

Can social media save reputations?

An experimental study to the differences between Twitter and newspapers in crisis communication.

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August 24th, 2011

Enschede

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Dutch summary

Als een organisatie in een crisis verkeert staat de reputatie van de organisatie op het spel. Organisaties kunnen de Situational Crisis Communication Theory (SCCT) gebruiken om een passende crisis respons strategie in hun crisis management te implementeren. De vraag blijft welk medium het best gebruikt kan worden voor dit doel. Dit onderzoek vergelijkt de effecten van Twitter en kranten op de verschillende variabelen van de SCCT. De hypothese is opgesteld dat het gebruik van Twitter positievere effecten oplevert dan het gebruik van kranten. Daarnaast is de hypothese opgesteld dat de het type crisis invloed heeft op de verschillende variabelen van de SCCT. Er is een hoofdeffect gevonden voor het soort medium op de aankoopintentie. Hoofdeffecten voor het crisis type zijn gevonden voor de attributie van crisis verantwoordelijkheid, emoties en gedragsintenties, maar niet voor de reputatie van de organisatie. Daarnaast is er een interactie effect voor aankoopintentie gevonden. Er zijn echter geen effecten gevonden van de betrouwbaarheid van de bron en de expertise van de bron. Toekomstig onderzoek kan zich richten op het verklaren van de lage varianties die zijn gevonden in het model van de SCCT. Hoewel er bijna geen verschillen zijn gevonden tussen het gebruik van Twitter en kranten, wordt het beargumenteerd dat organisaties Twitter succesvol kunnen implementeren in hun crisis communicatie, gezien de hoge snelheid van dit medium.

Abstract

During an organization crisis the reputation of the organization is at stake. Organizations can use the Situational Crisis Communication Theory (SCCT) to implement a suitable crisis response strategy in their crisis management. The question remains which medium could be used best for this purpose. This study compares the effects of Twitter and newspapers on the different variables of the SCCT. It is hypothesized Twitter would yield more positive effects than newspapers. Furthermore, it is hypothesized the type of crisis has influence on the different variables from the SCCT. A main effect is found for medium on the purchase intention. Main effects for the crisis type were found for the attribution of crisis responsibility, emotions and behavioral intentions, but not for organizational reputation. For purchase intention an interaction effect has been found. No effect of the trustworthiness of the source and the expertise of the source is found. Further research could be done to explain the rather low variances found in the SCCT model. Although almost no difference between Twitter and newspapers have been found, it is argued organizations should implement Twitter in their crisis communications, due to the speed of this medium.

Keywords

SCCT, Twitter, newspaper, organizational reputation, crisis communication, crisis response strategy

Acknowledgements

At the end of six years of study, I can look back at a pleasant time full of activism, great experiences and a lot of gained knowledge. This research forms the final part of the master Communication Science and I hope it all becomes clear to the reader what I have investigated in the last months of my study. I could not have done it without the help of some people. At first I'd like to thank my supervisors, Mr. Gutteling and Mr. Beldad for their support and the fast reactions to my questions. Furthermore, my family and friends that have supported me in times I faced problems during my research. Thank you!

Annet Temmink

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1. Introduction

1.1. Purpose of the research

Nowadays, the Internet is everywhere. In 2010, 91 per cent of Dutch households had Internet access (Eurostat, 2010). The ubiquity of the Internet has resulted in the consistently increasing popularity of social media such as Wikipedia, Facebook, and Twitter. According to the Centraal Bureau voor de Statistiek (2011), 91 per cent of the Dutch people aged 16 to 25 are active users of social media. Furthermore, 54 per cent of people aged 25 to 55 are active users of social media, while 30 per cent of those from age bracket 55 to 75 are currently using different types of social media. According to The Nielsen Company (2010), global consumers¹ spent more than five and half hours on social networking sites like Facebook and Twitter in December 2009, an 82 per cent increase from December 2008 when users were spending just over 3 hours on social networking sites. Twitter has become one of the major players in the social media industry. By the end of 2009, the number of Twitter accounts reached 75 million, with a growth rate of approximately 6.2 million new users per month, or 2-3 per second (Kaplan & Haenlein, 2011). In August 2010, Twitter passed the 20 billion messages mark (Kierkegaard, 2010).

During crises social media can play an important role. A YouTube feature about picking a Kryptonite lock with nothing more than a Bic pen caused big problems for the company and United Airlines' reputation was damaged when a customer posted a song on YouTube about his guitar, broken by the airline (González-Herrero & Smith, 2008).

As suggested by the cases just mentioned, crises have a negative effect on the reputation of the organization. The organization can respond to it by communicating with stakeholders and influencing their views about the organization (Coombs, 2007). Social media might be used for this purpose. These media seem suitable for this usage, thanks to their great reach and the speed of delivering messages. The question is which effect the use of social media has on the reputation of the organization, especially when the reputation of the organization is at stake, which is a fact during a crisis.

In crisis communication literature, experimental research into the relations between different variables in crisis communication is scarce, especially research into the effects of social media in crisis communication, so this research will supplement existing literature on this field of study.

The purpose of this research is to examine the differences between the effects of social media and traditional media used for crisis communication, since this is underexplored in the literature. In one study, Schultz, Utz and Göritz (2011) examined the differences in the effects of blogs, Twitter and an online newspaper when used in crisis situations, in combination with the three communication strategies of giving information, apologizing, and offering sympathy. It was revealed that the medium was more important than the message.

Besides this the source effects of trustworthiness of the source and expertise of the source are understudied as well. This research tries to fill this gap.

¹ Global data takes into account the following countries: U.S., U.K., Australia, Brazil, Japan, Switzerland, Germany, France, Spain and Italy.

1.2. Literature review and theoretical framework

To make investment decisions, career decisions and product choices, stakeholders routinely rely on the reputation of companies (Dowling, 1986). A favorable reputation distinguishes a company from others in the same industry and can, therefore, generate more profit than the company's rivals (Caves & Porter, 1977). Furthermore, a favorable reputation may have other positive effects as well. It informs customers about product quality and, therefore, it may enable firms to charge premium prices (Boulstridge & Carrigan, 2000; Klein & Leffler, 1981; Milgrom & Roberts, 1986a), attract better applicants (Stigler, 1962), enhance the firms' access to capital markets (Beatty & Ritter, 1986), attract investors (Milgrom & Roberts, 1986b), and enhance the likelihood of successful partnerships and alliances (Saxon, 1998). A less favorable reputation hinders the company from taking advantage of these benefits, while an unfavorable reputation can even lead to product rejection or avoidance by consumers and stakeholders (Boulstridge & Carrigan, 2000). Stakeholders can also spread negative word-of-mouth about the organization (Coombs, 2007). Ultimately, a favorable reputation works like a buffer for the organization if a crisis occurs: the damage is less severe and the company recovers faster (Coombs & Holladay, 2006).

Corporate reputation is an evaluation of the performance and behavior of the company which affect the community, intentionally or unintentionally (Boulstridge & Carrigan, 2000; Fombrun & Shanley, 1990; Gotsi & Wilson, 2001). These evaluations are perceptions, thus they can differ among stakeholders (Boulstridge & Carrigan, 2000). Communication plays a crucial role in defining the corporate reputation, since the public constructs reputations from available information originating from interactions with the company or from other sources like the media (Coombs & Holladay, 2006; Dowling, 2002; Fombrun & Shanley, 1990; Fombrun & Van Riel, 2004; Gotsi & Wilson, 2001). Positive perceptions will lead to a favorable reputation and increased support from stakeholders (Boulstridge & Carrigan, 2000; Coombs & Holladay, 2006).

A crisis is "a serious incident affecting, for example, human safety, the environment, and/or product or corporate reputation - and which has either received or been threatened by adverse publicity" (Bland, 1998, p.5). When this happens, an organization needs crisis management to avert reputational harm or effectively manage the crises that occur (Pearson & Clair, 1998).

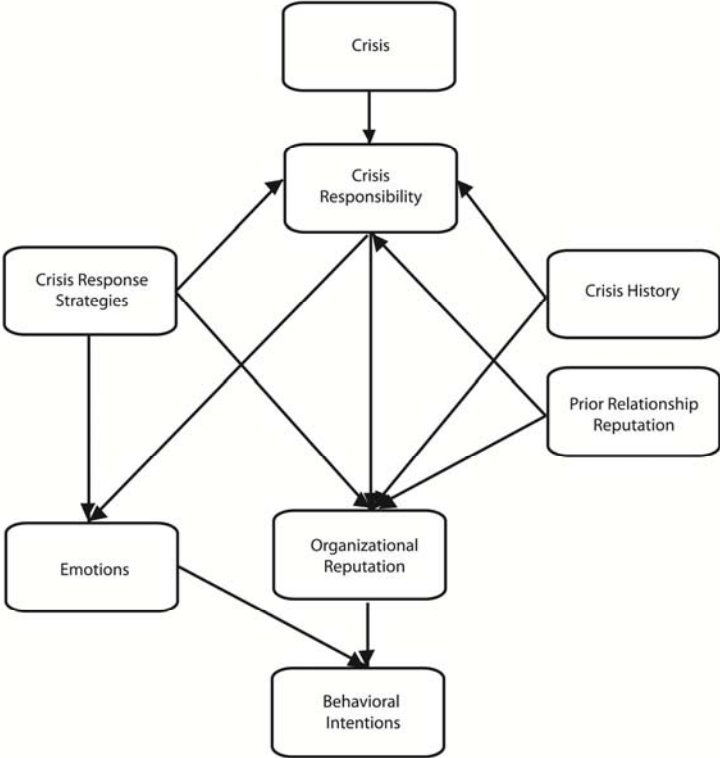
During crises the media and other stakeholders demand immediate, thorough, and unqualified response from organizations (Seeger, Sellnow & Ulmer, 2001, 2003). Providing information should start immediately, because the longer stakeholders have uncertainties or are not satisfied with a company's version of events, the greater the problems become (Bland, 1998).

If the organization does not provide the information, stakeholders will look for information themselves and they will find it on the Internet, since everyone can place content on the web (González-Herrero & Smith, 2008; Moore & Seymour, 2005). The company loses control over the information and can be the victim of rumors and inaccuracies (Moore & Seymour, 2005; Saffir & Tarrant, 1993). Taylor and Perry (2005) state that "no response online may become synonymous with 'no comment'" (p.216). The 'no comment' response could indicate that the company is trying to cover up something or that it simply does not care (Heath, 1998; Saffir & Tarrant, 1993).

To test the effects of the crisis communication from the organization, the Situational Crisis Communication Theory (SCCT) can be used. SCCT can be used in crisis management to successfully restrict the reputational harm of the organization. After the organization takes care of the victims, this theory can be used to predict the threat to the reputation and select the appropriate crisis response strategy (Coombs, 2007).

The theory is based on the attribution theory, which states people make attributions about other people’s behaviors. The reactions these other’s behaviors elicit depend on the cause attributed to these behaviors (Heider, 1958; Weiner, 2000).

Figure 1: Model Situational Crisis Communication Theory (Coombs, 2007)



In figure 1 the model of the SCCT is presented. When a crisis occurs, people will make attributions of the crisis’ cause and the extent to which the organization could be blamed for the crisis. This is called the crisis responsibility. The amount of crisis responsibility attributed to the organization depends on the kind of crisis, the crisis type (Coombs, 2007).

The crisis types are categorized in three clusters: 1) *the victim cluster* has very weak attributions of crisis responsibility (natural disasters, workplace violence, product tampering and rumor) and the organization is viewed as victim of the event; 2) *the accidental cluster* has minimal attributions of crisis responsibility (technical-error accident, technical-error product harm and challenge) and the event is considered unintentional or uncontrollable by the organization; and 3) *the intentional cluster* has very strong attributions of crisis responsibility (human-error accident, human-error product harm and organizational misdeed) and the event is considered purposeful (Coombs & Holladay, 2002).

To make the attribution of the crisis’ cause, stakeholders use messages they receive from the organization and the news media (Heath, 1998). Coombs and Holladay (1996) indicated in their research that the threat to organizational reputation increases when the attributed crisis responsibility increases.

The organization can influence the process of attributing crisis responsibility by framing. Framing theory states that the shape of the message influences the processing and interpretation of the given information (Scheufele, 1999; Wong & McMurray, 2002). This can be done by emphasizing

certain aspects of the message, because stakeholders will particularly focus on these aspects (Druckman, 2001). According to SCCT, the framing process takes place by using crisis types. Every crisis type contains specific aspects of the crisis. These emphasized aspects are guidance to stakeholders how to interpret the crisis (Coombs & Holladay, 2002). In this way the organization influences the image stakeholders have of the crisis and therefore the amount of crisis responsibility attributed to the company.

1.3. Hypotheses and research questions

To manage the crisis, crisis management first determines the crisis type and the initial crisis response strategy. Every crisis type has an appropriate primary crisis response strategy that states how the particular crisis type should be framed. Crisis history (whether the organization has had a similar crisis in the past) and prior relational reputation (how well or poorly an organization has or is perceived to have treated stakeholders in other contexts) serve as amplifiers of the attribution of crisis responsibility (Coombs, 2007). If at least one of the amplifiers is present, the crises response strategies next in line (for the crisis cluster with higher attributed crisis responsibility) should be used. (Coombs, 2007).

As presented in figure 1 the amount of attributed crisis responsibility has a direct influence on emotions. Based on the attribution theory, SCCT states that a low crisis responsibility is attributed at an uncontrollable cause. This leads to feelings of sympathy and positive behavior. But if the cause of the crisis was controllable, the stakeholders will attribute a large amount of crisis responsibility to the organization and they will be angry. This will lead to negative behavior, like severing the relations with the organization and/or spreading negative word-of-mouth. A less favorable reputation can also lead to negative behavior (Coombs, 2007).

The theory leads to the following hypotheses:

H1a: More crisis responsibility is attributed to crises from the intentional cluster than from the victim cluster.

H1b: A crisis in the intentional cluster leads to lower corporate reputation than a crisis in the victim cluster.

H1c: A crisis in the intentional cluster leads to more negative emotions than a crisis in the victim cluster.

H1d: A crisis in the intentional cluster leads to more negative behavioral intentions than a crisis in the victim cluster

Social media seem very suitable to communicate with stakeholders, because large volumes of information can be transmitted and gathered in real time for relatively low cost (Lowrey, 2006; Maratea, 2008; Plant, 2004; Sweester & Metzgar, 2007; Williams & Delli Carpini 2004). But the question is whether the media themselves have the same influence on reputation as traditional media have. In this research the social medium Twitter is compared to the traditional newspaper.

The answer might be found in the potential for dialogic, two-way communication which social media possess. Engagement in dialogic communication by both organizations and their publics is critical if organizations and the public want to build long-term satisfying relationships with each other (Kent & Taylor, 1998). Social media will be of more use for this purpose, since they are often regarded as more interactive, dialogic, authentic and credible (e.g. Seltzer & Mitrook, 2007). Gilpin

(2010) argues that Twitter is more intrinsically dialogic than traditional media. This can be explained by means of the characteristics of dialogic public relations as described by Kent and Taylor (2002), especially mutuality and propinquity. The fact that Twitter allows peer-to-peer conversations and takes place in a shared space that does not belong to any particular user makes it more mutual than newspapers. A situation of propinquity is created on Twitter, where exchanges are immediate and take place within a stream of ongoing communication (Gilpin, 2010). Chen (2011) argued that due to the interaction on Twitter individuals can feel more connected to each other. It is by using this medium and not the content of the messages that people feel this (Cutler & Danowski, 1980).

So by using Twitter, organizations can build relationships with stakeholders and thus create a favorable reputation. Since Twitter is more dialogic than traditional media, it establishes a more favorable reputation and therefore, crisis communication via Twitter will lead to a more favorable organizational reputation than newspapers.

Another reason why Twitter can lead to a better organizational reputation can be found in persuasion literature. People are more likely to be persuaded by a message if they perceive the communicator as similar to themselves. This fact seems to hold true whether the similarity occurs in the area of opinions, personality traits, background or lifestyle (Cialdini & Sagarin, 2005). Rogers and Bhowmik (1970) argue in their theory of homophily and heterophily that communication is more effective between the source of the communication and a receiver when they are the same. Therefore, when the organization communicates with stakeholders, stakeholders will receive the company as more similar to themselves, because of the characteristics of Twitter. Twitter allows them to communicate on the same level as the company; they can give feedback and even have power to drive the direction of the conversation (Gilpin, 2010). However, publics cannot comment on newspaper articles so easily and cannot drive the direction of the conversation.

Crisis communication through Twitter is expected to have more positive outcomes than crisis communication through newspapers. Based on the SCCT this leads to the following hypotheses:

H2a: Crisis communication through twitter leads to less crisis responsibility than crisis communication through a newspaper.

H2b: Crisis communication through twitter leads to a more positive corporate communication than crisis communication through a newspaper.

H2c: Crisis communication through twitter leads to less negative emotions than crisis communication through a newspaper.

H2d: Crisis communication through twitter leads to less negative behavioral intentions than crisis communication through a newspaper.

In literature, the trustworthiness and the expertise of the source are important for the elaboration of the message (e.g. Hovland, Janis & Kelley, 1953; Petty & Cacioppo, 1986). According to Hovland et al. (1953), an individual's tendency to accept a conclusion advocated by a given communicator depends on the perceived credibility, which is formed by the perception of trustworthiness and expertise of the communicator. Therefore it is interesting if they play a role in the elaboration of the message of the organization.

In literature the concept of trust is said to be of influence when the receiver of the message defines the extent to which the organization could be blamed for the occurrence of a crisis. Trust can be defined as "the willingness of a party to be vulnerable to the actions of another party based on

the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party” (Mayer, Davis & Schoorman, 1995, p. 712). According to Coombs (2007), trust plays also a role in the selection of the messages stakeholders will elaborate. The stakeholders will select the frame, and thus the message that is reached to them by what they think is the most trustworthy source. Thus, it is important for the company to be perceived as trustworthy, because then stakeholders will choose the company’s message to elaborate. Then, the company can influence the attribution of crisis responsibility to it by the process of framing.

Regarding the relationships between the different variables in the SCCT model, the trustworthiness and the expertise of the source play a role in the elaboration of the message, and therefore, in the relationship between ‘crisis response strategies’ and ‘crisis responsibility’; in the relationship between ‘crisis response strategies’ and ‘organizational reputation’; and in the relationship between ‘crisis response strategies’ and ‘emotions’. This leads to the following research questions:

RQ1: What is the role of trustworthiness and expertise of the source in the relationship between ‘crisis response strategies’ and ‘crisis responsibility’?

RQ2: What is the role of trustworthiness and expertise of the source in the relationship between ‘crisis response strategies’ and ‘organizational reputation’?

RQ3: What is the role of trustworthiness and expertise of the source in the relationship between ‘crisis response strategies’ and ‘emotions’?

2. Methods

2.1. Design & procedure

Design

The experiment had a 2 (medium: newspaper and twitter) x 2 (crisis type: victim cluster and intentional cluster) design. To manipulate the medium, the respondents viewed either a screenshot of the online version of the Dutch newspaper de Volkskrant or of a twitter message (tweet) from MILYO. The name MILYO is fictitious and was pretested as the best suitable name for a company in the dairy industry out of three options. A logo was created to serve as a profile picture for the twitter condition and as picture in the newspaper condition.

The crisis type and the corresponding crisis response strategy were manipulated by the cause of the incident. The crisis in the victim cluster was caused by an external agent, namely the supplier of the glass bottles who admitted the fault. Out of four options, this cause was pretested with the lowest score on crisis responsibility attributed to MILYO. According to the SCCT, the proper strategy to use in that case is to blame the external agent (Coombs, 2007), so this strategy was used. The crisis in the incidental cluster was caused by the company, because the mandatory checks were neglected. This cause was pretested as the one with the highest crisis responsibility attributed to the company. The relevant crisis response strategy was to apologize and to offer compensation to the victims (Coombs, 2007).

Because a twitter message is constrained to a maximum letter count of 140, the message was short and contained a link to the weblog of the company. The respondents were asked if they were likely to click on the link. If they agreed, the text of the weblog was also shown, which contained the same information as the newspaper.

The texts of the four conditions were:

Newspaper – Intentional cluster:

Glass splinters in MILYO bottles of yoghurt

In the bottles of yoghurt from MILYO glass splinters have been found. The dairy company encourages people to return yoghurt bottles with production codes X438889 and X459993. The bottles concerned could have left the company, because mandatory checks were neglected. A spokesperson from MILYO said the company offers her apologies and will compensate for the damage caused.

Newspaper – Victim cluster:

Glass splinters in MILYO bottles of yoghurt

In the bottles of yoghurt from MILYO glass splinters have been found. The dairy company encourages people to return yoghurt bottles with production codes X438889 and X459993. A spokesperson from MILYO said the fault lies with the supplier of the bottles. The usually very reliable supplier of the bottles admits he is responsible for the splinters. In spite of conscientious quality checks some bottles have arrived in the shops.

Twitter – Intentional cluster:

Product recall: glass splinters in bottles of yoghurt. Apologies for the inconvenience. We will compensate the damage <http://bit.ly/65aYUN>

Twitter – Victim cluster:

Product recall: glass splinters in bottles of yoghurt. Caused by supplier of the bottles <http://bit.ly/65aYUN>

Procedure

An online survey was created with Survey Gizmo, an online tool to create, manage, and distribute online surveys. After a short introduction a screenshot was shown of a crisis communication message. The scenario was about the fictitious company MILYO facing the problem of glass splinters in its yoghurt bottles. Every respondent watched one of the four randomly assigned versions of the screenshot.

After viewing the screenshot the respondent answered questions on organizational reputation, emotions, behavioral intentions, source effects, and finally, on respondent's demographics. There were also two control questions. The first one pertained to the crisis history of the organization: 'Has MILYO been in a crisis situation before?' Answer options were 'Yes', 'No' and 'This is not mentioned in the text'. Another multiple choice question checked whether the control of the prior relational reputation was as intended: 'Have you heard about MILYO before?' Answer options were 'yes' and 'no'. On the last page the respondents were thanked and debriefed about the fictive situation.

Participating in the test took approximately 10 minutes, so no incentives were provided. The language of the survey was Dutch.

2.2. Participants

The survey was implemented through two social networking sites (Facebook, Twitter) and e-mail to assure a high rate of the respondents was using social media or a potential user. The downside of this method is that the response rate is not clear, because people were requested to share the link of the online survey. Survey Gizmo assigned the participants randomly to the conditions and it also prohibited participants from participating twice.

A total of 162 participants completed the survey. In table 1 the demographic information of the study's participants are shown. 75 Men (46.3%) and 85 (52.5%) women completed the experiment. Mean age of the respondents was $M = 24.2$ years ($SD = 6.9$ years). As expected, the number of social media users was high (90.7%). From these users 74.1% used social media daily, 15.6% 4 to 5 times a week, 6.8% on a weekly basis, 2.0% 2 to 3 times a month and 1.4% a few times a year. 20.0% of the non-users said they want to be a social media user.

Table 1:

Demographic information

Gender	
male, n (%)	75 (46,3)
female, n (%)	85 (52,5)
missing, n (%)	2 (1,2)
<hr/>	
Age (M, SD)	24 (7)
<hr/>	
Level of education	
VMBO, n (%)	4 (2,5)
Havo, n (%)	7 (4,3)
VWO, n (%)	66 (40,7)
MBO, n (%)	5 (3,1)
HBO, n (%)	19 (11,7)
WO, n (%)	56 (34,6)
Other, n (%)	4 (2,5)
missing, n (%)	1 (0,6)
<hr/>	
Marital status	
	130
Single, n (%)	(80,2)
Married, n (%)	7 (4,3)
Living together, n (%)	15 (9,3)
Missing, n (%)	10 (6,2)
<hr/>	
Cultural background	
	146
Netherlands, n (%)	(90,1)
Europe (not Netherlands), n (%)	13 (8,0)
Africa, n (%)	1 (0,6)
Other, n (%)	1 (0,6)
missing, n (%)	1 (0,6)

*n=147 **n=15

The four conditions were compared to see whether the distribution of the respondents according to their demographic characteristics was successfully randomized. Using Fisher's exact test for cross tables no significant differences in demographic characteristics between the four conditions were found, so the randomization was successful.

2.3. Measures

Crisis responsibility measure

Crisis responsibility is measured by using Griffin, Babin, and Darden's (1992) three-item scale for Blame. Participants agreed on five-point Likert scales from 1 (strongly disagree) to 5 (strongly agree). The three items were: "Circumstances, not the organization, are responsible for the crisis," (reverse) "The blame for the crisis lies with the organization," and "The blame for the crisis lies in the circumstances, not the organization" (reverse). In previous studies Cronbach's alpha ranged from .80 till .91 (Coombs, 1998, 1999; Coombs & Holladay, 2001, 2002). In this study $\alpha=.90$, which is very good.

Organizational reputation measure

Organizational reputation was measured by five-point Likert scales as used in Coombs and Holladay (2002). It contained five items: 'The organization is concerned with the well-being of its publics'; 'The organization is basically dishonest' (reverse); 'I do not trust the organization to tell the truth about the incident'(reverse); 'Under most circumstances, I would be likely to believe what the organization says' and 'The organization is NOT concerned with the well-being of its publics' (reverse). The origin of the scale is found in McCroskey's (1966) scale for measuring ethos, which is adapted by Coombs and Holladay (1996) into the 10-item Organizational Reputation Scale, which in turn is adapted by Coombs and Holladay (2002) resulting in the current five-item scale. In the previous study this measure had a Cronbach's alpha of .87. In this study $\alpha=.73$, which is good.

Emotions measures

Anger towards the organization is measured by three items from Coombs & Holladay (2005, 2007). Participants indicated their agreement on seven-point Likert scales from 1 (strongly disagree) to 7 (strongly agree): 'I feel annoyed toward the organization for what happened', 'I do NOT feel angry toward the organization' (reverse) and 'Because of the incident, I feel angry at the organization'. In this study $\alpha=.85$, which is very good.

Sympathy towards the organization is measured by four items from Lee (2004). Participants indicated their agreement on seven-point Likert scales from 1 (strongly disagree) to 7 (strongly agree). The items were 'I am frustrated at MILYO' (reverse), 'I think MILYO should be punished' (reverse), 'I feel like reprimanding MILYO' (reverse) and 'I am sympathetic to MLYO'. In this study $\alpha=.75$, which is good.

General negative affect is measured by the negative part of the Positive and Negative Affect Schedule from Watson, Clark and Tellegen (1988). Because the respondents were Dutch, the Dutch translation from Peeters, Ponds and Vermeeren (1996) is used. This contained ten items for negative affect (distressed, upset, hostile, irritable, scared, afraid, ashamed, guilty, nervous and jittery). The respondents rated on a five-point scale the extent to which they had experienced each mood state after reading the message. The points of the scale were labeled 'very slightly or not at all', 'a little', 'moderately', 'quite a bit' and 'very much' respectively. In this study $\alpha=.86$, which is very good.

Behavioral intentions measures

Word-of-mouth communication (WOM) intentions were measured by four seven-point Likert scale items that ranged from 1(definitely would not) to 7 (definitely would): 'I would encourage friends to buy products from MILYO', 'I would encourage family members or relative to buy products from MILYO', 'I would recommend MILYO's products to someone who asked my advice' and 'I would say positive things about MILYO and its products to other people'. These items were adopted from Brown, Barry, Dacin and Gunst' s (2005) WOM intention items. In this study $\alpha =.96$, which is very good.

For purchase intention three five-point Likert scale items were used ranged from 1 (strongly disagree) to 5 (strongly agree): 'Because of the tampering incident, I'll switch to some other brand.' (reverse), 'The likelihood of my buying this product again is quite high' and 'I will continue to buy this brand of product in the future'. The scale is adopted from Stockmyer (1996) and is specially constructed for measuring purchase intention after product-harm. In this study $\alpha =.87$, which is very good.

To measure the intention to return the article a single five-point item was used: 'how likely are you to return the bottle of yoghurt to the store?' The scale ranged from 1(very unlikely) to 5

(most likely).

To measure different forms of negative word-of-mouth three items from Schultz, Utz and Göritz (2011) were used. Participants indicated on a five-point scale from 1 (very unlikely) to 5 (very likely) how likely they were to 1) share the message with other people, 2) to tell their friends about the incident and 3) to leave a reaction. The wording of the first one was adapted for the twitter condition, namely 'to retweet the tweet'. In this study $\alpha=.65$, which is acceptable.

Source effect measures

Trustworthiness of the source is measured by four seven-point semantic scales. The scale is adopted from Ohanian (1990): 'honest/dishonest', 'reliable/unreliable', 'Sincere/insincere', and 'Trustworthy/untrustworthy'. In this study $\alpha=.89$, which is very good.

Expertise of the source is measured by five seven-point semantic scales from Ohanian (1990): 'Expert/not an expert', 'Experienced/inexperienced', 'Knowledgeable/unknowledgeable', 'Qualified/unqualified' and 'Skilled/unskilled'. In this study $\alpha=.87$, which is very good.

Manipulation check

Three items checked the manipulation of the crisis response strategy. Respondents indicated their agreement with the following statements on a five-point scale from 1 (strongly disagree) to 5 (strongly agree): 'MILYO blames another agent' (victim cluster), 'MILYO apologizes' and 'MILYO will compensate for the damage' (both intentional cluster).

3. Results

3.1. Manipulation checks

Participants in the victim cluster condition (M=3.43, SD=1.04) scored significantly higher on the item 'MILYO blames another agent' than participants in the intentional cluster condition (M=2.11, SD=.93), $t(148.21) = 8.47, p < 0.001$. Participants in the intentional cluster condition (M=4.24, SD=.84) scored significantly higher on the item 'MILYO apologizes' than participants in the victim cluster condition (M=2.51, SD=1.11), $t(134.30) = -10.94, p < 0.001$. Participants in the intentional cluster condition (M= 4.02, SD=.99) scored also significantly higher on the item 'MILYO will compensate for the damage' than participants in the victim cluster condition (M= 2.73, SD=1.10), $t(148.69) = -7.78, p < 0.001$. Thus, the manipulation was successful.

3.2. Control questions

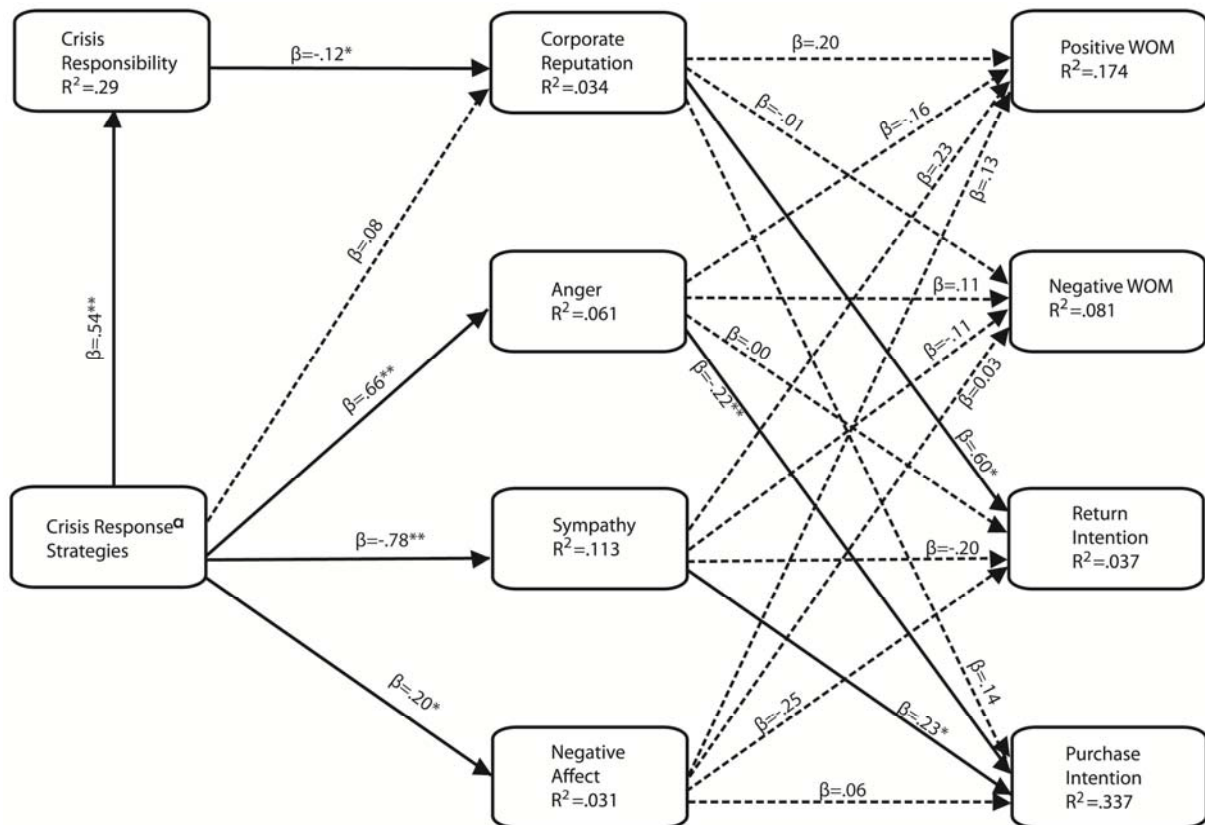
Almost all respondents (96%) answered 'this is not mentioned in the text' on the question 'has MILYO been in a crisis situation before?' 1.2% Answered 'yes' and 2.5% answered 'no'. Thus, the control was successful.

All respondents (100%) answered 'no' to the question 'have you heard about MILYO before?' Thus, the control was successful.

3.3. Model fit

Figure 2:

Explained variances in the SCCT



^af for the regression analysis the crisis type from the victim cluster is labeled '0' and the crisis type from the intentional cluster is labeled '1'. * $p < .05$ ** $p < .01$

Before testing the hypotheses, regression analyses were executed to test the model fit. It appeared that the explained variances, as shown in figure 2 are relatively small for most of the aspects, except for crisis responsibility (29%) and purchase intention (34%). This means factors outside the model have influences on the variables as well and explain most of the variances.

3.4. Effects of the manipulation

Table 2 contains the means and standard deviations of the different measures to test the hypotheses. To measure the effects ANOVA tests were executed.

Table 2:
M and SD for SCCT variables

Variables	Crisistype				Medium			
	Victim cluster ^a		Intentional cluster ^b		Newspaper ^c		Twitter ^d	
	M	SD	M	SD	M	SD	M	SD
Crisis responsibility	3.14**	.90	4.19**	.77	3.87*	.99	3.56*	.96
Corporate reputation	3.56	.60	3.51	.49	3.49	.55	3.57	.53
<i>Emotions</i>								
Sympathy towards organization	4.61**	.99	3.84**	1.16	4.14	1.14	4.24	1.17
Anger towards organization	3.18**	1.14	3.85**	1.44	3.54	1.30	3.55	1.40
Negative affect	1.41*	.43	1.61*	.67	1.45	.58	1.58	.57
<i>Behavioral intentions</i>								
Positive WOM	2.49**	1.18	1.89**	1.05	2.08	2.10	2.25	1.25
Negative WOM	2.36	.91	2.47	.91	2.51	.94	2.34	.88
Intention to return article	3.54	1.63	3.56	1.55	3.53	1.62	3.56	1.55
Purchase intention	2.94**	.82	2.41**	.94	2.66	.99	2.64	.86

^an=74 ^bn=88 ^cn=77 ^dn=85 *p<0.05 **p<0.01

3.4.1. Effect of the crisis type on the measures

Participants attributed more crisis responsibility to MILYO when the crisis was part of the intentional cluster (M=4.19) than when it was part of the victim cluster (M=3.14), $F(1,158)=66.49$, $p<0.001$. Thus H1a is supported.

No main effect of crisis type was found for corporate reputation. In the victim cluster condition the respondents thought the reputation (M=3.56) was more favorable than in the intentional cluster condition (M=3.51), but the difference was not significant, $F(1,158)=.33$, ns. Thus H1b is not supported.

Emotions

To measure emotions, three measures were used: sympathy towards the organization, anger towards the organization and negative affect. Participants in the victim cluster condition (M=4.61) had more sympathy towards the organization than participants in the intentional cluster condition (M=3.84), $F(1,158)=20.23$, $p<0,001$. Respondents in the intentional cluster condition (M=3.85) had significant more anger towards the organization than respondents in the victim cluster condition (M=3.18), $F(1,158)=10.33$, $p<.005$. Respondents in the intentional cluster condition (M=1.61) experienced significantly more negative affect than respondents in the victim cluster condition (M=1.41), $F(1,158)=5.16$, $p<.05$. Thus H1c is supported.

Behavioral intentions

To measure behavioral intentions four measures were used: positive word-of-mouth, negative word-of-mouth, the intention to return the damaged article and purchase intention. Participants in the victim cluster ($M=2.49$) were significantly more likely to spread positive word-of-mouth (WOM) than participants in the intentional cluster condition ($M=1.89$), $F(1,158)=12.31$, $p<0,005$.

No main effect of crisis type on negative word-of-mouth was found. Participants in the intentional cluster condition ($M=2.47$) were more likely to spread negative word-of-mouth than participants in the victim cluster condition ($M=2.36$), but this was not significant: $F(1,158)=.51$, ns.

Respondents in the intentional cluster condition ($M=3.56$) were a little more likely to return the product than respondents in the victim cluster condition ($M=3.54$), but this difference was not significant ($F(1,158)=.01$, ns.).

Purchase intention after product harm was measured too. Respondents in the victim cluster condition ($M=2.94$) were significantly more likely to continue buying products of MILYO than respondents in the intentional cluster condition ($M=2.41$), $F(1,158)=15.77$, $p<0.001$. Thus H1d is partially supported.

3.4.2. Effect of the medium on the measures

There was a main effect of medium on the attribution of crisis responsibility. Participants in the newspaper condition ($M=3.87$) attributed more crisis responsibility to the organization than participants in the twitter condition ($M=3.56$), $F(1, 158)=5.20$, $p<0,05$. Thus H2a is supported.

The participants in the twitter condition thought the organization had a more favorable corporate reputation ($M=3.57$) than participants in the newspaper condition ($M=3.49$), however there was not a main effect of medium, $F(1,158)=.68$, ns. Thus H2b is not supported.

Emotions

Although participants in the twitter condition ($M=4.24$) had more sympathy towards the organization than participants in the newspaper condition ($M=4.14$), there was no main effect for medium, $F(1,158)=.32$, ns. In the newspaper condition and the twitter condition the means for anger were almost the same ($M=3.54$, $M=3.55$) and no main effect was found, $F(1,158)=.01$, ns. Respondents in the twitter condition ($M=1.58$) experienced more negative affect than respondents in the newspaper condition ($M=1.45$), but this difference was not significant ($F(1,58)=2.23$, ns.). Thus H2c was not supported.

Behavioral intentions

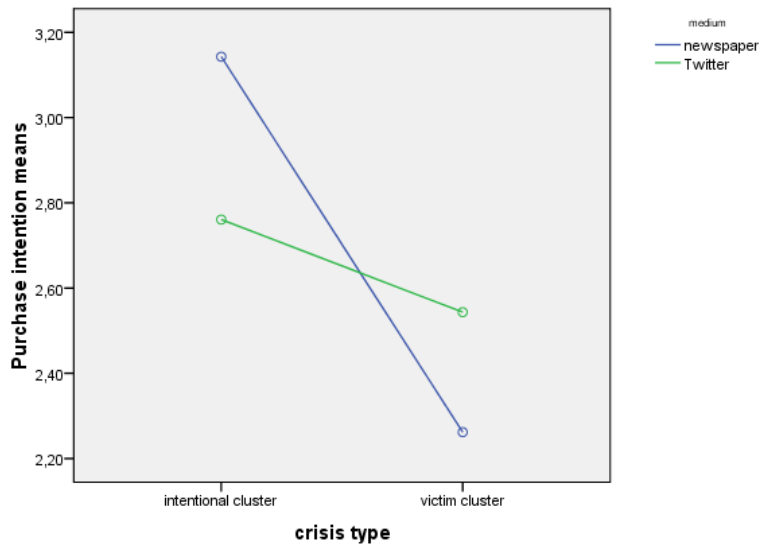
Participants in the twitter condition ($M=2.25$) were more likely to spread positive WOM than participants in the newspaper condition ($M=2.08$). However this was not a significant difference, $F(1,158)=.61$, ns.

No main effect of medium on negative word-of-mouth was found. Participants in the newspaper condition ($M=2.51$) were more likely to spread negative word-of-mouth than participants in the twitter condition ($M=2.34$), but this was not significant: $F(1,158)=1.41$, ns.

Respondents in the twitter condition ($M=3.56$) were slightly more likely to return the product than respondents in the newspaper condition ($M=3.53$). This was not a significant difference, $F(1,158)=.04$, ns. No main effect of medium was found for purchase intention: $M_{\text{newspaper}}=2.66$, $M_{\text{twitter}}=2.64$, $F(1,158)=5.13$, ns. Thus H2d is not supported.

No interaction effect has been found, except for purchase intention ($F(1,158)=5.76, p<0.05$). In figure three the chart is shown for this interaction effect. It appears that the purchase intention is higher when a newspaper is used in the intentional cluster, but that the purchase intention is higher in the victim cluster when Twitter is used.

Figure 3: Interaction crisis type and medium on purchase intention



3.5. Source effects

Sobel tests indicated there were no mediating effects of the trustworthiness of the source and the expertise of the source on the relation between crisis response strategies and respectively crisis responsibility, corporate reputation, sympathy, anger and negative affect.

No interaction effects were found using ANOVA tests for the source effects (trustworthiness of the source and expertise of the source) and respectively crisis responsibility, corporate reputation, sympathy, anger and negative affect. This means trustworthiness and expertise of the source don't serve as moderator variables either.

4. Conclusion

This study tried to find an answer to the question whether there are differences in the use of twitter for crisis communication and newspapers. It was also tested if this was different for the kind of crisis the company was in. The Situational Crisis Communication Theory includes the important outcomes for an organization such as organizational reputation, emotions towards the company, and behavioral intentions like purchase intentions, so this model was used in this research. It appears there is not as much difference as expected. It was expected that twitter would yield to more positive outcomes than newspapers, but this was only true for the attribution of crisis responsibility, which indeed was significantly lower when the organization used Twitter to communicate with its stakeholders. No main effects were found for the organizational reputation, emotions towards the organization and every behavioral intention.

As the SCCT predicts, the crisis type had a main effect on the attributed crisis responsibility and on the emotions towards the organization. But no significant difference was found for the effect of crisis type on corporate reputation. This would mean the type of the crisis, and thus how much the organization is to blame for the crisis, would not differ for the impact on corporate reputation. Notably, more positive WOM would be spread when the organization suffers from a crisis in the victim cluster than when it suffers from a crisis from the intentional cluster. This is also true for purchase intentions: when the organization suffers from a crisis in the victim cluster people are more willing to buy products from the organization than when it concerns a crisis from the intentional cluster.

One behavioral intention, purchase intention, yielded an interesting interaction effect: the purchase intention is higher when a newspaper is used in the intentional cluster, but the purchase intention is higher in the victim cluster when Twitter is used.

The research questions asked whether the trustworthiness of the source and the expertise of the source have some influence in the model of the SCCT. No mediator or moderator effect has been found.

5. Discussion

In this research the explained variances in the model of the SCCT were low and not all hypotheses that follow from SCCT are supported. The most important hypothesis is not supported: the hypothesis that states the amount of crisis responsibility that is attributed to the organization has an effect on the organizational reputation. This might be due to the unique character of this event. MILYO is a fictitious organization and, therefore, it has no prior relational reputation. This was the first message the public received from the company. It could be that organizational reputation is not set instantaneously, and publics will give the organization the benefit of the doubt. The SCCT takes this fact into account by including the 'prior relational reputation' variable. However for the design of this study it was not possible to include this variable. Future research can investigate whether the prior reputation and the number of messages are of influence on the organizational reputation.

No other research regarding the SCCT showed explained variances, so more transparency is needed in future research. In this way it will become clearer what the amount of explained variances are in the model. Future research can also focus at possible other variables that could explain the variances in the variables of the SCCT.

Although the medium only had a main effect on the attribution of crisis responsibility and on purchase intention, the findings of this research suggests that there is not much difference in the use between twitter and newspapers in crisis communication. But there is one big difference: the delivery speed of the medium. Twitter is able to deliver the messages much faster than a newspaper is. Since it is important to communicate as fast as possible, it can be recommended to use Twitter for crisis communication. The downside is that messages on Twitter are seldom detailed and complete. To solve this problem, a short hyperlink can be included in the Twitter message to direct to a more detailed message on the organization's website. Although more people use Twitter every day, there are still people who cannot be reached by this medium. Therefore, the organization could consider using a mixture of social and traditional media for their crisis communication, because the safety of the stakeholders might be at stake. Thus, the need to inform as many stakeholders as possible is very high.

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Appendix A: Interview schedule to pretest crisis types

Respondent:

Welkom heten en uitleggen wat de bedoeling is.

Situaties (op aparte kaarten geven)

1. In de flessen yoghurt van het merk x. zijn glassplinters aangetroffen. De zuivelproducent roept mensen op flessen yoghurt met productiecodes X438889 en X459993 te retourneren. De desbetreffende flessen hebben het bedrijf kunnen verlaten, doordat het bedrijf verzuimd heeft om de verplichte controles uit te voeren.
2. In de flessen yoghurt van het merk x. zijn glassplinters aangetroffen. De zuivelproducent roept mensen op flessen yoghurt met productiecodes X438889 en X459993 te retourneren. De anders zeer betrouwbare toeleverancier van de flessen erkent dat hij verantwoordelijk is voor de scherven. Ondanks zorgvuldige kwaliteitscontroles zijn enkele flessen yoghurt toch in de winkel terechtgekomen.
3. In de flessen yoghurt van het merk x. zijn glassplinters aangetroffen. De zuivelproducent roept mensen op flessen yoghurt met productiecodes X438889 en X459993 te retourneren. Doordat een medewerker de vulmachines verkeerd heeft afgesteld zijn er stukken glas in de flessen terechtgekomen.
4. In de flessen yoghurt van het merk x. zijn glassplinters aangetroffen. De zuivelproducent roept mensen op flessen yoghurt met productiecodes X438889 en X459993 te retourneren. Een oud-medewerker die een jaar eerder op staande voet was ontslagen heeft de scherven in de yoghurtbrij gegoten. Ondanks zorgvuldige controles kwam dit aan het licht toen enkele flessen het bedrijf al hadden verlaten.

In welke situatie heeft het bedrijf de meeste schuld aan de situatie en welke de minste? Volgorde:

Waarom?

- 1:
- 2:
- 3:
- 4:

Hoe geloofwaardig zijn de situaties?

Helemaal niet geloofwaardig – heel erg geloofwaardig

- | | | | | | |
|----|---|---|---|---|---|
| 1: | 1 | 2 | 3 | 4 | 5 |
| 2: | 1 | 2 | 3 | 4 | 5 |
| 3: | 1 | 2 | 3 | 4 | 5 |
| 4: | 1 | 2 | 3 | 4 | 5 |

Respondent bedanken voor het interview

Appendix B: Questionnaire to pretest name, logo and scales

Welkom

Hartelijk welkom bij deze vragenlijst.

Op de volgende pagina's krijgt u een beschrijving van een crisissituatie bij een bedrijf. Vervolgens worden hier een aantal vragen over gesteld. Bij de vragen worden invulinstructies gegeven.

Het invullen van de vragenlijst duurt ongeveer 10 minuten en is anoniem. Er zijn geen foute antwoorden mogelijk.

Succes!

Pagina 2

Geef bij onderstaande logo's en namen aan in hoeverre u deze vindt passen bij een zuivelbedrijf.



1) In hoeverre vindt u het bovenstaande logo passen bij een zuivelbedrijf?*

Helemaal niet passend

-

Neutraal

-

Helemaal passend

2) In hoeverre vindt u de naam MILYO passen bij een zuivelbedrijf?*

Helemaal niet passend

-

Neutraal

-

Helemaal passend



3) In hoeverre vindt u het bovenstaande logo passen bij een zuivelbedrijf?*

Helemaal niet passend

-

Neutraal

-

Helemaal passend

4) In hoeverre vindt u de naam Meleco Zuivel passen bij een zuivelbedrijf?*

Helemaal niet passend

-

Neutraal

-

Helemaal passend



5) In hoeverre vindt u het bovenstaande logo passen bij een zuivelbedrijf?*

Helemaal niet passend

-

Neutraal

-

Helemaal passend

6) In hoeverre vindt u de naam Dutch Dairy Diamond passen bij een zuivelbedrijf?*

Helemaal niet passend

-

Neutraal

-

Helemaal passend

Pagina 3

Lees de onderstaande situatie. Hierna worden hier enkele vragen over gesteld.

Conditie 1:

In de flessen yoghurt van het merk X zijn glassplinters aangetroffen. De zuivelproducent roept mensen op flessen yoghurt met productiecodes X438889 en X459993 te retourneren. Bedrijf X geeft aan dat de fout ligt bij de toeleverancier van de flessen. De anders zeer betrouwbare toeleverancier van de flessen erkent dat hij verantwoordelijk is voor de scherven. Ondanks zorgvuldige kwaliteitscontroles zijn enkele flessen yoghurt toch in de winkel terechtgekomen.

Conditie 2:

In de flessen yoghurt van het merk X zijn glassplinters aangetroffen. De zuivelproducent roept mensen op flessen yoghurt met productiecodes X438889 en X459993 te retourneren. De desbetreffende flessen hebben het bedrijf kunnen verlaten, doordat het bedrijf verzuimd heeft de verplichte controles uit te voeren. X biedt haar excuses aan en zal de geleden schade vergoeden.

*7) Geef bij onderstaande stellingen aan in hoeverre u het er mee eens bent.**

	Helemaal oneens	Oneens	Neutraal	Eens	Helemaal mee eens
Omstandigheden, niet de organisatie, zijn verantwoordelijk voor de crisis.	()	()	()	()	()
De schuld van de crisis ligt bij de organisatie.	()	()	()	()	()
De schuld voor de crisis ligt bij de omstandigheden, niet bij de organisatie.	()	()	()	()	()

8) Wie is er verantwoordelijk voor de glassplinters in de flessen?

9) In hoeverre acht u het mogelijk dat deze situatie voorkomt?*

() Helemaal niet mogelijk

() -

() Neutraal

() -

() Helemaal mogelijk

10) Geef bij onderstaande stellingen aan in hoeverre u het er mee eens bent.*

	Helemaal oneens	Oneens	Neutraal	Eens	Helemaal eens
De organisatie geeft de schuld aan een andere partij.	()	()	()	()	()
De organisatie biedt haar excuses aan.	()	()	()	()	()
De organisatie zal de schade vergoeden.	()	()	()	()	()

11) Heeft het bedrijf al eens eerder in een crisissituatie verkeerd?*

Ja

Nee

Dat is niet uit de tekst op te maken

Pagina 4

Hieronder vindt u nogmaals de beschrijving van de situatie.

Conditie 1:

In de flessen yoghurt van het merk X zijn glassplinters aangetroffen. De zuivelproducent roept mensen op flessen yoghurt met productiecodes X438889 en X459993 te retourneren. Bedrijf X geeft aan dat de fout ligt bij de toeleverancier van de flessen. De anders zeer betrouwbare toeleverancier van de flessen erkent dat hij verantwoordelijk is voor de scherven. Ondanks zorgvuldige kwaliteitscontroles zijn enkele flessen yoghurt toch in de winkel terechtgekomen.

Conditie 2:

In de flessen yoghurt van het merk X zijn glassplinters aangetroffen. De zuivelproducent roept mensen op flessen yoghurt met productiecodes X438889 en X459993 te retourneren. De desbetreffende flessen hebben het bedrijf kunnen verlaten, doordat het bedrijf verzuimd heeft om de verplichte controles uit te voeren. X biedt haar excuses aan en zal de geleden schade vergoeden.

12) Geef bij onderstaande stellingen aan in hoeverre u het er mee eens bent.*

	Helemaal oneens	Oneens	Neutraal	Eens	Helemaal mee eens
De organisatie geeft om het welzijn van haar publiek.	()	()	()	()	()
De organisatie is oneerlijk van aard.	()	()	()	()	()
Ik vertrouw NIET dat de organisatie de waarheid vertelt over het incident.	()	()	()	()	()
Onder de meeste omstandigheden zal ik waarschijnlijk geloven wat de organisatie zegt.	()	()	()	()	()
De organisatie geeft NIET om het welzijn van haar publiek.	()	()	()	()	()

13) Wat is algemene indruk van organisatie X? Geef een cijfer op een schaal van 1 tot 10. Hierbij geldt dat '1' het meest negatief en '10' het meest positief is.*

14) Geef aan in hoeverre u het eens bent met de volgende stellingen. Hierbij geldt dat 1= helemaal niet eens en 7= helemaal mee eens*

	1 - helemaal oneens	2	3	4 - neutraal	5	6	7 - helemaal mee eens
Ik erger me aan de organisatie om wat er is	()	()	()	()	()	()	()

gebeurd.						
Ik voel me NIET boos tegenover de organisatie.	()	()	()	()	()	()
Vanwege het incident ben ik boos op de organisatie.	()	()	()	()	()	()
Ik ben gefrustreerd over de organisatie.	()	()	()	()	()	()
Ik vind dat de organisatie gestraft moet worden.	()	()	()	()	()	()
Ik zou de organisatie een standje willen geven.	()	()	()	()	()	()
Ik heb sympathie ten opzichte van de organisatie.	()	()	()	()	()	()

15) Welke gevoelens heeft u bij de crisissituatie die u zojuist heeft gelezen? Geef bij de onderstaande emoties aan in hoeverre u dit op dit moment voelt. Dit kunt u doen door een aantal sterren te geven. Hoe meer sterren u aanvinkt, hoe meer u dit gevoel heeft.*

	Mate
Aandachtig	—
Geïnteresseerd	—
Vijandig	—

Alert	—
Uitgelaten	—
Prikkelbaar	—
Schuldig	—
Beschaamd	—
Enthousiast	—
Nerveus	—
Geïnspireerd	—
Trots	—
Rusteloos	—
Overstuur	—
Vastberaden	—
Van streek	—
Sterk	—
Bang	—
Actief	—
Angstig	—

Pagina 5

Hieronder vindt u nogmaals de beschrijving van de situatie.

Conditie 1:

In de flessen yoghurt van het merk X zijn glassplinters aangetroffen. De zuivelproducent roept mensen op flessen yoghurt met productiecodes X438889 en X459993 te retourneren. Bedrijf X geeft aan dat de fout ligt bij de toeleverancier van de flessen. De anders zeer betrouwbare toeleverancier van de flessen erkent dat hij verantwoordelijk is voor de scherven. Ondanks zorgvuldige kwaliteitscontroles zijn enkele flessen yoghurt toch in de winkel terechtgekomen.

Conditie 2:

In de flessen yoghurt van het merk X zijn glassplinters aangetroffen. De zuivelproducent roept mensen op flessen yoghurt met productiecodes X438889 en X459993 te retourneren. De desbetreffende flessen hebben het bedrijf kunnen verlaten, doordat het bedrijf verzuimd heeft om de verplichte controles uit te voeren. X biedt haar excuses aan en zal de geleden schade vergoeden.

16) Als u in het bezit zou zijn van een beschadigde fles yoghurt, hoe waarschijnlijk is het dan dat u de volgende dingen doet? Geef dit aan op een schaal van 1 t/m 7.*

	1- Zou ik zeker niet doen	2	3	4 - Neutraal	5	6	7 - Zou ik zeker doen
Ik zou vrienden aanmoedigen om producten te kopen van bedrijf X.	()	()	()	()	()	()	()
Ik zou familieleden aanmoedigen om producten te kopen van bedrijf X.	()	()	()	()	()	()	()
Ik zou producten van bedrijf X aanraden aan iemand die mijn advies vraagt.	()	()	()	()	()	()	()
Ik zou positieve dingen zeggen over bedrijf X en zijn producten tegen andere mensen.	()	()	()	()	()	()	()

17) Als u in het bezit zou zijn van de beschadigde fles yoghurt, in hoeverre bent u het dan eens met de volgende stellingen?*

	Helemaal oneens	Oneens	Neutraal	Eens	Helemaal mee eens
Door dit incident, zou ik overstappen naar een ander merk.	()	()	()	()	()
De waarschijnlijkheid dat ik dit product weer zou kopen is nogal hoog.	()	()	()	()	()
In de toekomst zou ik doorgaan met het kopen van dit merk of dit product.	()	()	()	()	()

18) Hoe waarschijnlijk is het dat u de betreffende fles yoghurt terug zou brengen naar de winkel?*

() Zeer onwaarschijnlijk

() -

() Neutraal

() -

() Zeer waarschijnlijk

19) Geef aan in hoeverre u het eens bent met de volgende stellingen. Hierbij geldt dat 1='helemaal oneens' en 7= 'helemaal mee eens'*

	1- helemaal oneens	2	3	4- neutraal	5	6	7- helemaal mee eens
Ik heb mijn vertrouwen in de organisatie verloren.	()	()	()	()	()	()	()
De organisatie is nog steeds te vertrouwen.	()	()	()	()	()	()	()

De organisatie is betrouwbaar.	()	()	()	()	()	()
Ik twijfel over de kwaliteit van de organisatie.	()	()	()	()	()	()
Ik heb het vertrouwen verloren in de producten van de organisatie.	()	()	()	()	()	()
De producten van de organisatie zijn nog steeds te vertrouwen.	()	()	()	()	()	()
De producten van de organisatie zijn nog steeds betrouwbaar.	()	()	()	()	()	()
Ik twijfel over de kwaliteit van de producten van de organisatie.	()	()	()	()	()	()

Hieronder volgen 5 woordparen. Geef bij elk paar aan wat u het meest vindt passen bij de organisatie. U kunt ook aangeven dat u beide woorden vindt passen en in welke verhouding. Dit kunt u doen door een tussenliggende cirkel aan de vinken.

Voorbeeld: bij het woordpaar verantwoordelijk/onverantwoordelijk vinkt u het tweede vakje aan. U vindt dan dat het bedrijf een beetje verantwoordelijk is, maar vooral onverantwoordelijk.

*

() Heeft een goede naam

() -

() -

- Neutraal
-
-
- Heeft geen goede naam

*

- Verantwoordelijk
-
-
- Neutraal
-
-
- Onverantwoordelijk

*

- Financieel stabiel
-
-
- Neutraal
-
-
- Onstabiel

*

- Betrouwbaar
-
-
- Neutraal
-
-
- Onbetrouwbaar

*

- Gevestigde naam
-
-
- Neutraal
-
-

Kortstondig bedrijf

20) Hoe waarschijnlijk is het dat bedrijf X over 7 jaar nog bestaat?*

Erg onwaarschijnlijk

-

-

Neutraal

-

-

Erg waarschijnlijk

Pagina 6

U hebt het bericht op de website van de krant gelezen. Wat vindt u van de afzender van de informatie?

21) Ik vind de afzender...*

betrouwbaar

-

-

neutraal

-

-

Onbetrouwbaar

22) Ik vind de afzender...*

Eerlijk

-

-

Neutraal

-

-

Oneerlijk

23) Ik vind de afzender...*

Gemeend

-

-

Neutraal

-

-

Ongemeen

24) *Ik vind de afzender...**

Oprecht

-

-

Neutraal

-

-

Onoprecht

25) *Ik vind de afzender...**

Een expert

-

-

Neutraal

-

-

Geen expert

26) *Ik vind de afzender...**

Ervaren

-

-

Neutraal

-

-

Onervaren

27) *Ik vind dat de afzender...**

Er verstand van heeft

-

-

Neutraal

-

-

Er geen verstand van heeft

28) *Ik vind de afzender...**

Geschikt

-

-

- Neutraal
-
-
- Ongeschikt

29) Ik vind de afzender...

- Bekwaam
-
-
- Neutraal
-
-
- Onbekwaam

30) In hoeverre vindt u de afzender...*

	helemaal niet	-	neutraal	-	heel erg
nauwkeurig?	<input type="checkbox"/>	(<input type="checkbox"/>	(<input type="checkbox"/>
geloofwaardig?	<input type="checkbox"/>	(<input type="checkbox"/>	(<input type="checkbox"/>
feitelijk?	<input type="checkbox"/>	(<input type="checkbox"/>	(<input type="checkbox"/>

31) In hoeverre denkt u dat de afzender van de bron overeenkomt met u, wat betreft:*

	heel weinig	-	neutraal	-	heel veel
afkomst/ethniciteit	<input type="checkbox"/>	(<input type="checkbox"/>	(<input type="checkbox"/>
leeftijd	<input type="checkbox"/>	(<input type="checkbox"/>	(<input type="checkbox"/>
geslacht	<input type="checkbox"/>	(<input type="checkbox"/>	(<input type="checkbox"/>
inkomen	<input type="checkbox"/>	(<input type="checkbox"/>	(<input type="checkbox"/>
onderwijsniveau	<input type="checkbox"/>	(<input type="checkbox"/>	(<input type="checkbox"/>

32) Hoe waarschijnlijk acht u het dat:*

	erg onwaarschijnlijk	-	neutraal	-	erg waarschijnlijk
u het krantenartikel door zou sturen naar andere mensen?	()	()	()	()	()
u uw vrienden zou vertellen over het incident?	()	()	()	()	()
u een reactie achterlaat op de site van de krant?	()	()	()	()	()

Pagina 7

33) Wat is uw geslacht?

Man

Vrouw

34) Wat is uw leeftijd? (in jaren)

35) Wat is uw hoogst genoten afgeronde opleiding?

Basisschool

VMBO

Havo

VWO

MBO

HBO

WO

Anders

Kan/wil niet zeggen

36) Wat is uw burgerlijke staat?

Alleenstaand

Getrouwd

- Samenwonend
- Kan/wil niet zeggen

37) *Wat is uw culturele achtergrond?*

- Nederland
- Europa (maar niet uit Nederland)
- Azië
- Afrika
- Anders
- Kan/wil niet zeggen

38) *Bent u lid van één of meerdere sociale media (bijvoorbeeld Hyves, Facebook, Twitter)?*

- Ja
 - Nee
-

Pagina 8

39) *Hoe vaak maakt u gebruik van sociale media?*

- Elke dag
 - 4-5 keer per week
 - Eens per week
 - 2-3 keer per maand
 - Een paar keer per jaar
 - Eens per jaar
-

Pagina 8

40) *Zou u gebruik willen maken van sociale media?*

- Ja
 - Nee
-

Bedankt

Dit is het einde van de vragenlijst.

Bedankt voor het invullen van de vragenlijst! Uw bijdrage is zeer belangrijk voor het onderzoek.

De situatie die genoemd werd is fictief.

Appendix C: Questionnaire

4.1. Opening

Hartelijk welkom bij deze vragenlijst.

Op de volgende pagina's krijgt u een beschrijving van een crisissituatie bij een bedrijf. Vervolgens worden hier een aantal vragen over gesteld. Bij de vragen worden invulinstructies gegeven.

Het invullen van de vragenlijst duurt ongeveer 10 minuten en is anoniem. Er zijn geen foute antwoorden mogelijk.

Succes!

4.2. Bericht

Op de website van de Volkskrant leest u het volgende artikel:



16:49:28 DINSdag 17 Mei 2011 AANMELDEN

WIEER VERKEER BEURS VIDEO FOTO VShare

vknl de site van de Volkskrant

NIEUWS OPINIE BLOGS CULTUUR SPORT ECONOMIE REIZEN WEBWINKEL SERVICE

BINNENLAND POLITIEK BUITENLAND INTERNET & MEDIA WETENSCHAP & GEZONDHEID OPMERKELIJK

Glassplinters in flessen yoghurt MILYO

In de flessen yoghurt van het merk MILYO zijn glassplinters aangetroffen. De zuivelproducent roept mensen op flessen yoghurt met productiecodes X438889 en X459993 te retourneren.



De desbetreffende flessen hebben het bedrijf kunnen verlaten, doordat het bedrijf verzuimd heeft om de verplichte controles uit te voeren. Een woordvoerder van MILYO geeft aan dat MILYO haar oprechte excuses aanbiedt en de geleden schade zal vergoeden.



16:49:28 DINSdag 17 Mei 2011 AANMELDEN

WIEER VERKEER BEURS VIDEO FOTO VShare

vknl de site van de Volkskrant

NIEUWS OPINIE BLOGS CULTUUR SPORT ECONOMIE REIZEN WEBWINKEL SERVICE

BINNENLAND POLITIEK BUITENLAND INTERNET & MEDIA WETENSCHAP & GEZONDHEID OPMERKELIJK

Glassplinters in flessen yoghurt MILYO

In de flessen yoghurt van het merk MILYO zijn glassplinters aangetroffen. De zuivelproducent roept mensen op flessen yoghurt met productiecodes X438889 en X459993 te retourneren.



Een woordvoerder van MILYO geeft aan dat de fout ligt bij de toeleverancier van de flessen. De anders zeer betrouwbare toeleverancier van de flessen erkent dat hij verantwoordelijk is voor de scherven. Ondanks zorgvuldige kwaliteitscontroles zijn enkele flessen yoghurt toch in de winkel terechtgekomen.

Op twitter leest u het volgende bericht:



MILYO MILYO

Terugroepactie: glassplinters in flessen yoghurt. Oprechte excuses voor het ongemak. We vergoeden de schade <http://bit.ly/65aYUN>

3 hours ago



MILYO MILYO

Terugroepactie: glassplinters in flessen yoghurt. Oorzaak ligt bij toeleverancier flessen <http://bit.ly/65aYUN>

3 hours ago

1.) Hoe waarschijnlijk is het dat u op de link in het bericht klikt?

- Erg onwaarschijnlijk
- Onwaarschijnlijk
- Waarschijnlijk
- Erg waarschijnlijk

4.3. Bericht

De link in het twitterbericht hoort bij onderstaande bericht op de blog van MILYO:

In de flessen yoghurt van het merk MILYO zijn glassplinters aangetroffen. We roepen u op flessen yoghurt met productiecodes X438889 en X459993 te retourneren. De desbetreffende flessen hebben het bedrijf kunnen verlaten, doordat er verzuimd is om de verplichte controles uit te voeren. We bieden onze oprechte excuses aan en zullen de geleden schade zal vergoeden.

In de flessen yoghurt van het merk MILYO zijn glassplinters aangetroffen. We roepen u op flessen yoghurt met productiecodes X438889 en X459993 te retourneren. De fout ligt bij de toeleverancier van de flessen. De anders zeer betrouwbare toeleverancier van de flessen erkent dat hij verantwoordelijk is voor de scherven. Ondanks zorgvuldige kwaliteitscontroles zijn enkele flessen yoghurt toch in de winkel terechtgekomen.

4.4. Vragen

2.) Geef bij onderstaande stellingen aan in hoeverre u het er mee eens bent.

	Helemaal oneens	Oneens	Neutraal	Eens	Helemaal mee eens
Omstandigheden, niet MILYO, zijn verantwoordelijk voor de crisis.	()	()	()	()	()
De schuld van de crisis ligt bij	()	()	()	()	()

MILYO.					
De schuld voor de crisis ligt bij de omstandigheden, niet bij MILYO.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.) Geef bij onderstaande stellingen aan in hoeverre u het er mee eens bent.

	Helemaal oneens	Oneens	Neutraal	Eens	Helemaal eens
MILYO geeft de schuld aan een andere partij.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MILYO biedt haar excuses aan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MILYO zal de schade vergoeden.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4.) Heeft MILYO al eens eerder in een crisissituatie verkeerd?

- Ja
 Nee
 Dat is niet uit de tekst op te maken

5.) Kent u het bedrijf MILYO?

- Ja
 Nee

4.5. Vragen

6.) Geef bij onderstaande stellingen aan in hoeverre u het er mee eens bent.

	Helemaal oneens	Oneens	Neutraal	Eens	Helemaal mee eens
MILYO geeft om het welzijn van haar publiek.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MILYO is oneerlijk van aard.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ik vertrouw NIET dat MILYO de waarheid vertelt over het	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

incident.					
Onder de meeste omstandigheden zal ik waarschijnlijk geloven wat MILYO zegt.	()	()	()	()	()
MILYO geeft NIET om het welzijn van haar publiek.	()	()	()	()	()

7.) Geef aan in hoeverre u het eens bent met de volgende stellingen. Hierbij geldt dat 1= helemaal niet eens en 7= helemaal mee eens

	1 - helemaal oneens	2	3	4 - neutraal	5	6	7 - helemaal mee eens
Ik erger me aan MILYO om wat er is gebeurd.	()	()	()	()	()	()	()
Ik voel me NIET boos tegenover MILYO.	()	()	()	()	()	()	()
Vanwege het incident ben ik boos op MILYO.	()	()	()	()	()	()	()
Ik ben gefrustreerd over MILYO.	()	()	()	()	()	()	()
Ik vind dat MILYO gestraft moet worden.	()	()	()	()	()	()	()
Ik zou MILYO een standje willen geven.	()	()	()	()	()	()	()
Ik heb sympathie ten opzichte van MILYO.	()	()	()	()	()	()	()

8.) Welke gevoelens heeft u bij de crisissituatie die u zojuist heeft gelezen? Geef bij de onderstaande emoties aan in hoeverre u dit op dit moment voelt. Dit kunt u doen door een aantal sterren te geven. Hoe meer sterren u aanvinkt, hoe meer u dit gevoel heeft.

	Mate
Vijandig	==

Prikkelbaar	___
Schuldig	___
Beschaamd	___
Nerveus	___
Rusteloos	___
Overstuur	___
Van streek	___
Bang	___
Angstig	___

4.6. Vragen

9.) Als u in het bezit zou zijn van een beschadigde fles yoghurt, hoe waarschijnlijk is het dan dat u de volgende dingen doet? Geef dit aan op een schaal van 1 t/m 7.

	1- Zou ik zeker niet doen	2	3	4 - Neutraal	5	6	7 - Zou ik zeker doen
Ik zou vrienden aanmoedigen om producten te kopen van MILYO.	()	()	()	()	()	()	()
Ik zou familieleden aanmoedigen om producten te kopen van MILYO.	()	()	()	()	()	()	()
Ik zou producten van MILYO aanraden aan iemand die mijn advies vraagt.	()	()	()	()	()	()	()
Ik zou positieve dingen zeggen over MILYO en zijn producten tegen andere mensen.	()	()	()	()	()	()	()

10.) Als u in het bezit zou zijn van de beschadigde fles yoghurt, in hoeverre bent u het dan eens met de volgende stellingen?

	Helemaal oneens	Oneens	Neutraal	Eens	Helemaal mee eens
Door dit incident, zou ik overstappen naar een ander merk.	()	()	()	()	()
De waarschijnlijkheid dat ik dit product weer zou kopen is nogal hoog.	()	()	()	()	()
In de toekomst zou ik doorgaan met het kopen van dit merk of dit product.	()	()	()	()	()

11.) Hoe waarschijnlijk is het dat u de betreffende fles yoghurt terug zou brengen naar de winkel?

() Zeer onwaarschijnlijk

() -

() Neutraal

() -

() Zeer waarschijnlijk

12.) Hoe waarschijnlijk acht u het dat:

	erg onwaarschijnlijk	-	neutraal	-	erg waarschijnlijk
u het krantenartikel door zou sturen naar andere mensen?	()	()	()	()	()
u uw vrienden zou vertellen over het incident?	()	()	()	()	()
u een reactie achterlaat op de site van de krant?	()	()	()	()	()

12.) Hoe waarschijnlijk acht u het dat:

	erg onwaarschijnlijk	-	neutraal	-	erg waarschijnlijk
u het	()	()	()	()	()

twitterbericht zou retweeten (doorsturen) naar andere mensen?))	
u uw vrienden zou vertellen over het incident?	()	()	()	()	()
u een reactie geeft op het twitterbericht?	()	()	()	()	()

4.7. Vragen

In het krantenartikel staat informatie van een woordvoerder van MILYO. Wat vindt u van de woordvoerder van MILYO? Geef bij de onderstaande woordparen aan wat het meest van toepassing is.

Het bericht is afkomstig van een woordvoerder van MILYO. Wat vindt u van deze woordvoerder? Geef bij de onderstaande woordparen aan wat het meest van toepassing is.

13.) Ik vind de woordvoerder...

betrouwbaar

-

-

neutraal

-

-

Onbetrouwbaar

14.) Ik vind de woordvoerder...

Eerlijk

-

-

Neutraal

-

-

Oneerlijk

15.) Ik vind de woordvoerder...

Gemeend

-

-

Neutraal

-

-

Ongemeend

16.) Ik vind de woordvoerder...

Oprecht

-

-

Neutraal

-

-

Onoprecht

17.) Ik vind de woordvoerder...

Een expert

-

-

Neutraal

-

-

Geen expert

18.) Ik vind de woordvoerder...

Ervaren

-

-

Neutraal

-

-

Onervaren

19.) Ik vind dat de woordvoerder...

Er verstand van heeft

-

-

- Neutraal
-
-
- Er geen verstand van heeft

20.) Ik vind de woordvoerder...

- Geschikt
-
-
- Neutraal
-
-
- Ongeschikt

21.) Ik vind de woordvoerder...

- Bekwaam
-
-
- Neutraal
-
-
- Onbekwaam

4.8. Vragen

22.) Wat is uw geslacht?

- Man
- Vrouw

23.) Wat is uw leeftijd? (in jaren)

24.) Wat is uw hoogst genoten afgeronde opleiding?

- Basisschool
- VMBO
- Havo
- VWO
- MBO

- HBO
- WO
- Anders
- Kan/wil niet zeggen

25.) Wat is uw burgerlijke staat?

- Alleenstaand
- Getrouwd
- Samenwonend
- Kan/wil niet zeggen

26.) Wat is uw culturele achtergrond?

- Nederland
- Europa (maar niet uit Nederland)
- Azië
- Afrika
- Anders
- Kan/wil niet zeggen

27.) Bent u lid van één of meerdere sociale media (bijvoorbeeld Hyves, Facebook, Twitter)?

- Ja
 - Nee
-

4.9. Vragen

28.) Hoe vaak maakt u gebruik van sociale media?

- Elke dag
 - 4-5 keer per week
 - Eens per week
 - 2-3 keer per maand
 - Een paar keer per jaar
 - Eens per jaar
-

4.10. Vragen

29.) Zou u gebruik willen maken van sociale media?

- Ja
- Nee

4.11. Vragen

30.) Heeft u vragen en/of opmerkingen? Dan kunt u die hieronder kwijt:

4.12. Bedankt!

Dit is het einde van de vragenlijst.

Bedankt voor het invullen van de vragenlijst! Uw bijdrage is zeer belangrijk voor het onderzoek.

De situatie die genoemd werd is fictief.
