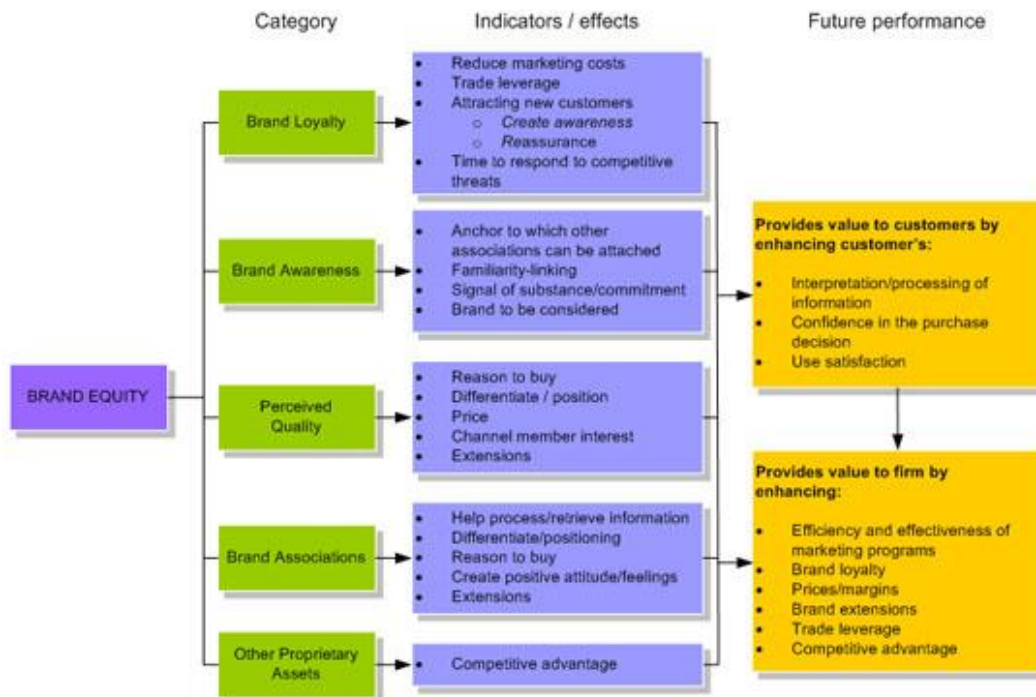


ANNEXES

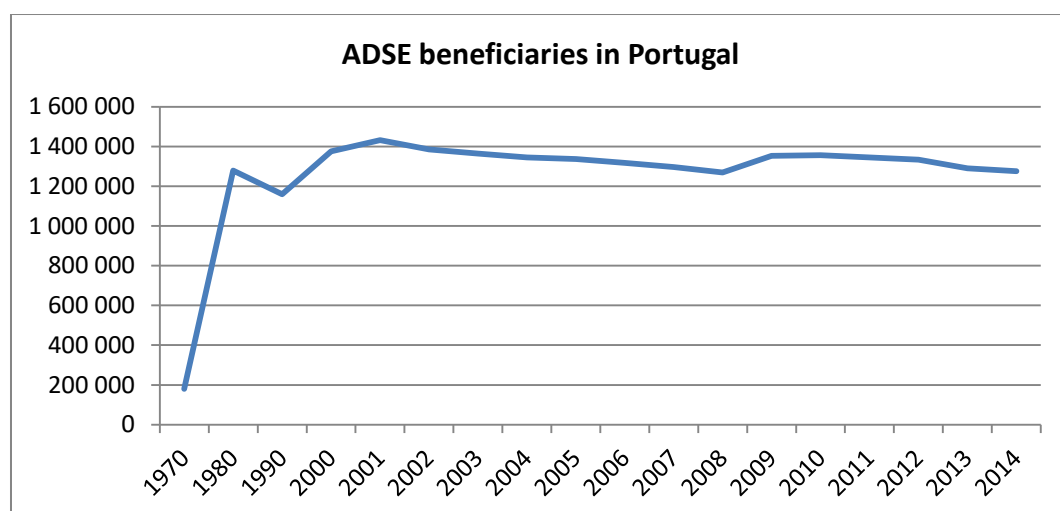
Graph 1: Brand equity: ice-berg model created by Davidson (1997)



Graph 2: Brand equity category, effects and performance according to Aaker (Aaker D. A., 1991) (p. 15-17)



Graph 3: Number of people who benefits from government in Portugal



Graph 4: Enterprises: Human health and social work activities in Portugal, based on: <http://www.pordata.pt/en/Portugal/Enterprises+total+and+by+sector+of+economic+activity-2856>

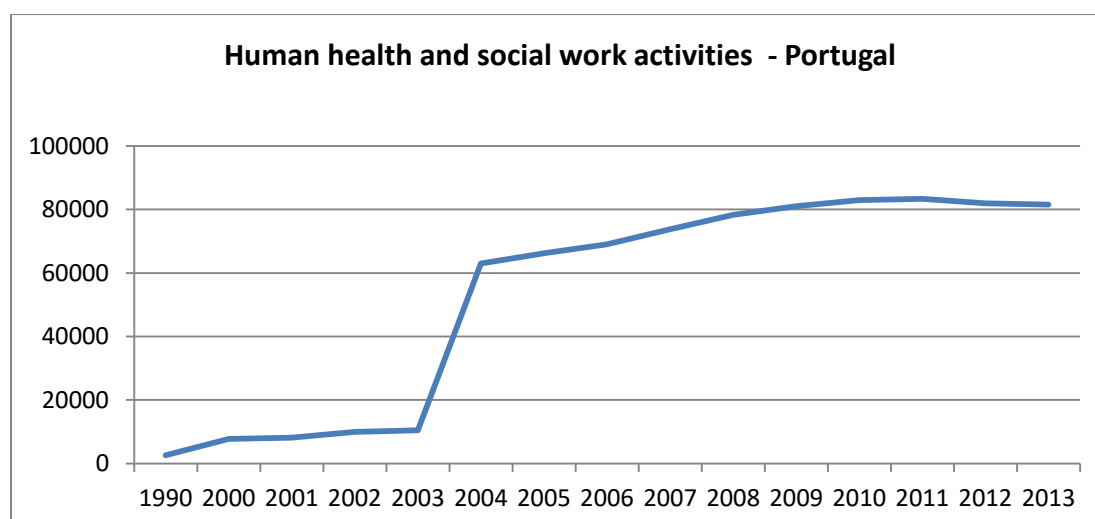


Figure 1: Logo of Refood



Figure 2: Mr Hunter Halder – the founder of Refood became its symbol



Table 1: Theoretical models of volunteer work (Thoits & Hewitt, 2001)

Model	Model Name	Description
First Model	Volunteer motivations model	The model highlights individual's motives for volunteering. The variety influencers can push people into social actions, like for instance: learn new skills, enrich self-experience, gain personal control, improve self-esteem, share values, and build a community.
Second Model	Values and attitudes model	It links altruistic motives and empathy among participants (Janoski, Musick, & Wilson, 1998). In social countries, it is a common case that people engage it into volunteering due to behavioural values.
Third Model	Role identity model	The model emphasizes the influence of past volunteer service into current, active position.
Fourth Model	The volunteer personality model	It describes connection between personality or dispositional determinants and volunteer's motivation to work (Penner& Finkelstein, 1998).

Table 2: Filter questions to select knowledgeable respondents

F1.	FILTER 1 Do you speak English?		
	YES	Go to F1.	
	NO	STOP INTERVIEW	

F2.	FILTER 2 Have you ever been the volunteer at Refood ?		
	YES, I am	Go to F3.	CODE 1
	YES, I was	Start Interview	CODE 2
	NO	STOP INTERVIEW	

F3.	FILTER 3 Have you participated in any action made by Refood for at last 3 months?		
	YES	Go to F4.	
	NO	STOP INTERVIEW	

F4.	FILTER 3 Have you been at managerial position at Refood?		
	YES	Start Interview for MANAGERS	CODE 3
	NO	STOP INTERVIEW	

Table 3: Interview Guide

B1.	BROAD QUESTION / ICE BREAKING QUESTION Could you tell me HOW did you become a Refood volunteer?
-----	--

Motives to become a volunteer

Q1.	What was THE MAIN REASON WHY you decided to be a volunteer AT REFOOD?
Q2.	Did you have earlier any experience in non for profit organizations? Tell me about it.
Q3.	Did you have earlier any experience in non for profit organizations? Tell me about it.

Relationship with Refood, ask ONLY IF the CODE 1 in question F1

Q4.	For how long are in the Refood?
Q5.	What is your function in Refood? Can you describe what it requires from you, as a volunteer?
Q6.	Do you feel that function is appropriate for your profile?
Q7.	What motivates you MOST to go perform your function at Refood?

Q8.	What is your opinion about Refood Mission? (speaker does not read it: Eliminate food waste and end hunger, involving the full community in common cause ¹)
-----	---

Relationship with Refood, ask ONLY IF the CODE 2 in the question F1

X1.	Do you remember your function at Refood? Can you describe me your task within the organization?
X2.	How long have you being a part of Refood?
X3.	Why you resigned from being a volunteer at Refood?
X4.	Have you ever considered the possibility to get back to the Refood in the future?

Brand Values

Q9.	Do you know the brand values of Refood?
Q9a.	What Refood values are important for you?
Q10.	Where DID YOU FIRST HEAR ABOUT REFOOD? (friends, media, another volunteer)
Q11.	How can you describe the quality of the service provided by Refood?
PROJECTIVE TECHNIQUE	
P1.	When I say: “Refood”, what is THE FIRST word THAT comes in to your mind?
P1a.	What other words come into your mind when I say REfood?
P2.	If Refood was an animal, what kind of animal would it be? WHY
P3.	If Refood was a person, what characteristics would it have? WHY?

Brand Personality

Q12.	Thinking about Refood brand, and what makes it unique and different from other organizations, what would you say is Refoods identity?
Q13.	Do you remember logo of the company?
Q13a.	What do you think about it?
Q14.	Do you think that about brand color?
Q15.	Do you have slogans among volunteers to motivate to work?
Q16.	What does it mean to be volunteer at Refood?

¹ Written on the main website of Refood: <http://www.re-food.org/en/about/missionvisionvalues>

Q16a.	What is the biggest advantage of Refood image for a volunteer?
Q16b.	What is the biggest disadvantage of Refood image for a volunteer?
Q17.	If you were to change anything in the relationship between Refood and volunteers, what would it be?
Q18.	How can you describe your relationship with the brand?

Brand Communities

Q19.	What, in general, being a volunteer means to you?
Q19a.	What, in general, do you like MOST about being a volunteer?
Q19b.	What, in general, do you like LEAST about being a volunteer?
Q19c.	What being a Refood volunteer tells you about yourself?
Q19d.	Have you ever considered what Being a Refood volunteer tells about you to other people?
Q20.	Do your family and friends know about You BEING A VOLUNTEER at Refood?
Q21.	Being a part of the Refood is more about an individual experience OR an group experience?
Q22.	Do you have many friends at Refood?
Q22a.	Can you describe the relationship with other volunteers?

Brand processing, ask ONLY IF the CODE 1 in question F3

M1.	How do you want to develop the brand?
M2.	What is your intention for the brand to stand for?
M3.	Why do you think, volunteers stay at Refood? (trust? Integrity?)
M4.	How do you want to develop the relationship between volunteers and the brand?
M4a.	Do you think that volunteers are united? why?
M5.	What volunteers can gain from being a part of Refood?
M6.	How you motivate volunteers to work?

Table 4: Respondent Profile:

Age	
Gender	
Highest Level of education	
Main occupation	
Your main hobbies:	
Has anyone from your close family been a volunteer (who?)	
Have any of your friends been a volunteer before you?	
What is the personality you admire the most in the world? Why?	
Nationality	
Years as a Refood volunteer (as a measure of experience)	
Total years as a volunteer (to understand the past experience and past commitment)	
Current function at Refood	
Past functions at Refood, if any:	

Table 5: Interviews details

	Interview 1	Interview 2	Interview 3	Interview 4	Interview 5	Interview 6	Interview 7
Position	MANAGER	VOLUNTEER	MANAGER	EX-VOLUNTEER	VOLUNTEER	MANAGER	EX-VOLUNTEER
Gender	Woman	Woman	Woman	Woman	Woman	Woman	Woman
Nationality	Portuguese	Italian	Portuguese	Portuguese	Portuguese	Portuguese	American
Age	29	23	24	60	23	47	53
City where the interv	Lisbon	Lisbon	Lisbon	Lisbon	Lisbon	Lisbon	Lisbon
Place	Fatima unit	NOVA SBE	Fatima unit	NOVA SBE	NOVA SBE	Fatima unit	Eric Kaiser restaurant
Justification	After the end of the shift it was convenient place for a respondent	It was the only convenient place for the respondent	After the end of the shift it was convenient place for a respondent	It was the only convenient place for the respondent	It was the only convenient place for the respondent	Before the beginning of the shift it was convenient place for a respondent	Favorite restaurant of the respondent to help build an atmosphere
Duration (min)	29	15	18	23	20	13	18
Total duration (min)	274						
Average Duration (m)	18,26666667						

	Interview 8	Interview 9	Interview 10	Interview 11	Interview 12	Interview 13	Interview 14	Interview 15
Position	VOLUNTEER	VOLUNTEER	VOLUNTEER	VOLUNTEER	DAILY MANAGER	VOLUNTEER	EX VOLUNTEER	VOLUNTEER
Gender	Man	Woman	Woman		Woman	Woman	Man	Man
Nationality	Portuguese	Portuguese	Portuguese	German	Portuguese	Portuguese	Portuguese	French
Age	23	23	54	25	61	24	28	27
City where the interv	Lisbon	Lisbon	Lisbon	Lisbon	Lisbon	Lisbon	Lisbon	Lisbon
Place	Eduardo VII Park	Nova SBE	Atelier de Moldura	Eduardo VII Park	Fatima unit	NOVA SBE	Home	Home
Justification	Quiet space without any distraction	It was the only convenient place for the respondent	Quiet officee where the respondent felt comfortable to talk	It was the only convenient place for the respondent	Before the beginning of the shift it was convenient place for a respondent	The respondent was only time before class	Quiet space without any distraction	Quiet space without any distraction
Duration (min)	21	13	18	12	15	14	20	25
Total duration (min)								
Average Duration (min)								