

**THE ROLE OF CUSTOMER BRAND COMMITMENT IN THE
EFFECTIVENESS OF CRISIS RESPONSE STRATEGIES IN SOCIAL MEDIA:
REVIEW OF EMPIRICAL EVIDENCE**

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ABSTRACT

In this paper, we review the influence of crisis response strategies in social media on attitude recovery in relation to customer brand commitment. We extend the situational crisis communication theory and the social-mediated crisis communication model to include the role of audience characteristics (i.e., customer brand commitment). The effects of crisis response strategies (i.e., defensive, accommodative) and electronic word of mouth antecedents are discussed because source factors, message factors, and audience factors lead to attitude recovery. We also introduce a framework of the impacts of brand crisis response strategies on customer attitude recovery after exposure to negative word of mouth and response strategies in social media.

Keywords: crisis response strategy, consumer brand commitment, social media, brand communication, attitude recovery

INTRODUCTION

The influence of social media on each brand is diverse (Gensler, Völckner, Liu-Thompkins, & Wiertz, 2013); thus, a crisis response strategy, whether proactive or reactive, is required to manage the brand reputation. Social media applications such as blogs, forums and discussion boards, product reviews, social networks, and video and photo sharing are employed to facilitate online communication (Hoffman & Fodor, 2010). This study reviews the empirical evidence on the effectiveness of crisis response strategies in social media after a customer receives negative information about the brand from an online platform, also called negative electronic word of mouth (eWOM). Litvin, Goldsmith, and Pan (2008, p. 461) based their definition of eWOM on Westbrook (1987) and defined it as “all informal communications directed at consumers through Internet-based technology related to the usage or characteristics of particular goods and services, or their sellers.” Thus, eWOM can be generated from consumer experience or the brand organization. Brands may use social media applications as tools to generate brand awareness, brand engagement, and word of mouth (Hoffman & Fodor, 2010). Planned communication, particularly advertising in social media, has been explored extensively (Knoll, 2015), but studies on crisis communication in social media are limited. Effective crisis communication in social media can boost and recover consumer attitude toward the

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brand. Hence, insightful consumer evaluation of crisis communication via social media can enhance the effectiveness of the brand's response to the situation.

Consumers also use social media applications as online communication tools to forward positive, negative, or neutral responses to brand information to others. Online consumers are more active and involved in spreading marketing information (J. Brown, Broderick, & Lee, 2007). Hence, online consumers can manipulate the brand and challenge the brand to protect its reputation (Gensler et al., 2013). The fast circulation of information over social media puts pressure on companies to perform quick remedies for issues occurring both offline and online..

According to situational crisis communication theory (SCCT) (Coombs, 2007; Coombs & Holladay, 2002), severity, crisis responsibility, performance history, and crisis response strategies have an impact on the organization's reputation. Thus, crisis response strategies, including defensive and accommodative responses, have been widely studied in various dimensions. However, one of the challenges in investigating the effectiveness of crisis response strategies is the role of the customers, particularly their level of brand commitment.

In this paper, we address the role of consumer brand commitment in attitude recovery in response to crisis response strategies in social media, since audience factors are important antecedents in processing information that leads to attitude change. We conduct a review of academic journal articles published from 2006 to 2015 relating to eWOM, brand commitment, and crisis response strategies. We propose a framework that contributes to the social-mediated crisis communication (SMCC) model (Liu, Jin, Briones, & Kuch, 2012) and SCCT by applying crisis response strategies according to the customer's level of brand commitment. We extend the SMCC model to include the roles of and relationships between influential social media creators, blog/social media followers, and the organization. We integrate other eWOM antecedents (consumers' role in eWOM, social hubs, social ties, source credibility, and message consensus) into the proposed framework.

THEORETICAL FRAMEWORK

Diffusion of Negative Electronic Word of Mouth and Response Strategy Communication

Previous studies have applied the network diffusion model to investigate the dynamics of eWOM that is dispersed among receivers and senders in a social network. The model asserts that each individual inactive node (i.e., not an adopter of eWOM; ego) has a tendency to become active (i.e., adopter of eWOM; alter) as more of its neighbors become more active (Kempe, Kleinberg, & Tardos, 2003). Hence, social influence or contagion may occur when an ego adapts his or her behavior, attitude, or belief to those of others, including alter in the social network (Leenders, 2002). A bad experience induces customers to tell others regarding service failure more than a good experience induces them to tell others about good service (Hart, Heskett, & Sasser Jr, 1989). Thus, the company should respond to control negative word of mouth.

Online Crisis Response Strategies and Service Recovery

Service failure that leads to a brand crisis can damage stakeholders physically, emotionally, and/or financially (Coombs, 2007). A crisis is an unexpected event that causes a threat to the organization's reputation, since it gives customers motive to have negative thoughts about the organization (Coombs, 2007). Hence, service recovery must be performed when service failures occur. Compensation, recovery speed, and apology lead to recovery satisfaction (Wirtz & Mattila, 2004). Effective service recoveries can boost consumer satisfaction, purchase intent, and positive word of mouth (Maxham, 2001). However, negative eWOM regarding service failure may affect the brand's reputation. Thus, the communication strategy between the service brand and the consumers is crucial. SCCT (Coombs, 2007; Coombs & Holladay, 2002) can be applied in such situations. The theory identifies three types of crises: (1) the organization is the victim, (2) accidental, and (3) preventable. It suggests that severity, crisis responsibility, performance history, and crisis response strategies affect the organization's reputation. Coombs (1998) stated that response strategies range from defensive to accommodative.

Social media has an undeniable impact on strategic brand management. Thus, the blog-mediated crisis communication model (BMCC) (Jin & Liu, 2010) and the SMCC model (Liu et al., 2012) were developed accordingly. The BMCC and SMCC models assert the influence of online and offline word of mouth among influential social media creators, blog/social media followers, and the organization. The SMCC model extends the BMCC model to other online platforms and is not limited to blogs; hence, it covers a broader perspective in social media. The SMCC model identifies the actors involved in the network of crisis communication (influential social media creators, social media followers, and the organization) as well as the role of social media and traditional media.

The current study proposes a framework of attitude recovery in extending the SMCC model, as illustrated in Figure 1. We focus on the characteristics of consumers or social media followers and their relationships with social media influencers and the organization, which influence attitude recovery. This enhances the SMCC model, which only focuses on the roles of social media influencers and crisis managers of the organization. The framework proposes eWOM antecedents that influence consumer brand evaluation (brand attitude) at t_1 ; these include consumers' eWOM role, social hubs, social ties, source credibility, message consensus, and consumers' level of brand commitment, as suggested by previous research (Chang & Wu, 2014). We further anticipated that consumer brand attitude may change when consumers evaluate crisis response strategies at t_2 . Still, the level of consumer brand commitment, eWOM antecedents, and crisis response strategies may influence attitude recovery.

RESEARCH METHODS

To enhance the understanding of crisis response strategies in social media as well as the role of consumer characteristics and eWOM antecedents relating to the brand, we conducted a review of empirical evidence published in peer-reviewed academic journals from 2006 to 2015. Based on Knoll (2015) review of advertising in social media, we searched titles, abstracts, and subjects for the terms "social media," "electronic word of

mouth,” and “negative electronic word of mouth” to ensure that the articles contained references to social media. The search terms also included “crisis response strategy,” “brand response,” “brand commitment,” and “consumer commitment”. The search was limited to articles that provided empirical evidence relating to crisis response strategies and brand commitment in social media.

RESULTS AND ANALYSIS

We identified 32 articles published from 2006 to 2015 and grouped them into three main areas of investigation: (1) crisis response strategies in social media, (2) crisis response strategies and information source, and (3) crisis response strategies and consumer characteristics, as illustrated in Table 1. In this section, we also introduce propositions relating to the information source and consumer characteristics.

Crisis Response Strategies in Social Media

Social media followers play a vital role in the SMCC model. Brands employ a crisis response strategy as persuasive communication to consumers, with the aim of recovering attitudes toward the brand after exposure to information regarding service failure. Hence, examining consumers’ evaluation of eWOM and of the brand’s crisis response strategy would allow the company to respond to the situation properly.

Previous research has investigated the impact of form, source, and crisis origin on the consumers’ evaluation of an organization’s crisis response strategies. For instance, an internal crisis origin induces stronger crisis emotions and anticipation of more accommodative organizational crisis responses, while the public tends to accept defensive response strategies when the crisis origin is external (Jin, Liu, & Austin, 2011). The influence of social media creators has also been examined in the context of bloggers as opinion leaders and trustworthy sources on brand attitudes (Chu & Kamal, 2008). Hence, response strategies should be aligned with the characteristics of the information source and crisis origin.

Perceived justice (i.e., distributive justice, procedural justice, and interactional justice) has also been studied extensively in the service recovery context. For example, procedural justice has a positive effect on repatronage intentions, while distributive justice has a positive effect on positive word of mouth (Fan, Wu, & Wu, 2010) and repurchases intentions (Lin, Wang, & Chang, 2011). In addition, interactional justice has a negative effect on negative word of mouth (Lin et al., 2011), increases post-recovery satisfaction (Kuo & Wu, 2012), and has a positive influence on post-recovery loyalty (Yeoh, Woolford, Eshghi, & Butaney, 2015).

Crisis Response Strategies and Consumer Characteristics

Consumer Brand Commitment

Research has reviewed the influence of consumer brand commitment on processing negative information and crisis response strategies. Commitment is defined as the customer’s psychological attachment, loyalty, concern for future welfare, identification, and pride in being associated with the organization (Garbarino & Johnson, 1999). An

understanding of the role of customer brand commitment in processing information can be used to predict customer behavioral intentions (Garbarino & Johnson, 1999), particularly, when brand is in crisis and attempt to communicate to consumers to regain trust. Persuasive communication related to the level of cognition has been widely explored in the context of word of mouth. Most previous studies employed the elaborative likelihood model to explain the role of cognitive in evaluating information.

Petty and Cacioppo (1986) proposed this model to organize, categorize, and understand the underlying process of effective persuasive communication. They identified two distinct routes of persuasion: the central route (i.e., a thoughtful consideration of presented information) and the peripheral route (i.e., a simple cue in a persuasion context, including an attractive source). As elaborative likelihood is reduced, the peripheral cue intensifies its effect on a recipient's attitude. Petty and Cacioppo also confirmed that, compared with attitudes originating from the peripheral route, attitudes originating from the central route tend to be unaffected by counterpropaganda. Thus, high-commitment consumers tend to engage in counterarguments with negative information (Ahluwalia, Burnkrant, & Unnava, 2000). They refute messages or negative information by identifying the effects of negative information on the target attribute while mitigating its spillover to other attributes (Ahluwalia, Unnava, & Burnkrant, 2001)

Product involvement and disconfirmation theory have also been adopted to examine the role of brand commitment. Warrington and Shim (2000) suggested that market sources and personal sources are important for high-involvement products among consumers with strong brand commitment. In low-involvement products, market sources have the least influence on consumers with strong brand commitment, and personal sources have the least influence on consumers with weak brand commitment. Thus, bloggers may have more influence on weak-commitment consumers.

Crisis responses intend to induce positive attitudes toward the brand. Ahluwalia et al. (2000) examined the effects of two types of crisis responses on brand attitude among high-commitment and low-commitment consumers. They found that high-commitment consumers are influenced by the diagnosticity response strategy (i.e., reduced discrimination toward other brands) more than the counterargue response strategy (i.e., reliability of information, while the reverse is true for low-commitment consumers. This effect is due to information processing of replicated information even though high-commitment consumers tend to counterargue with negative information. The current paper extends the investigation of Ahluwalia et al. (2000) on the role of brand commitment to the context of social media, based on the categorization of brand response strategies by Jin et al. (2011). Therefore, we propose the following:

Proposition 1: High-commitment customers prefer defensive responses more than accommodative responses when the crisis origin is external.

Proposition 2: Low-commitment customers prefer accommodative rather than defensive responses when the crisis origin is external.

Consumer eWOM Engagement and Roles

Social media consumers tend to have diverse levels of engagement in eWOM. Consumers' different roles in social media may depend on their personality and motives to engage in eWOM. Users who usually read and post comments are referred to as "posters," while those who only read comments without posting are referred to as "lurkers" (Bartikowski & Walsh, 2014). When posters and lurkers engage in eWOM, posters have more self-representation motives, whereas lurkers have more information-gathering motives (Bartikowski & Walsh, 2014). Hence, consumer product reviews affect brand-related attitudes of posters more strongly than those of lurkers (Bartikowski & Walsh, 2014). In the SMCC model, influential social media creators are considered posters.

Users may also play the role of market influencers or market mavens, who possess information on various kinds of products, places to shop, and other facets of markets; they also initiate discussions with consumers and respond to requests from consumers for market information (Feick & Price, 1987). Product reviewers or bloggers are examples of this kind of user. In the SMCC model, the roles of users include social media inactives, social media followers, influential social media creators, and the organization. Bloggers, who are motivated by either self-involvement or issue involvement, tend to neutralize emotion by transmitting the information to others (Jin & Liu, 2010). High-involvement bloggers are motivated to process information and have favorable attitudes toward information on related issues (C.-Y. Huang, Chou, & Lin, 2010), which may include the brand response strategy information. The current paper expects influential social media creators to be more affected by brand information and response strategies than social media followers and social media inactives. Therefore, we propose the following:

Proposition 3: The crisis response strategy information has a stronger effect on influential social media creators' brand attitudes than on social media inactives' and social media followers' brand attitudes.

Social Hubs

The flow of information relating to crisis and brand response strategies in a social network depends on the characteristics of nodes in the network. The terms *social hub* (Kaplan & Haenlein, 2011), *hub* (Hinz, Skiera, Barrot, & Becker, 2011), and *high-degree node* (Leskovec, Adamic, & Huberman, 2007) all refer to an individual with a high number of connections. The current paper uses the term *social hub*. The social hub is one of the most important factors that influence the success of viral marketing (Kaplan & Haenlein, 2011). Hinz et al. (2011) proposed a seeding strategy with three types of people: (1) *hubs*, who are well-connected people with a high number of connections to others (high-degree centrality, high-degree node); (2) *fringes*, who are poorly connected (low-degree centrality, low-degree node); and (3) *bridges*, who connect the two otherwise unconnected parts of the network. They suggested that seeding the message to hubs (high-degree seeding) or bridges (high-betweenness seeding) would generate the highest number of referrals. However, well-connected people do not fully employ their greater reach potential in the marketing setting. Therefore, we propose the following:

Proposition 4: A crisis response strategy that spreads through a social hub has a greater impact on brand attitude than a crisis response that spreads through a non-social hub.

Crisis Response Strategies and Information Source

Social Ties

The pattern of relations among actors (i.e., influential social media creators, social media followers, social media inactives, organization) in the network may affect the effectiveness of crisis response strategy communication in the social network. The network model is a framework that illustrates the relational pattern among actors in the system (Burt, 1980). Previous researches (J. Brown et al., 2007; Goldenberg, Libai, & Muller, 2001; Steffes & Burgee, 2009) has applied the network analysis framework to explore the relational properties (i.e., social ties, homophily) of word of mouth. J. J. Brown and Reingen (1987, p. 354) defined homophily as “the similarity in attributes individuals possess who are in a relation (e.g., same or different social status),” and they defined tie strength as “a relational property that manifests itself in different types of social relations varying in strength (e.g., close friend, acquaintance).” They asserted that the receiver perceives information from strong-tie referral sources as more influential in their decision making than information from weak-tie referral sources. They also suggested that the flow of referral is activated by the intensity of homophily.

Prior research has extended the investigation of social ties and homophily to online word of mouth. For eWOM, the consumer decision-making process is more influenced by information from a homophilous source than by information obtained from a heterophilous source (Steffes & Burgee, 2009). Chu and Kim (2011) also found that tie strength and homophily, are significantly related to opinion-giving behavior.

An example of a homophilous source is an online brand community. Online brand communities initiated by either the company or the consumers are composed of consumers with common themes and goals (Jang, Olfman, Ko, Koh, & Kim, 2008). Active participative belonging has a stronger impact on the level of satisfaction and affective commitment than passive and non-participative belonging (Royo-Vela & Casamassima, 2011). Thus, the information of community members with high homophily may lead to opinion-passing behavior relating to the brand response strategy. Therefore, we propose the following:

Proposition 5: A crisis response strategy from a strong-tie referral source has more influence on high-commitment consumers than communication from a weak-tie referral source.

Proposition 6: A crisis response strategy from a homophilous source (i.e., brand community) has more influence on high-commitment consumers than communication from a heterophilous source.

Source Credibility

J. Brown et al. (2007) claimed that consumers will assess the accuracy of the message in considering its persuasiveness after they are exposed to it. However, knowledge of an individual’s attributes and background is limited in the online environment, and source

credibility can only be evaluated from the impersonal text-based resource exchange delivered by actors in the network. Thus, they confirmed that consumers evaluate the source credibility of both the website and the individual who provides information to the website. Established websites create greater impact than websites that are not well established (C. Park & Lee, 2009). Argument quality also has a greater impact on brand attitudes when perceived blogger trustworthiness is high than when perceived blogger trustworthiness is low (Chu & Kamal, 2008).

Consumers consider a human voice in blogs as more personal, sociable, sensitive, and interactive than a corporate voice; a human voice also motivates participants to engage in word-of-mouth communication more than a corporate voice does (H. Park & Cameron, 2014). Hence, corporate explanations and response strategies are perceived as more appropriate and acceptable when consumers read them on blogs owned by private citizens than on blogs owned by public relations practitioners (H. Park & Cameron, 2014). In a similar vein, Cheong and Morrison (2008) found that consumers trust information provided by other consumers more than information from the company, regardless of whether the information is positive or negative. Thus, consumers may accept a response strategy conveyed by influential media creators in the SMCC model, who are perceived as a third party, more than a response strategy communicated by the organization. They may perceive information from a third party as having higher credibility than information received directly from the organization. Therefore, we propose:

Proposition 7: A crisis response strategy conveyed by a third party produces a greater effect on the brand attitude of low-commitment consumers than a message conveyed via an organization-owned platform.

Message Consensus

Online consensus on brand crisis information affects customer attitude toward the brand. Purnawirawan, Dens, De Pelsmacker, and Kandampully (2015) suggested that no response is required when a minority of reviewers is dissatisfied with the brand. However, the brand should apologize and promise to resolve the problem when reviews are neutral. If most reviewers are dissatisfied, an apology, a promise, and compensation are required. Their findings contrast with those of C. H. Lee and Cranage (2012), who revealed that a defensive response was a more effective strategy than an accommodative response in a low-consensus situation. But both studies confirmed that a defensive response is the least effective strategy in a high-consensus situation.

Negative eWOM relating to a brand crisis produces a greater effect than positive eWOM (C. Park & Lee, 2009). When issue involvement is low; a positive message is more persuasive (Maheswaran & Meyers-Levy, 1990). Thus, crisis information may have less impact on brand evaluation. In contrast, when issue involvement is high, a negative message is more persuasive. A similar result was found for two-sided messages. Under high-involvement conditions, receivers focus on the negativity of the message (Eisend, 2013). They may be suspicious of positive messages, thus increasing the influence of negative messages (Doh & Hwang, 2009). When the proportion of negative information is high, two-sided advertising produces positive effects on brand attitudes and intention. Under low-involvement conditions, the amount of information influence on receiver

attitude and behavioral intentions while the effect of negativity of information is mitigated (Eisend, 2013).

Balanced reviews with positive and negative aspects are perceived to be the most credible. In the study of Ballantine, Au Yeung, Lindgreen, and Lindgreen (2015), negative reviews led to the lowest ratings on brand attitude and purchase intention, while positive reviews led to the highest ratings on these two constructs. Hence, the effect of crisis response strategies on consumer brand evaluation should be investigated further. Therefore, we propose:

Proposition 8: Message consensus on brand crisis has a greater impact on brand attitude among low-commitment consumers than among high-commitment consumers.

CONCLUSION

Appropriate online response strategies could generate positive consumer attitudes toward negative incidents (Y. L. Lee & Song, 2010). Consumer characteristics, particularly the level of brand commitment, could influence the effectiveness of different online response strategies. In addition to the role of consumer brand commitment, social ties, source credibility, message consensus, eWOM roles, and social hubs should be investigated.

This paper discussed the current state of research on crisis response strategies in social media and proposed a framework of attitude recovery that includes the influence of eWOM characteristics and consumer characteristics. We extended the SMCC model by investigating the relationships among actors and eWOM characteristics. Recognizing the impact of eWOM antecedents on attitude recovery can enhance marketers' communication strategies in accordance with the organization's goals in times of crisis.

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2016 Global Marketing Conference at Hong Kong

Table 1. Summary of reviewed articles by area and publication years

Subjects	Measured constructs	Major finding	Related literature
<i>Crisis response strategies in social media</i>			
Crisis Communicative Strategy and Form of Crisis Response	Crisis response (timely response, consistent response, and active response), crisis communicative strategies (denial, diversion, excuse, justification and concession)	Crisis response dominates crisis communicative strategies in predicting trust and commitment.	Y.-H. Huang (2008)
The joint effects of service failure mode, recovery effort, and gender on customers' post recovery satisfaction	Failure type (face-to-face, self-service technology), apology, compensation, gender	For male customers, offering compensation is more effective in increasing post-recovery satisfaction with human rather than self-service technology failures. For female customers, failure type do not effect on post-recovery satisfaction. Offering compensation and an apology was necessary to enhance satisfaction.	Mattila, Cho, and Ro (2009)
The impacts of online retailing service recovery and perceived justice on consumer loyalty	Distributive justice, procedural justice, recovery satisfaction, repatronage intentions, positive/negative word-of-mouth,	Procedural justice has positive effect on repatronage intentions while distributive justice has positive effect on positive word-of-mouth. Distributive justice and procedural justice are not effect on negative word-of-mouth in online retailers.	Fan et al. (2010)
The effects of crisis origin, information form, and source on publics' crisis responses	Form (social media, traditional media, or word-of mouth), source (organization in crisis or third party), crisis origin (internal/external), acceptance of defensive (defensive/evasive), accommodative, crisis emotions	Internal crisis origin induces stronger crisis emotions and anticipation of more accommodative responses. Public expects evasive responses sent by the organization for external crisis origin.	Jin et al. (2011)
The role of crisis type and response strategies	Performance related crisis, values-related crisis, response strategies (denial, reduction-of-offensiveness	For a performance-related crisis, corrective action is the most effective. For a values-related crisis, reduction-of-offensiveness is as effective as	Dutta and Pullig (2011)

2016 Global Marketing Conference at Hong Kong

Subjects	Measured constructs	Major finding	Related literature
	and corrective action)	corrective action. Denial is the least effective response regardless of crisis type.	
Consumer responses to online retailer's service recovery after a service failure	Distributive justice, procedural justice, and interactional justice, customer satisfaction, repurchase intention, and negative word of mouth	Distributive justice, procedural justice, and interactional justice have positive effect on customer satisfaction. Distributive justice has a positive effect on repurchase intention.	Lin et al. (2011)
Crisis response and crisis timing strategies	Crisis timing strategy (ex-ante, ex-post), crisis response strategy (response strategy, objective information only)	Organization should (not) use reputation restoring crisis response strategy when crisis is (not) discovered by the media or other interested parties (and break the news about its own crisis).	Claeys and Cauberghe (2012)
Satisfaction and post-purchase intentions with service recovery of online shopping websites	Post-purchase intentions, post-recovery satisfaction, distributive justice, procedural justice, interactional justice, emotions	Distributive justice increase post-purchase intentions, post-recovery satisfaction, and positive emotions while decreases negative ones. Procedural justice increase post-recovery satisfaction and increases positive emotions while decreases negative ones	Kuo and Wu (2012)
Apology online in the discussion board, Amazon	Reaction to apology, behavioral intention, additional correction	Most posts accept apology and have positive purchase intentions.	Timothy Coombs and Holladay (2012)
Customer engagement behavior and hotel response	Customer engagement (positive/negative), generic response strategy, specific response strategy	Specific management response was rated as more effective than generic response to negative customer engagement.	Wei, Miao, and Huang (2013)
<i>Crisis response strategies and consumer characteristics</i>			
On-line brand community characteristics on community	Community characteristics, satisfaction, loyalty to the community	Information quality and system quality do not impact community commitment while community interaction and the rewards for their activities do.	Jang et al. (2008)

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Subjects	Measured constructs	Major finding	Related literature
commitment and brand loyalty Locus of control Response Crisis type	Crisis type, crisis response, locus of control	Preventable crises and high crisis severity induce negative reputation of the organization. People with an external locus of control prefer the use of deny strategies than people with an internal locus of control	Claeys, Cauberghe, and Vyncke (2010)
The influence of belonging to virtual brand communities on consumers' commitment	VBC belonging, VBC participative belonging, VBC non-participative belonging, satisfaction, affective commitment, positive WOM	Active participative belonging has a stronger impact on the level of satisfaction and affective commitment than passive and non-participative belonging	Royo-Vela and Casamassima (2011)
Effect of companies responses to consumer criticism in social media	Vulnerability/defensiveness in response, brand personality , relationship strength, sincerity, respect, appropriateness,	Defensive reactions are perceived as less inappropriate in consumer with a strong relationship with a brand than those with a weak relationship..	Xia (2013)
Brand followers' retweeting behavior on Twitter	Brand identification, community commitment, twitter usage frequency, brand trust, community membership intention	Brand followers who have close relationships with brands are more likely to retweet brand tweets to their followers than are their counterparts	Kim, Sung, and Kang (2014)
User-generated content behavior of the dissatisfied service customer	Altruism, Vengeance, venting, self-enhancement, economic, extraversion, UGC creation, attitude toward a firm's response	Consumer with higher levels of altruistic and self-enhancement motivations have a positive attitude towards a firm's response while customers with vengeance motivation have a negative attitude towards a firm's response	Presi, Saridakis, and Hartmans (2014)
Customer response to service recovery in online	justice theory elements,consumers' embedded cultural models	Distributive justice has the most significant effect on post-recovery satisfaction. Stronger relational customers tend to have strong loyalty tendencies	Yeoh et al. (2015)

2016 Global Marketing Conference at Hong Kong

Subjects	Measured constructs	Major finding	Related literature
shopping <i>Crisis response strategies and information source</i>		towards the online retailer.	
Service recovery in online service and offline service	Mediums, service types, remedy levels	In low recovery, online customers are more satisfied and have more positive intentions than offline customer. The effect of service recovery via offline media is better than online media.	Harris, Grewal, Mohr, and Bernhardt (2006)
Perceived Justice and Email Service Recovery	distributive justice, procedural justice, and interactional justice, customer satisfaction, repurchase intension, and positive word of mouth	The distributive elements, procedural element, and the interactional element increase positive relationships with customer satisfaction, positive word-of-mouth and repurchase intent.	Neale and Murphy (2007)
Customer reviews reporting service failure and recovery	Trust, character development, detail, superiority, inspire, well written, service failure, service recovery, effective service recovery	Reviews with service recovery attempted are perceived as helpful as reporting service failure with no recovery attempt. Reviews with effective recovery are perceived as more helpful.	Black and Kelley (2009)
The role of consensus and vividness in ewom and response strategies	Consensus, vividness, company evaluation	Opinions from reference groups have more influence on consumers' perception of corporate responsibility than vividness message. Accommodative strategies have stronger impact on company evaluation than other response strategies.	Y. L. Lee and Song (2010).
Crisis information form and source on public acceptance	Traditional media, social media, word of mouth, third party, organization, acceptance, emotional response, defensive, evasive, supportive, accommodative	Public tends to accept defensive, supportive, and evasive crisis responses via traditional media more than via social media and word of mouth. They tend to accept accommodative crisis responses via word of mouth, while they are least likely to accept these responses via traditional media.	Liu, Austin, and Jin (2011)
Response strategy and Messages	Apology, empathy, information, newspaper, Twitter, blogs,	Medium matters more than the message. They prefer newspaper more than Twitter and more than blogs.	Schultz, Utz, and Göritz

2016 Global Marketing Conference at Hong Kong

Subjects	Measured constructs	Major finding	Related literature
Medium	willingness to forward message tell friends, leave message		(2011)
Framing and Counter framing the Issue of Corporate Social Responsibility	Positive identity frames, collective action remediation frames, and positive consequence frames	Nike encounter with negative messages by reframing the debate using series of positive identity frames, collective action remediation frames, and positive consequence frames on the corporate website. It defeat key media actors, the investment community, young consumers, and some activists	Waller and Conaway (2011)
Recalls and Toyota Facebook page in Stewardship Model	Reciprocity, responsibility, reporting and relationship nurturing.	Online engagement in a consumer-driven environment enhance Toyota's capability to rebound from the crisis	Byrd (2012)
The roles of opinion consensus and organizational response strategies	Consensus (high, low), response strategies (no response, defensive, accommodation)	In low consensus, a defensive response is a more effective strategy than an accommodative response while defensive response is the least effective strategy in high consensus.	C. H. Lee and Cranage (2012)
The effects of proactive/ reactive webcare interventions	Webcare (proactive/reactive), brand evaluation, platform (user/brand generated), human voice	Proactive webcare induce positive brand evaluations. However, such an effect is not prevalent in consumer-generated platforms.	van Noort and Willemsen (2012)
The Roles of Conversational Human Voice and Source Credibility in Crisis Communication via Blogs	Tone of voice (human/organizational), source (public relations executive/private citizen), crisis response (defensive/accommodative)	Human voice in blog was more personal, sociable, sensitive, interactive, and motivate participants to engage in WOM communication than corporate voice..	H. Park and Cameron (2014)
An analysis of Instagram images about the 10	Topic, tonality, negative emotion, poster identity, multimedia type, company reply, frequency of likes	Posts by employee generate more comments than those of customers. Ten leading fast food companies did not response to the comments, thus, may impact	Guidry, Messner, Jin, and Medina-

2016 Global Marketing Conference at Hong Kong

Subjects	Measured constructs	Major finding	Related literature
largest fast food companies	and comments	on company reputation	Messner (2015)
Review set balance and appropriate response strategy to negative online reviews	Review balance, managerial response, attitude, patronage intentions, PWOM intentions	No response is required when minority of reviewers are dissatisfied. Apologize and promise to resolve the problem should be performed when reviews are neutral. If most reviewers are dissatisfied, an apology, promise and compensation are required.	Purnawirawan et al. (2015)
The value of social presence in mobile communications	Social presence, service recovery level, two-way communication perception, control perception, responsiveness perception	Social presence cues in text messages enhance two-way communication perceptions, control perceptions, responsiveness perceptions, satisfaction, attitudes, and repurchase intentions in resolving service failure	Song and Hollenbeck (2015)
Facebook a case of Nestlé Kit Kat crisis	Sources, cause, consequence, remedy, problem	News media influence on crisis framing in social media	Wim JL Elving, Professor Christa Thomson, Etter, and Vestergaard (2015)

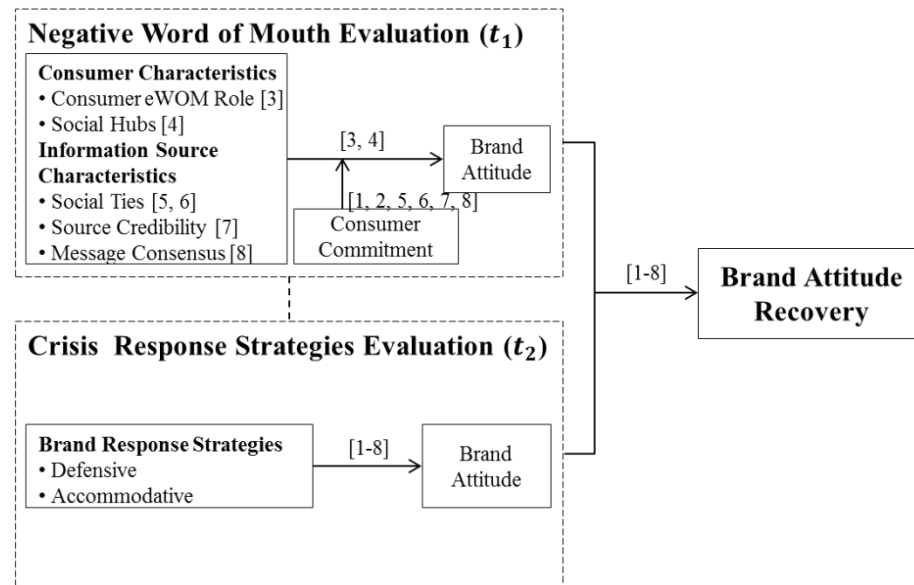


Figure 1. Framework of attitude recovery