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THE SILVER LINING OF BRAND SCANDALS: HOW UNEXPECTED EVENTS CAN LEAD TO POSITIVE STRATEGIC RESILIENCE

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Research Background

- Inglesina is one of the well-known Italian brand known for providing luxury products and solutions like welcome pads, carry cots, strollers, car seats and many more that ensure child well-being since 1963.
- Non-communicative of the brand's values.
- The scandal identified by “mum’s side” was later on improved to “parent’s side”.
- Inglesina pioneered the necessary change of gender neutrality which was eventually accepted as an industrial norm.
- **Research Gap:** *Examine the importance of adaptation of ethical values to showcase organizational resilience before, during, and after a brand scandal. (Consumer – brand relationship perspective)*
- **Research Gap:** *Investigate the significance of corporate actions taken by the marketers to strengthen brand values after a brand scandal. (Brand scandal as a strategic opportunity for the brand)*



Research Objectives

- The study focuses on highlighting the importance of organizational learning before, during, and after an ethical brand scandal.
- *To examine the importance of adapting ethical values to showcase organizational resilience before, during, and after a brand scandal.*
- *To investigate the significance of corporate actions taken by marketers to strengthen brand values after a brand scandal.*

Theoretical Framework

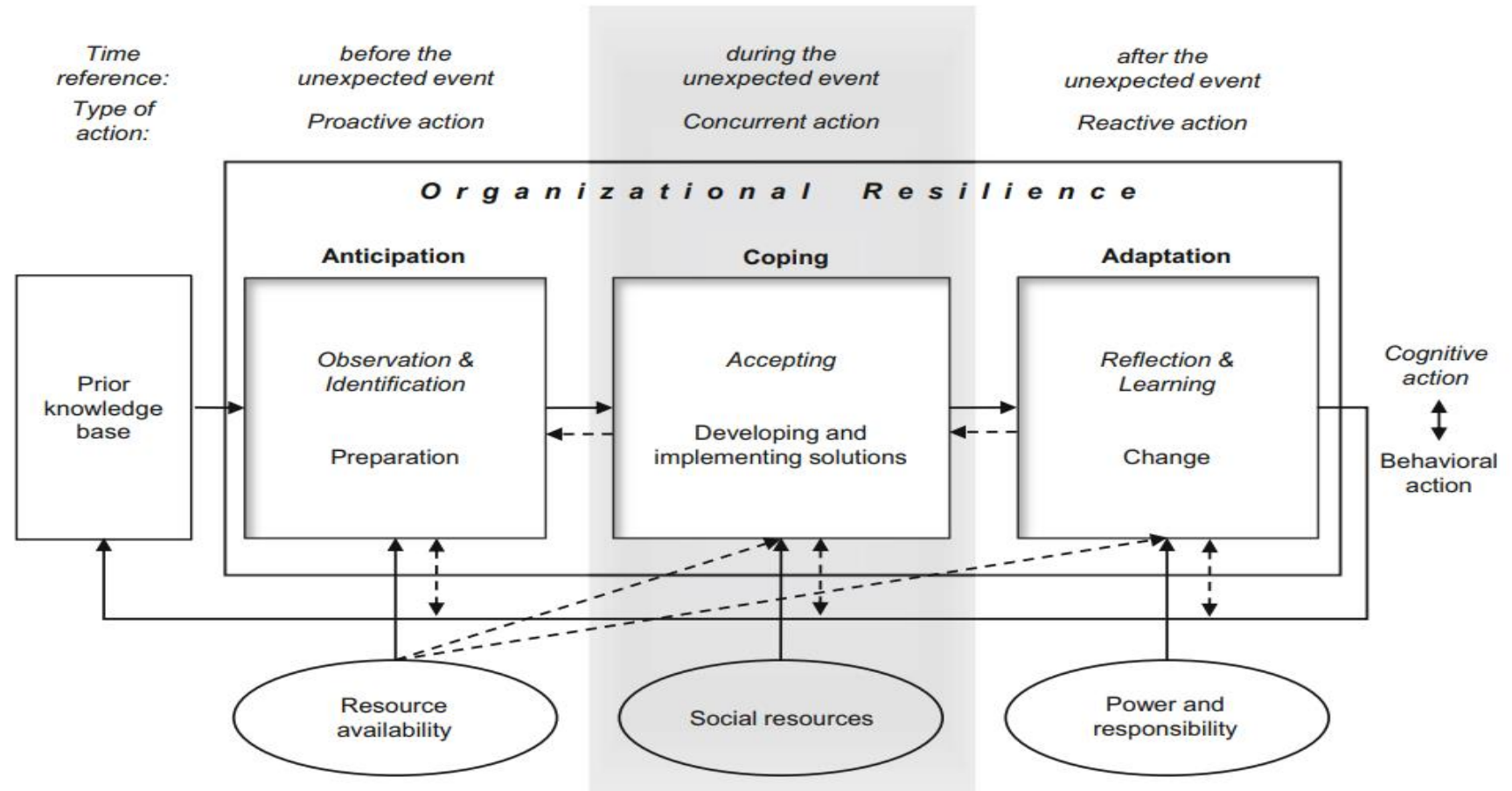


Fig. 1 A capability-based conceptualization of organizational resilience



Research Methodology

- **Research Design:** Qualitative Study
- **Sampling type:** Theoretical Sampling
- **Sample size:** 10 Respondents
- **Instrument:** Semi-Structured Questionnaire
- **Analysis:** Grounded Theory Methodology



Key Findings

Themes	Statements
Corporate actions lead to change in industrial norms	<i>Yes, the whole industry changed. Because we acted immediately, and we solved immediately the problem. And now we write parent facing in words And we use these gender neutral words in all advertisements</i>
consumers welfare at its core	<i>We are starting now with the new policies. And so we will implement and update all our checking control and checklist with the ethics and methods</i> <i>We don't want consumers to make any misunderstanding by the picture of the product or of the correct use of the product. How the child should be fully and correctly harnesses or the car seat should be correctly fitted into the car. For the benefit of the child, and the safety of the child. you know, this is historically since 20 years</i>
Corporate Learnings	<i>We also have another certification for gender equality, for example. We are starting to implement this certification. And yeah, because we have already some companies policy related to gender equality too. But we want to have these policies published and shared with our stakeholders. And we want to tell correctly to our consumer what we really do."</i>



Academic Contribution

- **Corporate actions** are essential because any negative publicity about the brand can create negative brand associations, especially for consumers with existing brand trust

Brand adaptation to consumer expectations

No, but it's a strange thing because for the generation of my father, everything you do for social should be kept safe. Because if you say, for that generation, it was fake. They believe if you tell the story outside, it's fake. So the generation of my father it's unbelievable. Do-gooders are not tellers. It is changing that we're now supposed to say it because the consumers are changing. They want to see it. Now we are in the process that, okay, since we are in this mindset, we have to start to... For example, we have a nursery here. We host a nursery inside our company. We have an obstetrics association inside our company. We are not obliged now to the European Directive. Not now. And we noted that the people in the industry know very little about baby awareness. And so we decided to create a third part foundation. With pediatrics and neonatology. For promotion, for explain, for tell. How is the correct way to handle the baby. Feeding, sleeping, in..."

Scandal management protocols (small company)

No protocols, because we are a quite small company. So, if we share the decision, we can act immediately. So we speak together and we ask our marketing team to make changes on the website. And it's really simple and easy and rapid also. So we can act immediately.