

CASE STUDY



PayPal

***MORE THAN A PENNY
FOR YOUR THOUGHTS***

**PAYPAL'S INCONSISTENT
ACCEPTABLE USE POLICY**

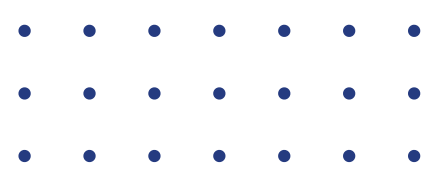


TABLE OF CONTENTS

2 | Pay Without the Headache: The Rise of PayPal

Company Overview

3 | Transaction Democracy: Beyond a Payment Platform

Corporate Mission, Vision and Values

4 | Financial Uncertainty: A 'Change' to PayPal's Acceptable Use Policy

Situation Analysis and Corporate Response

6 | Building A Portfolio: The Business Case

Case Significance

7 | Beyond Financial Statements

The Communication Action

12 | Return on Investment

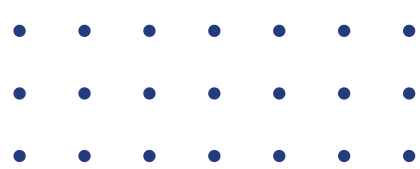
Financial, Reputational and Societal Impact

17 | Investing in the future: PayPal Looking Ahead

Lessons Learned

Synopsis

An update notice about PayPal's Acceptable Use Policy (AUP) was released in early October 2022. Because users who infringe PayPal's AUP can be fined up to \$2,500, including the promotion of 'misinformation' as one of the violations in the new update rapidly sparked a public uproar. Notable PayPal stakeholders, including former president David Marcus and co-founder Elon Musk, publicly rebuked the company. Less than 24 hours after the update, PayPal released a statement claiming the policy changes were published erroneously. Nonetheless, the AUP update controversy had financial, reputational and societal implications that possibly informed recent changes in the company's policies.



Pay Without the Headache: The Rise of PayPal

Company Overview

PayPal (known as Confinity from 1998 to 2001) was founded by **Peter Thiel** and **Max Levchin** (Fig. 1) to digitize the payment processes of consumers and businesses. The company grew in popularity by partnering with online retailer eBay in 2000 (Who We Are - History & Facts, n.d.). Before PayPal, every transaction on eBay was made through the U.S. Postal Service with checks and money orders. As the payments became readily available for merchants with PayPal's innovative service, consumers avoided the headache of delays in delivery and checks to clear (O'Connell, 2020).



Fig. 1 **Peter Thiel** (left) and **Max Levchin** (right), *PayPal* founders

In more than two decades of operations, PayPal has expanded its business with the acquisition of credit solutions like Bill Me Later—known as PayPal Credit since 2008—and other e-payment brands catered to college students (Venmo) and to businesses (Braintree). According to PayPal, as of the second quarter of 2022, the company has 429 million active consumer and merchant accounts, a total payment volume of \$340 billion, 5.5 billion of payment transactions and more than 30,900 employees globally.



Fig. 2 **Dan Schulman**, *PayPal's* CEO since 2014

Dan Schulman (Fig. 2) has been the President and CEO of PayPal since 2014. Under his leadership, PayPal has been recognized as one of the “top companies doing right by America” according to JUST Capital and Forbes’ JUST 100 list. The corporation has also been honored as Fortune's Change the World company for its efforts to address critical societal issues.

Transaction Democracy: Beyond a Payment Platform

Corporate Mission, Vision and Values

PayPal's mission is "to democratize financial services to ensure that everyone, regardless of background or economic standing, has access to affordable, convenient, and secure products and services to take control of their financial lives." The corporation seeks to fulfill its mission by embodying the values of inclusion, innovation, collaboration and wellness. The company's vision is "to make the movement and management of money as simple, secure, and affordable as possible" (Who We Are - Mission, Vision, & Values, n.d.).

One of the company's leading products, Xoom, directly contributes to PayPal's mission. According to the company, the service enables the safe sending of remittances at an average cost of 2.8% globally and 3.7% in Africa, numbers well under the 8.2% cost of using traditional channels (Values in Action - Promoting Financial Health, n.d.). Moreover, PayPal Cash Card has increased accessibility of financial services in Kenya by partnering with M-Pesa's Safaricom (Fig. 3), a mobile network operator from the African nation (Dahir, 2022).



Fig. 3 M-Pesa's Safaricom, and Cherie Blair Foundation for Women, two of PayPal's partners

To foster the values of inclusion and collaboration, PayPal partnered with the Cherie Blair Foundation for Women (Fig. 3) to support diverse women entrepreneurs during the COVID-19 pandemic (Nunn, 2021). The company also provided relief to help small businesses survive the impact of COVID-19 through the Paycheck Protection Program created alongside the U.S. Small Business Administration. Globally, PayPal provides technological solutions like PayPal Checkout, Venmo Business Profiles, PayPal QR Code and PayPal Zettle—a digital point-of-sale device that facilitates checkout in Germany, Sweden and the U.K.—at affordable prices to make transactions easier and accessible (Values in Action - Empowering Small Businesses, n.d.).



PayPal also created the Maggie Lena Walker award to honor female leaders who are actively working for more inclusive and economically empowered communities. The company has pledged \$535 million to support businesses owned by members of underrepresented groups and to improve diversity, equity and inclusion within itself (Values in Action - Advancing Social Justice, n.d.).

Financial Uncertainty: A ‘Change’ to PayPal’s Acceptable Use Policy

Situation Analysis and Corporate Response

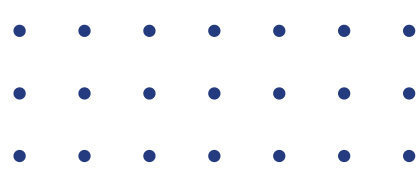
Despite its established track record in promoting accessibility to its services, PayPal faced controversy in September 2022 for banning well-known users from the platform and later recanting its decision. In September 2022, the company disabled the accounts of British organizations Us for Them and Free Speech Union (Clarence-Smith, 2022).

Both groups actively lobbied against COVID-19 restrictions and 'cancel culture' in the United Kingdom (Parashar, 2022). **Toby Young**, political activist and founder of the Free Speech Union and conservative website The Daily Sceptic, was banned from using his personal and business accounts. After garnering coverage across different media and support from political leaders, all accounts were ultimately restored (Barr-Watson, 2022).



Fig. 4 **Toby Young**, political activist and founder of the Free Speech Union

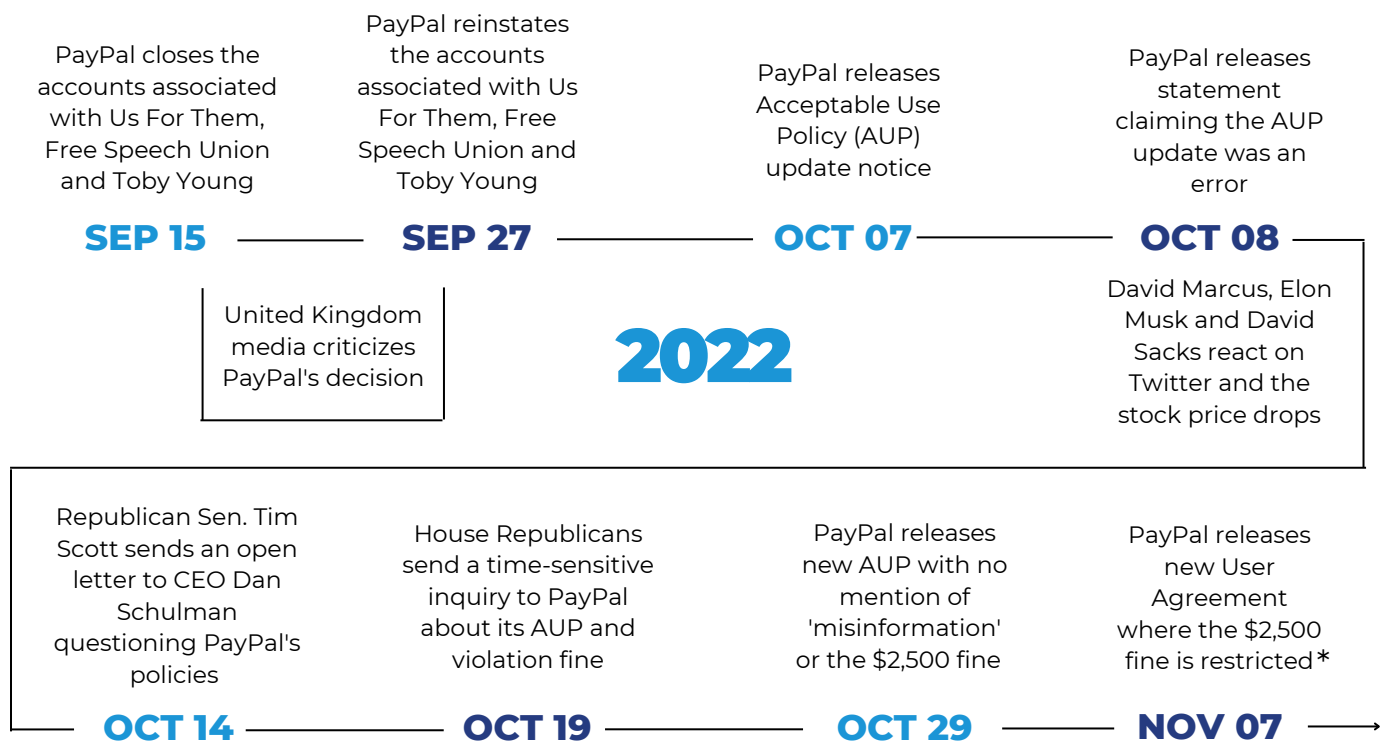
According to the Daily Mail, Young received direct communication from PayPal stating the company’s intention to ‘discontinue’ its relationships with account holders who violate its policies. “Achieving the balance between protecting the ideals of tolerance, diversity and respect for people of all backgrounds and upholding the values of free expression and open dialogue can be difficult, but we do our best to achieve it,” PayPal said in a note sent to Us For Them (Lyons, 2022).



On Oct. 7, 2022, PayPal released a notification to its users regarding changes to its Acceptable Use Policy (AUP). The modifications were immediately highlighted by conservative outlets, such as The Daily Wire (Zeisloft, 2022). The main change in the AUP was the introduction of a new clause under the Prohibited Activities section. Among other restrictions, the clause established that PayPal cannot be used for activities that “involve the sending, posting, or publication of any messages, content, or materials that, in PayPal’s sole discretion... are fraudulent, promote misinformation, or are unlawful” (PayPal’s Acceptable Use Policy Archive, 2022).

After the news went viral, PayPal quickly backtracked and attributed the newly published changes to an error (Stieber, 2022). The controversy in the United Kingdom detailed above might have dealt a blow to PayPal’s credibility as an intense debate was sparked on social media.

Timeline



**Punishable conducts include fraud and the sale of goods that are counterfeit or infringe intellectual property rights*

Building A Portfolio: The Business Case

Case Significance

ACCEPTABLE USE POLICY

Last updated on September 21, 2021.

You are independently responsible for complying with all applicable laws in all of your actions related to your use of PayPal's services, regardless of the purpose of the use. In addition, you must adhere to the terms of this Acceptable Use Policy. Violation of this Acceptable Use Policy constitutes a violation of the PayPal User Agreement and may subject you to damages, including liquidated damages of \$2,500.00 U.S. dollars per violation, which may be debited directly from your PayPal account(s) as outlined in the User Agreement (see "**Restricted Activities and Holds**" section of the PayPal User Agreement).

Fig. 5 Prohibited Activities section of PayPal's Acceptable Use Policy before the Oct. 29, 2022, update

Despite gaining notoriety in October 2022, PayPal's \$2,500 fine has been in place since at least 2013 (Mason, 2022). Its AUP from Sept. 20, 2021, had a clause detailing the \$2,500 fine for liquidated damages due to any policy violation (Fig. 5). Thus, the only update to the policy was adding that promoting misinformation was a violation. However, PayPal has a history of monitoring speech and backtracking decisions as a result of public controversy. According to Aaron Terr, director of Public Advocacy at FIRE¹, the Toby Young case (discussed on page 4) is only one of many in PayPal's speech-regulation history:

"In May [2022], PayPal suspended the accounts of independent media outlets Consortium News and MintPress, both of which have been a source of skeptical reporting about the Russia-Ukraine conflict. One month later, PayPal shut down writer Colin Wright's account shortly after Etsy banned him for selling merchandise that 'promotes, supports, or glorifies hatred or violence towards protected groups.' Wright is a critic of transgender activism, and his merchandise included text like "Reality's Last Stand" (the name of his Substack site) and "Defender of Reality" (Terr, 2022).

¹ Foundation for Individual Rights and Expression



PayPal's actions during September and October 2022 may contradict CEO Dan Schulman's remarks about trust during an interview with the World Economic Forum. Schulman claims that "trust is the primary driver" and "potential differentiator" for any business (Kirkland, 2022). He detailed how companies embody trust through their mission and values and by showing they stand "for more than just maximizing profit" (Kirkland, 2022). For example, PayPal's clear position on social justice issues has led them to back immigration and bar hate groups like Proud Boys and Antifa from using the platform.

Despite Schulman's assertions about trust, PayPal's inconsistent application of its policies has raised concerns about the company's commitment to building it among its stakeholders. According to Terr, "groups like the ACLU² and EFF³ have criticized PayPal's lack of transparency and failure to provide due process to users whose accounts are frozen or closed — including giving users detailed notice of the alleged policy violation and a timely and meaningful opportunity to appeal the decision" (Terr, 2022). On the other hand, Aaron Kwittken, KWT Global Founder and Chairman, said PayPal "removing or disassociating with accounts that are contrary to the company's values demonstrates a true authenticity behind its commitment to stakeholder capitalism, [but] making grand statements could be perceived as virtue signaling and ESG-washing" (Clark, 2022).

Beyond Financial Statements

The Communication Action

After the update to PayPal's AUP was published, users started to share their opinions on the policy. Although the \$2,500 fine pre-existed the update, adding the promotion of misinformation as a prohibited activity based on PayPal's discretion sparked an uproar on social media as hashtags such as #PayPalCancelled and #DeleteVenmo gained popularity on Twitter (Mason, 2022).

² American Civil Liberties Union
³ Electronic Frontier Foundation

Besides the \$2,500 fine for spreading misinformation, stakeholders were also concerned about potential violations of their First Amendment rights. Negative comments came from politicians and high-profile figures. PayPal's former president **David Marcus**, co-founder **Elon Musk** and founding chief operations officer **David Sacks** were among the critics. Marcus took to Twitter to express his disappointment in the brand to which Elon Musk tweeted "Agreed" (Fig. 7). Sacks urged users to withdraw their money from the platform immediately (Fig. 8).

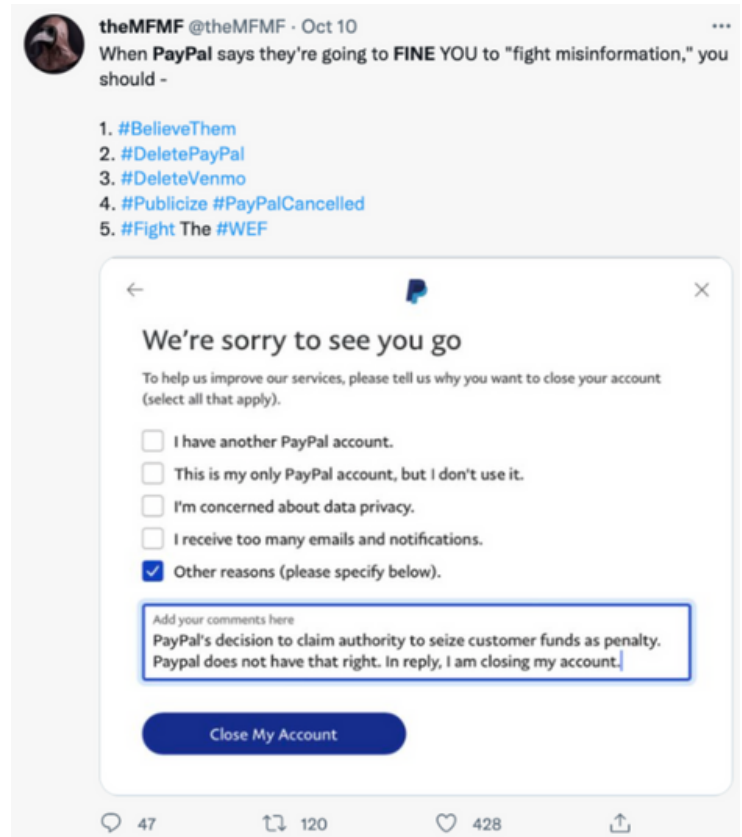


Fig. 6 User showing PayPal account deletion on Twitter



Fig. 7 **David Marcus**, former president, criticized the company on Twitter to what **Elon Musk** agreed



Fig. 8 **David Sacks**, founding chief operating officer, recommended users to leave its former company

Brendan Carr, President Trump appointee and commissioner of the Federal Communications Commission (FCC), also denounced the policy, describing it as Orwellian (Fig. 9). Many users echoed the sentiment of PayPal's former executives causing the other hashtags like #BoycottPayPal, #CancelPayPal and #DeletePayPal to be trending topics (Pesce and Bary, 2022).

Conservative influencers Amy Jo Clark and Miriam Weaver, known for their **Chicks On The Right** account, shared a reel on Facebook reacting to PayPal's AUP update. They described PayPal as "psycho" for arbitrating someone's information and pulling \$2,500 from their accounts if they published what the platform deems misinformation. Their followers shared that the company made a "bad move" and talked about closing their PayPal accounts (Fig. 10).



Fig. 9 FCC Commissioner **Brendan Carr** denounced the policy change

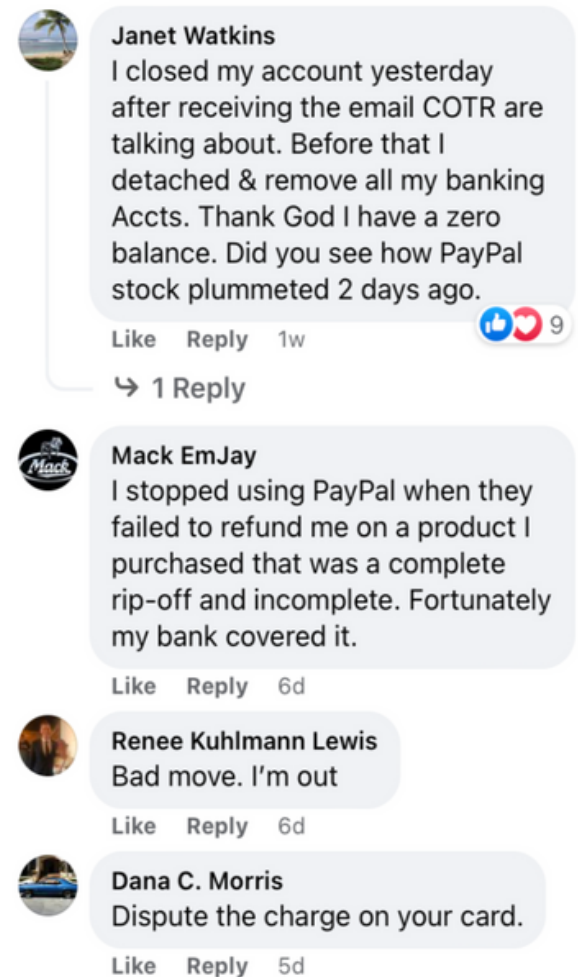


Fig. 10 **Chicks On The Right** reel comments

However, other PayPal users took a humorous approach by speculating about who the company would fine first (Fig. 11).



Fig. 11 Users speculated about the policy on Twitter

On Oct. 8, 2022, a spokesperson from the corporation said, “PayPal is not fining people for misinformation, and this language was never intended to be inserted in our policy. We’re sorry for the confusion this has caused” (Reuters, 2022).

Even after the company retracted the update, the backlash continued. The previously mentioned Chicks On The Right added a correction notice to their post, but customers kept expressing their unlikeliness to use PayPal (Fig.12).

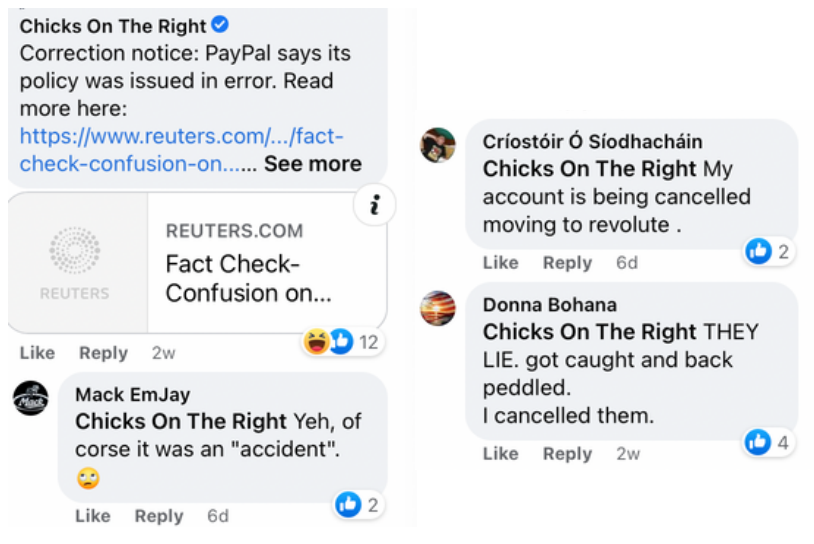


Fig. 12 Chicks On The Right correction notice response

Several U.S. representatives sent letters to PayPal questioning their AUP update without receiving any official response from the corporation. Republican Rep. Tom Emmer of Minnesota's 6th congressional district and other Republican leaders sent a letter (Fig. 13) urging the company to respond by Oct. 27, 2022. Republican Sen. Tim Scott of South Carolina wrote to Schulman about his concerns with PayPal's operating policies. Scott noted that he was glad the public uproar "forced the company to reexamine this deeply flawed policy." The senator urged the company to be more transparent and to base its decisions "on consistent, quantifiable risk-based [customer] analysis" (Clark, 2022).

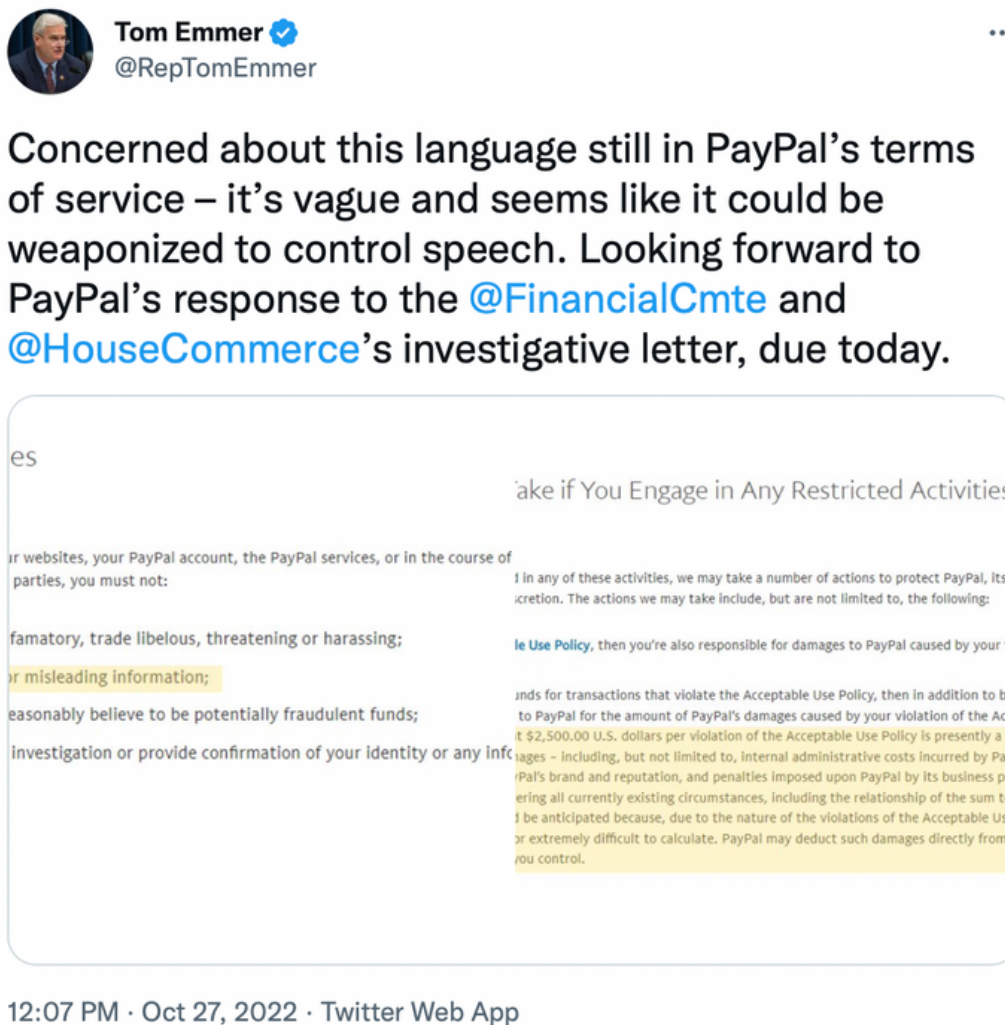
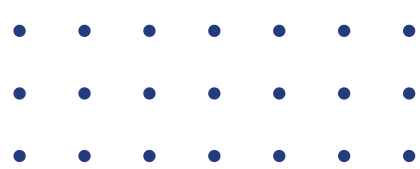


Fig. 13 Tom Emmer requested an official response by PayPal



Republican Sen. Thom Tillis of North Carolina wrote a letter signed by Republican Sens. Pat Toomey, Tim Scott, Bill Hagerty, Cynthia Lummis, Kevin Cramer and Steve Daines. The letter read:

“Greater encroachment by large technology and financial companies into public speech will only exacerbate Americans’ increasing mistrust of such institutions. Moreover, countless major news events over the past several years have taught us that public information continually evolves, often causing individuals, groups and organizations to reassess what once appeared to be settled facts. Given this reality, policies that empower companies to punish individuals’ beliefs by acting as arbiters of fact in our ever-changing news and public debate environment represent poor business decisions. Instead, large technology and financial institutions should focus on serving the needs of their customers without bias,” (Tillis, 2022).

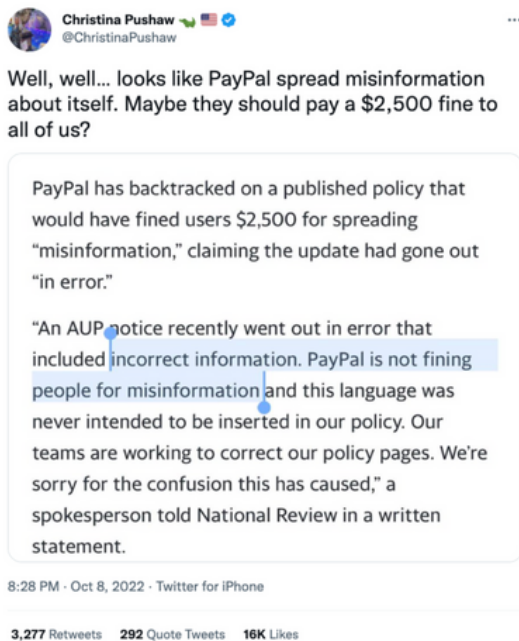


Fig. 14 **Christina Pushaw** calling out PayPal

Christina Pushaw, a campaign spokeswoman for Gov. Ron DeSantis, also criticized the brand for retracting its statement, claiming that the company itself should be fined \$2,500 (Fig. 14). In addition, other users mocked the brand by claiming its policy about misinformation was misinformation (Fig. 15).



Fig. 15 User criticizing PayPal's response

Return On Investment

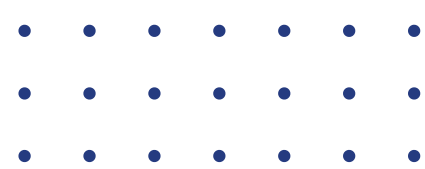
Financial Impact

The AUP update and public backlash impacted the company's finances. Before the controversy, PayPal was exhibiting a recovery from its 2021 losses. In Q3 2022, its share price rose 28% improving upon the 65% decrease it experienced the year before. The corporation was also expected to see sustained margin expansion and revenue reacceleration in 2022 (Simply Wall St., 2022).

PayPal's stock was valued at \$94.42 on Oct. 6, 2022. After the controversy, it fell by nearly 6% by midday trading on Oct. 10, 2022. According to Google Finance, the stock price continued to fluctuate until reaching a low of \$75.18 on Nov. 4, 2022, the day after PayPal's new AUP was supposed to take effect. On Oct. 7, 2022, the company's market value was \$104 billion, but by Nov. 7, 2022, its market value dropped to \$88.53 billion (Bary, 2022; Forbes, 2022).



Fig. 16 PayPal's stock market value during and after the controversy



Shortly after the AUP update was released, search engines reported an increase of nearly 1,400% worldwide in searches with the terms “how to delete PayPal,” “how to cancel PayPal” and “cancel PayPal account” (Pérez Pintado, 2022), which may suggest multiple account closures and potential financial losses. On Nov. 3, 2022, MarketWatch reported that PayPal “cut its revenue forecast for the full year in light of the ‘rough macro environment’” (Bary, 2022). Moreover, “the reduced full-year revenue forecast outweighed progress on the cost-savings program detailed in 2Q22’s earnings report (Bary, 2022).

The backlash may also impact two major components of PayPal's post-pandemic recovery plan. On one hand, if users do not entrust their money to PayPal's core platforms – Checkout, PayPal, Venmo and Braintree – their steady growth may be compromised. On the other hand, the controversy may reduce the monetization of PayPal's 426 million active consumers and merchants. According to Marketplace service Livy Investment Research, the latter may significantly impact PayPal’s margins as near-term headwinds are expected to squeeze top- and bottom-line driving factors. The controversy compounded with the potential decline in PayPal’s total payment volume in 4Q22 may negatively affect its ability to recover its near-term growth profile as initially expected (Livy Investment Research, 2022). However, Nikko Securities America analyst Andrew Bauch noted that despite the difficulty of PayPal’s aim to execute a turnaround in 2023, it is “one of the only names in the FinTech universe optimally positioned to accelerate top-line growth in 2023” because it “checks several boxes in what investors prefer in the current market environment” (Bary, 2022).

Reputational Impact

Reputationally, the spike in search queries might suggest a decline in trust. However, according to Trevor Williams, senior vice president of fintech research at Jefferies,⁴ the controversy will not trigger a mass exodus from the brand. PayPal had nearly 400 million users prior but only about 70,000 accounts engaged with the #DeletePayPal hashtag on social media (Bary, 2022).

⁴ American investment bank

PayPal's lack of official messaging allowed news publications and social media users to portray the company in a negative light. Moreover, there was no visible positive impact on stakeholders' trust when PayPal backtracked the AUP update. This is demonstrated by the continued criticism from former employees like Sacks and conservative government officials and consumers.

Sacks dismissed PayPal's claim that the AUP update was an error and criticized the company's need for a content moderation team. He stated that the update was a continuation of a pre-existing policy and practice. With his remarks, Sacks fueled the distrust toward PayPal by highlighting the contradicting actions of the brand. As previously mentioned, conservative government officials wrote letters to PayPal and expressed their discontent with the brand on social media. Republican House members even launched an investigative inquiry into the company.

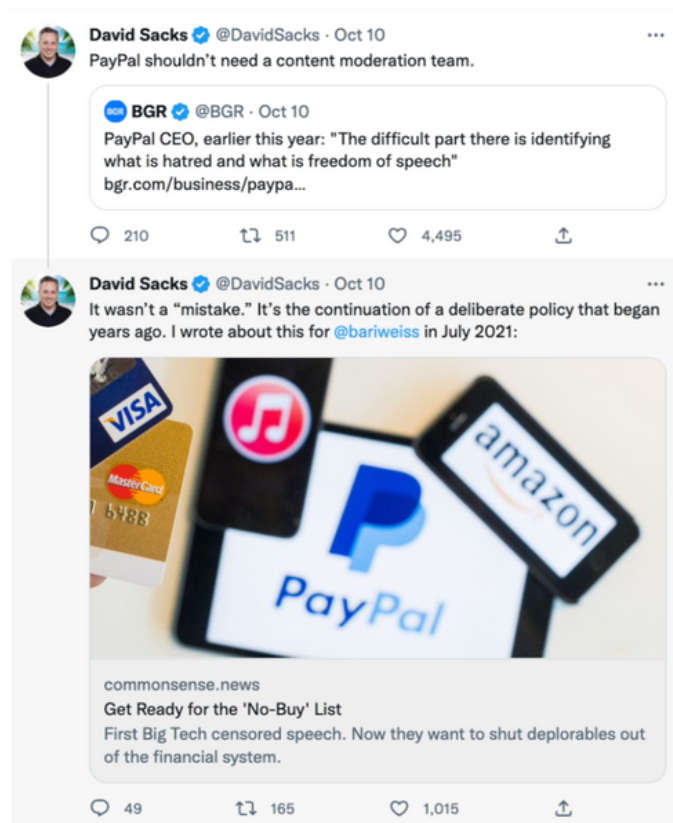


Fig. 17 **David Sacks** questioning PayPal's credibility

In the comments to the Chicks on the Right correction notice on Twitter, some users doubled down on their stance against the company and opted to delete their accounts (Fig. 10). However, others continued to urge PayPal to fine certain individuals for spreading misinformation (Fig. 18). As demonstrated by the social media backlash, PayPal's actions, specifically the lack of answers and transparency toward its stakeholders, had an impact on the brand's reputation.

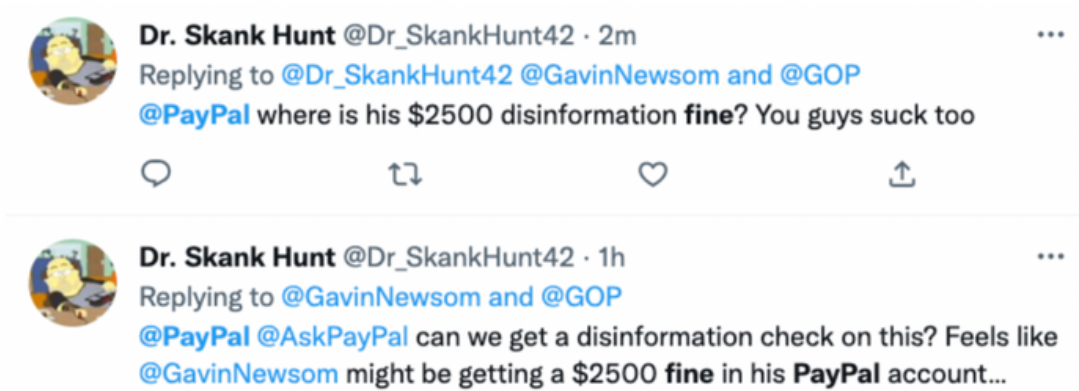
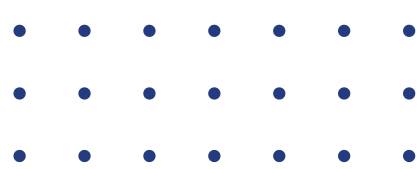


Fig.18 User's sentiments on PayPal on Nov. 8, 2022

Societal Impact

The case may have societal implications regarding free speech and an organization's ability to restrict it on its platforms. PayPal's policies have received greater scrutiny in the U.S. and the U.K. In the U.S., House Republicans launched an inquiry into the brand due to its inconsistent business practices. House Republicans do not believe the company published the AUP update in error and are concerned about potential free speech restrictions (Harper, 2022). Valerie Hudson, a political science professor at Texas A&M University, said that although PayPal retracted its misinformation fine, "the threat to free speech from the cancellation of financial services to dissident voices is clear" (Hudson, 2022). In the U.K., the controversy has led to lobbying efforts by the Free Speech Union to prevent organizations like PayPal from discriminating against their customers' political beliefs (Young, 2022). Both instances involve concerns about any company's ability to police and reprimand users for their beliefs.

According to Ben Moist, North America director at market research company Ipsos, combatting misinformation is difficult when compounded with protecting freedom of speech. The task becomes even more challenging "given how political polarization drives different views of what constitutes harmful misinformation in the first place" (Moist, 2022). Moist draws a distinction regarding the role each company should play in combating misinformation. Businesses that contribute to the spread of information, like social media platforms, must take a more active role in eliminating misinformation.



On the other hand, companies that are not necessarily implicated in the spread of information, like PayPal, should focus on growing trust and protecting themselves against misinformation. After all, "the risk of experiencing a negative impact from misinformation is linked to how predisposed people are to believe negative stories about that business as opposed to giving them the benefit of the doubt" (Moist, 2022). The effects of PayPal's 'self-inflicted' misinformation can be seen as its inconsistent policy impacted customer trust and resulted in users doubling down on their stance against the brand, as discussed on page 9.

Fighting misinformation is a "multipronged process" that requires tactical steps, and the steps "may be more successful if organizations also engage at the strategic level to engender trust among their constituencies" (Harvard Business Review Analytic Services, 2022). For businesses like PayPal, it might be more beneficial to combat misinformation by fostering trust among their stakeholders as it is "perhaps the most powerful tool organizations have to ward off the ill effects of mis- and disinformation" (Harvard Business Review Analytic Services, 2022). According to Stephen M. R. Covey, co-founder of CoveyLink and of the FranklinCovey Global Speed of Trust Practice, "In a low-trust world, we have to become more intentional and more deliberate, declare our intent, and then do what we say we're going to do. These are universal principles. We need to apply them to a new, changing world" (Harvard Business Review Analytic Services, 2022).

Other experts believe that PayPal's case may raise human rights concerns. As Hudson noted in The Deseret op-ed, "this is a foundational human rights issue for our times" because "what views an American citizen holds are irrelevant to the necessity of using the financial system to secure food and housing to sustain life" (Hudson, 2022). So, as "assurance that one's financial existence cannot be erased for wrongthink is essential for a functioning democracy," legislation like the proposed Fair Access to Banking Act is needed and "in light of PayPal's antics ... should be strengthened and prioritized" (Hudson, 2022).

Investing in the Future

Lessons Learned

On Oct. 29, 2022, PayPal released a new AUP update that does not mention the \$2,500 violation fine. Instead, the text references PayPal's User Agreement. The clause reads: "You are independently responsible for complying with all applicable laws in all of your actions related to your use of PayPal's services, regardless of the purpose of the use. In addition, you must adhere to the terms of this Acceptable Use Policy. Violation of this Acceptable Use Policy constitutes a violation of the PayPal User Agreement" (Acceptable Use Policy, n.d.).

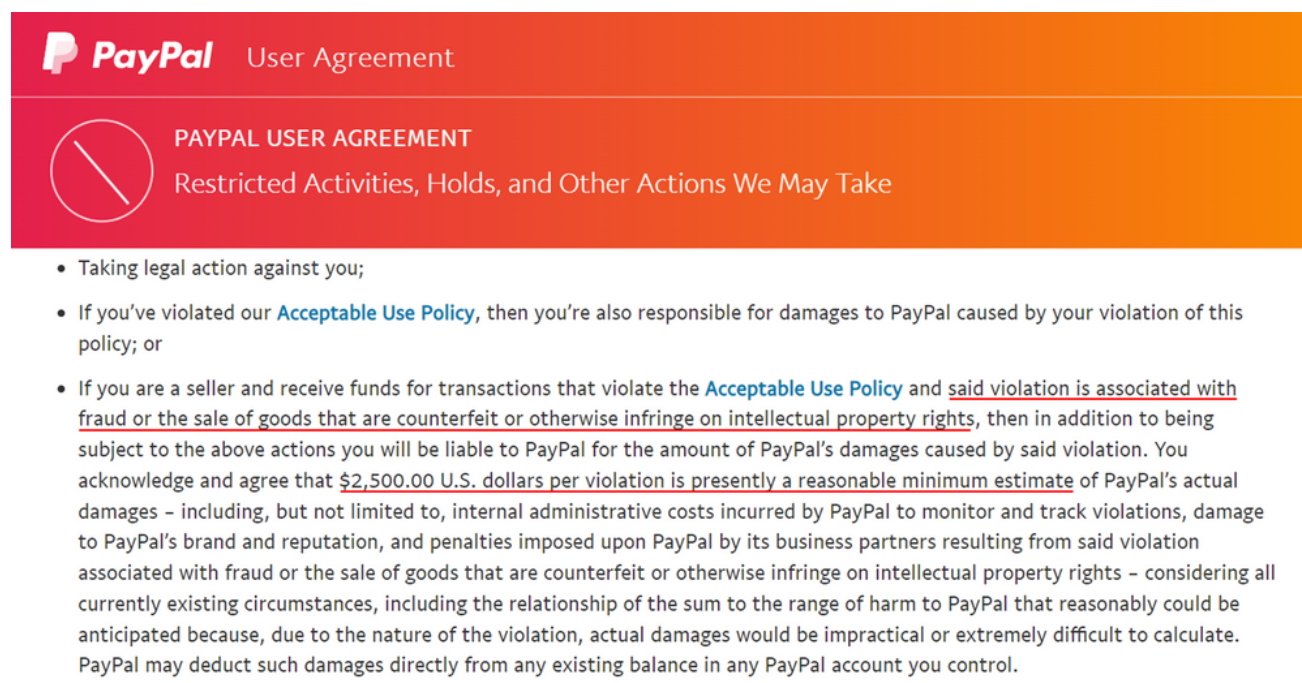


Fig. 19 PayPal's updated User Agreement

PayPal's User Agreement was updated on Nov. 7, 2022, with a scope reduction to the \$2,500 fine (Fig. 19). Although the company did not officially acknowledge the negative reactions to the short-lived AUP update and associated fine, the recent changes introduced to its policies directly relate to the demands put forth by politicians and customers.



From a company standpoint, this case demonstrated the importance of listening to stakeholders and living up to established corporate values. PayPal failed to engage with stakeholders while revising its policies, which had an impact on public perception and trust.

The 2021 Edelman Trust Barometer study notes that "trust remains the most important currency in lasting relationships between the four institutions studied and their various stakeholders" (Edelman, 2021). In 2022, 61% of the individuals surveyed deemed business as the most trusted institution, ahead of NGOs (59%), government (52%) and the media (50%) (Edelman, 2022). Research suggests that businesses can play a pivotal role in "breaking the cycle of distrust" because "across every single issue, by a huge margin, people want more business engagement, not less" (Edelman, 2022). However, in breaking the cycle of distrust, "trustworthy, consistent and fact-based information" is crucial (Edelman, 2022). Although PayPal acknowledged the error and distanced the fine from the AUP, critics continued to believe that "the company quietly went ahead with the controversial misinformation ban anyway" (Terr, 2022).

PayPal's commitment to trust, as expressed by Schulman, was contradicted by the company's inconsistent application of its policies. According to Karen Freberg, a strategic communications professor at the University of Louisville, such an inconsistency is what "gets brand into trouble in terms of their trust and overall relationship with audiences and customers" (Clark, 2022). PayPal's AUP controversy alongside the alleged restrictions of free speech may impact the scope of the company's future consumer policies as scholars like Hudson and activists like Young call for government intervention.

References

- Acceptable Use Policy.* (n.d.). PayPal.
<https://www.paypal.com/sb/webapps/mpp/ua/acceptableuse-full>
- Bambrough, B. (2022, October 12). 'get your money out right now'-elon musk and PayPal Mafia lead 'insanity' backlash against shock blunder that's the 'best thing' to ever happen to bitcoin and crypto. *Forbes*. Retrieved October 24, 2022, from
<https://www.forbes.com/sites/billybambrough/2022/10/09/get-your-money-out-right-now-elon-musk-leads-insanity-backlash-against-shock-paypal-blunder-thats-the-best-thing-to-ever-happen-to-bitcoin-and-crypto/?sh=6fb1a9d9470a>
- Barr-Watson, P. (2022, September 27). *PayPal backs down*. *The Spectator*.
<https://www.spectator.co.uk/article/paypal-has-restored-my-accounts/>
- Bary, E. (2022, November 1). PayPal's 'Once beloved story' is 'back in vogue' despite some noise. *MarketWatch*. Retrieved January 10, 2023, from
<https://www.marketwatch.com/story/paypals-once-beloved-story-is-back-in-vogue-despite-some-noise-11667322039>
- Bary, E. (2022, November 3). PayPal earnings forecast heads higher, but revenue outlook sends the stock lower yet again. *MarketWatch*. Retrieved January 10, 2023, from
<https://www.marketwatch.com/story/paypal-earnings-forecast-heads-higher-but-the-stock-is-heading-lower-yet-again-11667506936>
- Bary, E. (2022, October 12). 'delete PayPal' controversy unlikely to have 'any noticeable impact' on PayPal's reported users, analyst says. *MarketWatch*. Retrieved October 26, 2022, from
<https://www.marketwatch.com/story/delete-paypal-controversy-unlikely-to-have-any-noticeable-impact-on-paypals-reported-users-analyst-says-11665589807>
- Beal, J. (2022, September 22). *PayPal Free Speech Union accounts shut over Covid 'misinformation.'* *News | the Times*.
<https://www.thetimes.co.uk/article/paypal-free-speech-union-accounts-shut-over-covid-misinformation-90bzf2b2g>
- Becker, K. (2022, October 8). *User criticizing PayPal's response*. *Twitter*. Retrieved January 12, 2023, from
https://twitter.com/kystenabecker/status/1578899815186173952?s=46&t=jMtaPiA_-ZIEO2970s910A

References

- Carr, B. (2022, October 8). *FCC Commissioner Brendan Carr denounced the policy change*. Twitter. Retrieved January 12, 2023, from <https://twitter.com/BrendanCarrFCC/status/1578811099679698944>
- Chicks On The Right. (2022, October 10). *Great... now PayPal is trying to be the misinformation police*. Facebook. Retrieved October 20, 2022, from <https://www.facebook.com/reel/1070941210277061/>
- Clarence-Smith, L. (2022, September 20). *PayPal shuts down accounts of Free Speech Union*. The Telegraph. <https://www.telegraph.co.uk/news/2022/09/20/paypal-shuts-accounts-free-speech-union/>
- Clark, D. (2022, October 14). *Sen. Scott expresses PayPal policy concerns*. Financial Regulation News. Retrieved October 24, 2022, from <https://financialregnews.com/sen-scott-expresses-paypal-policy-concerns/>
- Clark, K. (2022, September 23). *PayPal boots accounts based on its beliefs: Pr Pros on the impact to its brand reputation*. The Drum. Retrieved January 10, 2023, from <https://www.thedrum.com/news/2022/09/22/paypal-boots-accounts-based-its-beliefs-pr-pros-the-impact-its-brand-reputation>
- Dahir, A. L. (2022, July 21). *M-Pesa and PayPal are partnering to boost e-commerce in Kenya*. Quartz. <https://qz.com/africa/1247879/safaricom-m-pesa-and-paypal-deal-to-boost-kenya-e-commerce>
- Dr_ShankHunk42. (2022, November 8). *User's sentiments on PayPal on Nov. 8, 2022*. Twitter. Retrieved January 12, 2023, from https://twitter.com/drtradenerd/status/1590167210328481792?s=46&t=jMtaPiA_-ZIEO2970s910A
- Dr_TradeHunk42. (2022, November 8). *User's sentiments on PayPal on Nov. 8, 2022*. Twitter. Retrieved January 12, 2023, from https://twitter.com/drtradenerd/status/1590187736975446016?s=46&t=jMtaPiA_-ZIEO2970s910A
- Edelman. (2021). 2021 Edelman Trust Barometer. Edelman. Retrieved January 11, 2023, from <https://www.edelman.com/trust/2021-trust-barometer>
- Edelman. (2022). 2022 Edelman Trust Barometer. Edelman. Retrieved January 11, 2023, from <https://www.edelman.com/trust/2022-trust-barometer>

References

- Edelman. (2022). The Trust 10 . Edelman. Retrieved January 11, 2023, from https://www.edelman.com/sites/g/files/aatuss191/files/2022-01/Trust%2022_Top10.pdf
- Elsworthy, E. (2022, October 10). "insanity": PayPal reneges on US\$2500 fine for users spreading misinformation. SmartCompany. Retrieved October 24, 2022, from <https://www.smartcompany.com.au/finance/paypal-elon-musk-misinformation-fines/>
- Emmer, top financial services, Energy & Commerce Republicans seek answers regarding PayPal's anti-free speech policy. Congressman Tom Emmer. (2022, October 18). Retrieved November 1, 2022, from <https://emmer.house.gov/2022/10/emmer-top-financial-services-energy-commerce-republicans-seek-answers-regarding-paypal-s-anti-free-speech-policy>
- Emmer, T. (2022, October 27). Tom Emmer requested an official response by PayPal . Twitter. Retrieved January 12, 2023, from <https://twitter.com/RepTomEmmer/status/1585664405848612864>
- Forbes. (n.d.). PayPal | PYPL Stock Price, company Overview & News. Forbes. Retrieved November 15, 2022, from <https://www.forbes.com/companies/paypal/?sh=f695e2a6f44a>
- Goldsberry, J. (2022, October 9). PayPal claims policy of \$2,500 'misinformation' fines was posted in error. Washington Examiner. Retrieved October 24, 2022, from <https://www.washingtonexaminer.com/news/paypal-misinformation-fines-error>
- Google Finance. (2022). PayPal Holdings Inc (PYPL) stock price & news. Google Finance. Retrieved October 25, 2022, from <https://www.google.com/finance/quote/PYPL:NASDAQ?window=1M>
- Harper , C. (2022, October 19). PayPal Faces House Inquiry after \$2,500 'misinformation' fine controversy. The Center Square. Retrieved October 26, 2022, from Sen. Tim Scott sends an open letter to CEO Dan Schulman questioning PayPal's policies
- Harvard Business Review Analytic Services. (2022, April 20). Building Trust to Combat the Spread of Misinformation about Corporations. Harvard Business Review. Retrieved January 11, 2023, from <https://hbr.org/resources/pdfs/comm/boston%20university/BuildingTrusttoCombattheSpreadofMisinformationaboutCorporations.pdf>

References

- Hudson, V. (2022, October 11). Perspective: PayPal's antics show why we need the Fair Access to Banking Act. Deseret News. Retrieved January 10, 2023, from <https://www.deseret.com/2022/10/10/23396497/paypal-fair-access-to-banking-act-elon-musk-santa-clara-principles>
- Jones, D. (2022, October 11). *PayPal: 'misinformation' policy to fine customers was published in 'error'*. KSBY News. Retrieved October 24, 2022, from <https://www.ksby.com/news/national/paypal-misinformation-policy-to-fine-customers-was-published-in-error>
- Kirkland, R. (2022, January 21). *The thing that separates Good Companies from great ones: Trust*. World Economic Forum. Retrieved October 24, 2022, from <https://www.weforum.org/agenda/2022/01/business-trust-edelman-interview/>
- Lahren, T. (2022, October 13). *#DeletePayPal*. Fox News. Retrieved October 24, 2022, from <https://radio.foxnews.com/2022/10/13/deletepaypal/>
- Lyons, I. (2022, September 21). *Three accounts set up by Toby Young are cut off by US giant for breaking "acceptable use policy."* Mail Online. <https://www.dailymail.co.uk/news/article-11236623/Three-accounts-set-Toby-Young-cut-giant-breaking-acceptable-use-policy.html>
- Livy Investment Research. (2022, October 11). *How much will the "misinformation clause" error cost PayPal? (NASDAQ:PYPL)*. SeekingAlpha. Retrieved October 24, 2022, from <https://seekingalpha.com/article/4545905-how-much-will-the-misinformation-clause-error-cost-paypal>
- Marek, L. (2022, October 20). *PayPal user policy sparks Republican ire*. Payments Dive. Retrieved November 1, 2022, from <https://www.paymentsdive.com/news/paypal-payments-user-policy-congress-republican-backlash/634543/>
- Marcus, D. (2022, October 8). *Former PayPal President criticizing the company*. Twitter. Retrieved January 12, 2023, from <https://twitter.com/davidmarcus/status/1578795041719750663>
- Mason, E. (2022, October 29). *After PayPal revokes controversial misinformation policy, major concerns remain over \$2,500 fine*. Forbes. Retrieved November 1, 2022, from <https://www.forbes.com/sites/emilymason/2022/10/27/after-paypal-revokes-controversial-misinformation-policy-major-concerns-remain-over-2500-fine/?sh=328aab4930c4>

References

- Masnick, M. (2022, October 11). *Everyone seems to be getting the story about PayPal and its supposed \$2,500 fines for Misinfo wrong*. Techdirt. Retrieved October 24, 2022, from <https://www.techdirt.com/2022/10/11/everyone-seems-to-be-getting-the-story-about-paypal-and-its-supposed-2500-fines-for-misinfo-wrong/>
- Moist, B. (2022, July 18). Why all companies need to care about misinformation | Ipsos. Ipsos. Retrieved January 11, 2023, from <https://www.ipsos.com/en-us/knowledge/society/Why-All-Companies-Need-To-Care-About-Misinformation>
- Money From People for Promoting "Misinformation."* www.theepochtimes.com. https://www.theepochtimes.com/paypal-reverses-course-says-company-will-not-seize-money-for-promoting-misinformation_4783827.html
- Nunn, L. (2021, December 3). *Leading the Response: Partnering with PayPal to Support Women Entrepreneurs Through COVID-19*. Cherie Blair Foundation for Women. <https://cherieblairfoundation.org/news-list/paypal-partnership-growth/>
- O'Connell, B. (2020, January 2). *History of PayPal: Timeline and Facts*. TheStreet. <https://www.thestreet.com/technology/history-of-paypal-15062744>
- Parashar, A. (2022, September 22). *Now PayPal cancels account of parents group that fought to keep schools open during Covid, MPs hear*. Mail Online. <https://www.dailymail.co.uk/news/article-11239733/Now-PayPal-cancels-account-parents-group-fought-schools-open-Covid-MPs-hear.html>
- PayPal's Acceptable Use Policy (Archive)*. (2022, October 8). Internet Archive Wayback Machine. <https://web.archive.org/web/20221008011421/https://www.paypalobjects.com/marketing/ua/pdf/US/en/acceptableuse-full-110322.pdf>
- PayPal's Acceptable Use Policy (Archive)*. (2022, October 8). Internet Archive Wayback Machine. <https://web.archive.org/web/20221008011421/https://www.paypalobjects.com/marketing/ua/pdf/US/en/acceptableuse-full-110322.pdf>
- Person. (2022, October 10). *PayPal says policy to fine customers for 'misinformation' was an 'error'*. Reuters. Retrieved November 1, 2022, from <https://www.reuters.com/business/finance/paypal-says-it-never-intended-fine-users-misinformation-bloomberg-news-2022-10-10/>

References

- Pesce, N. L., & Bary, E. (2022, October 10). *'delete PayPal' searches spike after \$2,500 misinformation fine controversy*. MarketWatch. Retrieved October 24, 2022, from <https://www.marketwatch.com/story/delete-paypal-searches-spike-after-2-500-misinformation-fine-controversy-11665427396>
- Pérez Pintado, A. (2022, October 13). *PayPal controversy: App Backtracks on new policy to fine \$2500 for misinformation*. USA Today. Retrieved October 24, 2022, from <https://www.usatoday.com/story/money/2022/10/13/paypal-misinformation-policy-sparks-backlash-many-users-delete-app/10486413002/>
- Pushaw , C. (2022, October 8). *Christina Pushaw calling out PayPal*. Twitter. Retrieved January 12, 2023, from https://twitter.com/christinapushaw/status/1578905200160813058?s=46&t=jMtaPiA_-ZIEO2970s910A
- Reuters Fact Check. (2022, October 11). *Fact check-confusion on social media as PayPal says policy to fine customers \$2,500 in damages for 'misinformation' was issued in error*. Reuters. Retrieved November 1, 2022, from <https://www.reuters.com/article/factcheck-paypal-misinformation-fine/fact-check-confusion-on-social-media-as-paypal-says-policy-to-fine-customers-2500-in-damages-for-misinformation-was-issued-in-error-idUSL1N31C27R>
- Sacks, D. (2022, October 10). *David Sacks questioning PayPal's credibility*. Twitter. Retrieved January 12, 2023, from <https://twitter.com/DavidSacks/status/1579665824755089409>
- Sacks, D. (2022, October 10). *David Sacks questioning PayPal's credibility*. Twitter. Retrieved January 12, 2023, from <https://twitter.com/DavidSacks/status/1579665824755089409>
- Simply Wall St. (2022, October 10.). *The one-year loss for PayPal Holdings (NASDAQ:PYPL) shareholders likely driven by its shrinking earnings*. Yahoo! Finance. Retrieved October 26, 2022, from https://finance.yahoo.com/news/one-loss-paypal-holdings-nasdaq-120128239.html?guccounter=1&guce_referrer=aHR0cHM6Ly93d3cuZ29vZ2xlLmNvbS8&guce_referrer_sig=AQAAADe3nh4Ma3ZZ3Vsx15s2LP4YtK_ZgRNxo6dwV2Lf8Ypj7Yq8LIG9E3_TV_z3tdr8JZRiTTBt2-zbl-9p4pBwf2FH6f0AsbY_KOE-DJAYjJEyg08dRkcoWgLd-QjIAIByl7F0xdxGj6Qv_O9wnaQ9--GGXzy23bvtedtiLWceliqb

References

Stieber, Z. (2022, October 8). *PayPal Reverses Course, Says Company Will Not Seize Money From People for Promoting "Misinformation."* *www.theepochtimes.com*. https://www.theepochtimes.com/paypal-reverses-course-says-company-will-not-seize-money-for-promoting-misinformation_4783827.html

Tillis leads letter seeking answers on changed PayPal policy to financially punish customers over 'misinformation'. Thom Tillis, U.S. Senator for North Carolina. (2022, October 19). Retrieved November 1, 2022, from <https://www.tillis.senate.gov/2022/10/tillis-leads-letter-seeking-answers-on-changed-paypal-policy-to-financially-punish-customers-over-misinformation>

Terr, A. (2022, October 28). *Did PayPal quietly bring back its financial penalty for spreading 'misinformation'?* *The Foundation for Individual Rights and Expression*. Retrieved January 11, 2023, from <https://www.thefire.org/news/did-paypal-quietly-bring-back-its-financial-penalty-spreading-misinformation>

Terr, A. (2022, September 30). *PayPal is no pal to free expression.* *The Foundation for Individual Rights and Expression*. Retrieved January 11, 2023, from <https://www.thefire.org/news/paypal-no-pal-free-expression>

theMFMF, theM. F. M. F. (2022, October 10). *User showing PayPal account deletion on Twitter.* *Twitter*. Retrieved January 12, 2023, from https://twitter.com/themfmf/status/1579625523973869570?s=46&t=jMtaPiA_-ZIEO2970s910A

Values in Action - Advancing Social Justice. (n.d.). PayPal. Retrieved November 2, 2022, from <https://about.pypl.com/values-in-action/advancing-social-justice/default.aspx>

Values in Action - Empowering Small Businesses. (n.d.). PayPal. Retrieved November 1, 2022, from <https://about.pypl.com/values-in-action/empowering-small-businesses/default.aspx>

Values in Action - Promoting Financial Health. (n.d.). PayPal. Retrieved November 1, 2022, from <https://about.pypl.com/values-in-action/improving-financial-health/default.aspx>

Who We Are - History & Facts. (n.d.). PayPal. Retrieved October 30, 2022, from <https://about.pypl.com/who-we-are/history-and-facts/default.aspx>

References



- Who We Are - Mission, Vision, & Values.* (n.d.). PayPal. Retrieved November 1, 2022, from <https://about.pypl.com/who-we-are/mission-vision-values/default.aspx>
- Young, T. (2022, October 15). *Will I be PayPal's downfall?* The Spectator. Retrieved October 24, 2022, from <https://www.spectator.co.uk/article/will-i-be-PayPals-downfall>
- Young, T. (2022, October 18). *Toby Young: My battle with PayPal.* The Pavlovic Today. Retrieved October 24, 2022, from <https://thepavlovictoday.com/toby-young-my-battle-with-paypal/>
- Zeisloft, B. (2022, October 21). *New PayPal Policy Lets Company Pull \$2,500 From Users' Accounts If They Promote 'Misinformation.'* The Daily Wire.