been Olympic volunteer.	n/a	No.	Yes, friends see it as a good fit.	

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