HOW TO REACT AS A COMPANY TOWARDS NEGATIVE CONSUMER UGC TO AVOID A BIGGER COMPANY CRISIS

MANAGING ONLINE CRISES

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Voorwoord | Preface in Dutch

Met veel dankbaarheid heb ik sinds september 2011 gestudeerd aan de Universiteit Twente. Vooraf wilde me graag verder verdiepen in marketing- en consumentenpsychologie en het doen van kwalitatief wetenschappelijk onderzoek. Als goede marketeer / marketing consultant is het belangrijk om de juiste informatie zuiver boven tafel te krijgen en deze goed te kunnen interpreteren, analyseren en presenteren. De laatste twee jaar mocht ik hier volop mee bezig zijn.

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Luc van Dijk

Samenvatting | Summary in Dutch

Steeds meer bedrijven krijgen te maken met negatieve online berichten over hun bedrijf. Dit zijn berichten die veel gelezen en gedeeld kunnen worden en uiteindelijk financiële schade kunnen veroorzaken, zoals in het geval van de Canadese muzikant die een lied maakte over United Airlines. Dit bedrijf had volgens hem zijn gitaar kapot gemaakt en de klachtenservice was volgens hem niet op orde. Dit nummer werd een enorme hit op Youtube en resulteerde erin dat het betreffende bedrijf in verlegenheid werd gebracht.

Het is voor een bedrijf belangrijk om de online etiquette te doorgronden en op een juiste manier te reageren op negatieve user generated content (UGC), dit is inhoud die is toegevoegd door gebruikers. Door goed in te spelen op negatieve UGC kan een grotere bedrijfscrisis worden voorkomen. In de wetenschap staat de theorie van Coombs met zijn crisis communicatie theorie hoog aangeschreven. Deze theorie geeft wetenschappelijk bewezen regels hoe een bedrijf om kan gaan met crisis communicatie. Hierbij wordt geen onderscheid gemaakt tussen gevoelsproducten en praktische producten. De vraag komt op of er online op dezelfde manier kan worden gereageerd op beide soorten producten of dat er een onderscheid gemaakt moet worden. Hiernaast is de vraag of de Coombs strategieën volledig te gebruiken zijn in een online omgeving of dat er geschiktere manieren zijn om als bedrijf te reageren op negatieve UGC.

In een week zijn er drie focusgroepen samengesteld onder verschillende consumenten om dit onderwerp te onderzoeken. Hiernaast zijn er gedurende drie weken elf diepte-interviews afgenomen met public relations consultants van een public relations bureau in Amsterdam. Belangrijke bevindingen zijn dat de Coombs strategieën geschikt zijn om te gebruiken in een online omgeving, maar er zijn wel enkele kanttekeningen te maken. Zo voldoet een relatief milde en kostenneutrale oplossing al bij een utilitarisch product, terwijl bij een hedonistisch product ook een compensatie wordt verlangd. Bij het utilitarische product voldoet een instrumentele benadering in de reactie terwijl bij het hedonische product meer empathie wordt gevraagd van het betreffende bedrijf. Het gaat in het laatste geval niet enkel om de intrinsieke waarde van het product, maar juist om de extrinsieke waarde. Gevoel speelt hierbij een belangrijke rol. Hiernaast legt het onderzoek verschillende aandachtsgebieden bloot waarop gelet moet worden bij een online interactie met een klant.

De keuze voor focus groep onderzoek is een positieve keuze gebleken. Nadat de consumenten eerst hun eigen visie op papier schreven, werd deze visie tijdens de focusgroepen soms bijgesteld. Deze manier van onderzoek hield de deelnemers scherp en ze werkten gemotiveerd samen om een goed resultaat neer te zetten. Door het onderwerp en de focus groep resultaten later in diepte interviews te bespreken met public relations professionals, werden de resultaten van deze studie waardevoller. Door hun professionele visie toe te voegen, is een beeld geschetst hoe er door bedrijven online gereageerd kan worden op negatieve UGC.

Summary

More and more companies are faced with negative online messages about their business, messages that can be widely spread online and eventually cause financial loss for a company. As in the case of the Canadian musician who made a song about United Airlines. This company had, according to him, destroyed his guitar and the customer service did not meet his expectations. This song became a hit on Youtube and resulted in a public relations embarrassment of the company.

It is important for a company to understand the online etiquette and respond properly towards negative user generated content (UGC), content that is added by users. By properly responding to negative UGC, a larger company crisis can be prevented. Coombs crisis communication theory is highly appreciated in science. The theory provides scientifically proven rules how a company can deal with crisis communication, but it makes no distinction between hedonic and utilitarian products. The question arises whether online responding to both types of products requires a different approach. In addition, can the Coombs strategies be used in an online environment or are there more appropriate ways to respond as a company towards negative UGC?

In one week, three focus groups were performed among different consumers to study this topic. In addition there were eleven in depth interviews executed with public relations consultants of a public relations agency in Amsterdam, The Netherlands. Important findings were that the Coombs strategies are suitable for use in an online environment, but there are a few remarks. For example, a relatively mild and cost neutral solution already fits for a utilitarian product, while for a hedonistic product also a compensation is required, which is a more expensive strategy. A negative UGC message about a utilitarian product can meet an instrumental approach while for the hedonic product more empathy is asked of the concerned company. In the hedonic case it is not only about the intrinsic value of the product, but rather the extrinsic value. Sense plays an important role. Subsequently the research provides areas of consideration when it comes to respond towards negative UGC as a company.

The choice of focus group research has shown a positive one. After the consumers first wrote down their own vision on paper, their opinion was sometimes updated during the focus groups. This type of research held the participants focused and they worked well together to provide a good research result. By discussing the topic and the focus group consumer insights with public relations professionals, this study research results became only richer. By adding their professional vision a complete image outlined about how companies can react towards negative UGC.

Content

1.   Introduction

Canadian musician Dave Carroll and his band made a protest song about United Airlines named "United Breaks Guitars". The song chronicles the real-life experience of the musician of how his guitar was broken during a trip on United Airlines in 2008, and the subsequent reaction from the airline. The song became an immediate hit on YouTube resulting in a public relations embarrassment for the airline.

This kind of User generated content (UGC) is becoming increasingly important for companies to deal with. UGC is the data which is provided by consumers who share their opinion or vision in an online setting. When the tone of voice is negative it can harm the reputation of the company such as in the United Airlines case. Reputational damage can result in a lower trust in the company or even in a company crisis.

A company crisis is an unexpected negative occasion which can harm the company seriously (Coombs, 2007) which includes less liking of the company, harm stakeholders and in the end lessen sales of products. It can disturb the operations of an organization (Seeger, 2002; Coombs, 2002). In short a company crisis threatens the financial results of an organization (Coombs, 2002, Coombs, 2007; Coombs & Holladay, 2006).

Coombs (2007) theory provides insights how to handle in a crisis situations. Moe and Schweidel (2012) mention that online discussions and the way a company handles a crisis are becoming increasingly important for consumer perceptions. Either there is a lack of knowledge or a hedonic product – a multisensory product which provides fun, pleasure, excitement and is used for experiential consumption – requires the same crisis communication approach as a utilitarian product – which is primarily instrumental and their purchase is motivated by functional aspects. That is the literature gap that this project wants to study.

This study provides insights in how companies can react towards negative UGC to avoid a company crisis. Clarity will be provided whether or not the Coombs (2007) theory is suitable for both utilitarian and hedonic products or that it should extended. Subsequently it provides insights if the reactions should differ for either a hedonic or a utilitarian product. Goal of this study is to research how companies can react successfully on negative user generated content from a consumer perspective for both a hedonic as a utilitarian product. Successful will be described as: a company crisis will be minimalized or even avoided; the consumer is satisfied with the reaction and speaks positively about the company.

The research question is: *"What would be suitable Coombs reaction strategies towards negative user generated content for hedonic and utilitarian products according to consumers and PR consultants?"*

The research question will be answered using an exploratory study. The study should be a starting point in science how to deal with negative UGC for both utilitarian and hedonic products. On the basis of three consumer focus groups and eleven PR consultant interviews the topic will be discussed. The study provides insights into the topic of online crisis communication and shows what consumers and business professionals find about existing crisis theories and which of these are suitable in an online setting for both hedonic and utilitarian products. In the end the study provides insights how to deal with negative user generated content and provides science with a starting point of online crisis communication for hedonic and utilitarian products.

The report is structured as follows: first relevant theory is discussed. The theory chapter is divided into three subjects: user generated content, crisis communication and the difference between hedonic and utilitarian products. Then the method for data gathering is discussed, a distinction is made for the consumer focus groups and consultants interviews. Moreover the results are provided. This chapter is divided into three parts: how consumers react to negative UGC, how consumers and consultants react towards different Coombs reaction strategies and the chapter closes with general advices on how a company should respond towards negative UGC. Subsequently the discussion part will treat the general conclusions, answer the research question, provides the limitations and gives recommendations for further research.

2.   Theory

The chapter is divided into three main themes: User Generated Content and how it impacts companies, crisis communication issues and the differences between hedonic and utilitarian products.

2.1   User Generated Content and how it effects companies

User Generated Content

The definition for UGC is stated by Christodoulides, Jevons and Bonhomme (2012) as publicity accessible content by transmission media as internet, is created for free outside professional practices and routines and reflects a degree of creative effort. Furthermore Christodoulides and Jevons (2011) add that UGC is brand related and the content is permanently available because of the use of publicly accessible media.

The impact of UGC on consumer behavior

Internet provides consumers the opportunity to share opinions and experiences with other internet users, without knowing the other consumer (Henning-Thurau & Walsh, 2003; Schlosser, 2005). It is common behavior to read each other's reviews and product experiences (Schlosser, 2005). UGC can have a significant impact on the success of products and services (Henning-Thurau & Walsh, 2003) and influences the image of the company its represent. UGC is perceived by consumers as more relevant and trustful than advertising and it generates more empathy and reduce a consumer resistance to a product or service (Bickart and Schindler, 2001, via Li & Zhan, 2011).

Nowadays consumers are well informed and more connected than ever before (Prahalad & Ramaswamy, 2004). According to Daugherty, Eastin and Bright (2008) the internet as a medium is more powerful than traditional media for communication. Other people's opinions are important determinants for consumer behavior (Hennig-Thurau & Walsh, 2003). Consumer perceptions are often more than any other source influenced by word-of-mouth (Allsop, Bassett, and Hoskins, 2007, via Li & Zhan, 2011).

Moe and Schweidel (2012) also state that consumer behavior can be influenced by UGC. Reading continuously positive information about a brand will increase positive feelings by the consumer about such a product. However reading an amount of negative information about a brand will cause a more negative feeling about the particular product or brand. UGC in short can have an impact on the perception of a brand (Jun Cheong & Morrison, 2008; Li & Zhan, 2011) and influence consumer behavior.

The impact of UGC on companies

The impact of UGC results in a shift in communication nowadays. It is now more a many to many, interactive model than it is a one-way one-to-many model (Christodoulides, Jevons & Blackshaw, 2012). This means that organizations do not suffice with a simple television commercial or poster commercials anymore but have to do more in order to reach their consumers. Companies have to invest in interactive communication.

Further UGC can be used as a manner to investigate what consumers think about a company product or service. Christodoulides, Jevons and Blackshaw (2012) mention that UGC is an important feedback mechanism to gain deeper customer insights and develop a product or service even more. For the

negative sight: it is proven that insufficient reacting on online messages by companies might cause damage to a company because customers feel offended by a failure of response of the concerned company (Effectory, 2010). If other consumers react to the failed message, it can trigger the virality of the message, meaning the awareness of the message increases.

Nowadays consumers are more in control of company and brand communication, instead of companies themselves (Christodoulides, Jevons & Bonhomme, 2012). Consumers share their opinions about organizations frequently on sites as Facebook, Twitter and Youtube. Other consumers or potential consumers not only can read this data, but can also react on it. Negative UGC about a brand, created by potential, actual or former customers, can be available to many people and institutions via internet (Hennig-Thurau, Gwinner, Walsh & Gremler, 2004).

A potential danger is that companies can lose control over their brand communication. This caused by pro-active consumers which undermining or advocating the brand through brand related user generated content in social media channels (Weiger, Hammerschmidt, Wetzel, 2012). For companies it can be major challenge to control the storm of UGC (Weiger, Hammerschmidt, Wetzel, 2012) and to react on a proper manner.

When a company does not react or does not react on an appropriate manner, a negative UGC post can go viral. For instance, Dave Carroll's guitar in 2008 which was broken by United Airlines. David Carroll made a Youtube video (Carroll, 2009) which is viewed for over more than 13 million times. According to Kietzmann, Hermkens, McCarthy, and Silvestre (2011):
> "United Breaks Guitars was cited by Time.com as one of YouTube's best videos, and even discussed by Wolf Blitzer on television's CNN Situation Room." pp. 242.

Such negative UGC can create a company crisis and can negatively influence a company's brand equity (Weiger, Hammerschmidt & Wetzel, 2012).

2.2   Crisis communication issues

A company crisis can be described as an event that disrupts normal operations of an organization and if badly managed, can ruin hard-earned brand equity (Benoit, 1997; Coombs, 2007; Coombs & Holladay, 2012).

To minimize organizational damage a crisis or potential crisis requires a right approach which can be provided by company crisis communication. Coombs (2007) stated that crisis communication is a kind of communication in order to keep the crisis as small as possible. In the worst case failure in this can lead to bankruptcy of a company, or it can lead to losses for the organization or otherwise harm to stakeholders (Coombs, 2007). Hegner, Beldad and Kamphuis op Heghuis (forthcoming) state that the consumer loyalty to the brand could maintain if it is shown that the right crisis strategy is deployed, even if the trust in the brand is low.

Since it is hard to predict a crisis, especially in today's world which is dynamic, partly online and fast, it is important to describe potential crises for companies in broad terms. On this matter companies can relapse on guidelines which provide relevant information how to deal with a crisis. According to Østergaard (2010) it will give companies an approach how to handle in a crisis situation when they need it.

Coombs (2010) describes an interaction effect between negative UGC and company crisis communication. It suggests that traditional crisis communication techniques must be integrated with the online techniques. Furthermore three suggestions are given:

1. **Visibility**
   The crisis information should be made available in an online setting. Being absent as a concerned company must be avoided.
2. **Find the spot**
   Companies have to search were the action takes place, meaning where people place UGC. The company must listen and act at this spot.
3. **Engagement**
   Actively contact relevant stakeholders about the accused problem.

The type of crisis, the history of crises and prior reputation of the organization provides companies with information how to react on crisis situations and how their stakeholders will react (Coombs, 2007). Insights and understanding of these aspects allows the company to anticipate with the correct crisis communication. Coombs (2007) provides companies with an evidence-based set of guidelines for dealing with crises. It can be used in crisis situations as guide (Coombs, 1995; Coombs & Holladay, 2002). Coombs (2007) named this guide the Situational Crisis Communication Theory (SCCT). The theory provides companies with information how to react on a crisis to protect the image of an organization. SCCT can be used as a mechanism to anticipate on how stakeholders would react to a crisis when it comes to the reputational threat of a crisis. Subsequently it suggests how people can react towards the company crisis response strategies (Coombs, 2007). The SCCT allows companies to assess and response towards a crisis and allows companies to make informed, beneficial and strategic decisions (Coombs & Holladay, 2002).

According to Coombs (2007) there are three groups to differentiate in the primary responses to crisis: deny, diminish and rebuild, see table 1: *Crisis response strategies based on Coombs (2007).*
The most suitable strategy should be selected to solve the problem. As an example: the more the crisis is caused by the organization, the more the public expects from the company. After selected the crisis responsibility and type of the company crisis, a corresponding crisis strategy can be used. The 'lower' strategy chosen, the lesser the impact on effectively reputational repair will be.
Contrasting: the greater the crisis responsibility, the more the strategy of crisis response must rebuild. Suitability of the chosen strategy is required. A little crisis requires another response than a big environmental / health crisis. So, responses should be tailored. Following these 'rules' will result in maximum protection of the organization reputation (Coombs & Holladay 2002).

Table 1 Crisis response strategies based on Coombs (2007)

Strategy	Response strategies	Content
Deny strategies This strategy is helpful to create a certain crisis frame and disrupts the perceived connection between a crisis and the organization. This causes no reputational harm because the media and stakeholders accept that there is no crisis at all.	**Attack the accuser**	In conceals that the company or crisis manager confronts the person or group claiming something is wrong with the organization.
	Denial	The company or crisis manager asserts that there is no crisis at all.
	Scapegoat	The company or crisis manager blames some person or group outside of the organization for the crisis.
Diminish strategies With this strategy the organization takes distance from the crisis and claims that it has nothing to do with the situation. The strategy has as goal to lessen to relation between the organization and the crisis. However, this strategy needs credible sources or evidence. The public will adopt the most credible story of the crisis situation when conflicting stories arrive in the media.	**Excuse**	The company or crisis manager minimizes the organizational responsibility by denying intent to do harm and/or claiming inability to control the events that triggered the crisis.
	Justification	The company or crisis manager minimizes the perceived damage which is caused by the crisis.
Rebuild strategies With this strategy the organization takes its responsibility for the crisis and asks for forgiveness. The focus lies not only on the crisis anymore but also on the fact that the organization takes positive action.	**Compensation**	The company or crisis manager offers money or other gifts to victims of the crisis.
	Apology	The company or crisis manager indicates that the organization takes full responsibility for the crisis and asks stakeholders for forgiveness.

The *rebuild strategies* will be most successful because the organization takes its responsibility completely, which is appreciated by consumers (Coombs, 2007). According to Benoit (1995) and Benoit and Drew (1997) the *apology strategy*, which is part of the rebuild strategies, is the best to choose as a crisis response. However this strategy gives some annotations. Coombs and Holladay (2008) though mention that it is also the most expensive one. The organization will be taken responsible for potential losses and lawsuits. Also Coombs (2007) claimed that over time it is not more beneficial to the organization reputation than other strategies. Coombs and Holladay (2008) claim that when responsibility for a crisis is unknown or ambiguous, not accepting the responsibility is a viable option. Coombs (2007) warns: when it is not necessary to use a strategy like these the reputation can even decrease. This is because it gives stakeholders a bad feeling, the situation should be worse than it seems because the organization reacts so aggressively (Coombs, 2007).

According to Hegner, Beldad and Kamphuis op Heghuis (forthcoming) a decline of a perceived brand quality cannot be prevented, even with an adequate response. Not responding as a company scores even lower (Hegner, Beldad & Kamphuis op Heghuis, forthcoming). So a response is needed. This study wants to research one further recommendation from Hegner, Beldad and Kamphuis op Heghuis (forthcoming), namely if crisis response types differ on consumers' attitude according hedonic or utilitarian product types.

2.3   Distinction hedonic and utilitarian products

The study focusses on fast moving consumer goods. A distinction is made for hedonic and utilitarian products. Hedonic products are provided for fun, pleasure and excitement and are multisensory (Dhar, Khan & Wertenbroch, 2004). Some examples are designer clothes, flowers and chocolate. Utilitarian products are instrumental, primarily and purchase of these products is based on functional aspects (Dhar, Khan & Wertenbroch, 2004). Some examples are: detergents, microwaves and home security systems.

Dhar and Wertenbrouch (2000) state that consumers expect a different communication approach for both sorts of products. A hedonic product requires more arguments where feeling plays a major role whether by a utilitarian product more instrumental and rational arguments are expected to be successful in persuasion the consumer the buy the product. The focus of this study lies on whether companies should react differently towards a negative UGC message about a hedonistic than towards a negative UGC message about a utilitarian product.

2.4   Conclusions

The SCCT model of Coombs (2007) is taken as a central theory of this study. It is unknown if the strategies of Coombs (2007) are applicable in an online setting dealing with negative UGC for both hedonic as utilitarian products. Now the question rises if SCCT can be used to react on negative UGC messages, to prevent an eventually reputational crisis or in order to stop negative UGC before it becomes a really big financial problem for the concerned company. Figure 1 provides a reproduction.

The goal of the research is to investigate if the strategies of Coombs (2007) are successful by reacting on negative UGC or that new strategies should be created. In order to have a broad approach, negative UGC provided about fast moving consumer goods will be studied. A distinction is made in hedonic and utilitarian products.

The central question in this research is:

"What would be suitable Coombs reaction strategies towards negative user generated content for hedonic and utilitarian products according to consumers and PR consultants?"

Figure 1 Break through the negative spiral: How to deal with negative user generated content to prevent a company crisis?

3. Method

The study examined how consumers perceived the various crisis response strategies on negative UGC towards a hedonic and utilitarian product, identified in the Coombs (2007) Situational Crisis Communication Theory (SCCT). This study provides – due to qualitative research – in depth information about the topic. This research approach developed the concepts more clearly, helped to develop operational definitions and established priorities. With both focus groups and consultant interviews the qualitative research was designed. This research offered the opportunity to provide participants with stimuli material and gives them the opportunity to speak freely and expanded about the topic.

The research design consists of an experimental design. Because ninety percent of the online time is spent on social media and Facebook is the dominant social media network (Lipsman, Mudd, Rich & Bruich, 2012) Facebook messages were manipulated and being used for the case studies. The researcher had manipulated those reactions for both a hedonic as a utilitarian product.

In the two studied cases – both the hedonic as the utilitarian – the blame of the complaints lies in the intentional cluster of Coombs (2007), meaning the company made responsible for the negative UGC or it is ambiguous who is responsible for the caused crisis. All Coombs (2007) SCCT response strategies were presented to the participants in two case-studies. The participants could respond what they find the most appropriate for an online complaint or were able to provide better suggestions.

3.1 Focus groups

3.1.1 Instrument

Three focus groups were conducted conform literatures' characteristics (Kitzinger, 1995). According to Kitzinger (1995) focus groups provides possibilities to initiate free ideas and develop and operate within a given cultural context. Subsequently focus groups provoke free association which enables them to provide unique and unexpected results and a deeper understanding of the researched topics. Moreover it facilitates expressions of ideas and experiences, which may be left underdeveloped in a personal interview and through debate within the group it illuminates the research participants' perspectives.

Because this study aims at measuring precisely what the participants thought about the topic, an enabling technique is used. Participants were framed to think as a third person towards the study. This provides more insights because people often say more about their personal thoughts using this enabling persuasion technique.

Characteristics of the group

In order to make the study reliable and valid three focus groups were executed. Two groups of five participants and one group of eight persons participated. The focus groups carried out in the university in order to reach consumers in the age 18 – 25, because this group has a significant (online) influence on buying behavior of others. For the research it was important to select people who are used to empathize, because with them drawing conclusions if a message for example could 'go viral' (a message with high amount of viewers) can be possible.

The average age was 22 years. Except for one participant, all participants had a background in communication science, part of the behavioral sciences faculty of the Twente University. The one other participant had a background in educational sciences, also at the University of Twente.

3.1.2   Procedure

Each group was treated under same conditions, using the same topic list (attached in appendix A) and stimulus material. Research was based on a semi-structured structure meaning using few specific questions followed by the thoughts of the consumers according to the topic. The research relied on an open dialogue between the interviewer and participants and a dialogue between the participants.

An interview or discussion guide was made to keep focus. The guide provided questions to be asked on the way Cooper and Schindler (2006) advises: the list started with the broad issue and is narrowed until the specific interest of the clients is achieved. The detailed list is included in appendix A.

The focus group participants were confronted with two cases of consumer negative UGC and reactions from the company towards two different cases. One case covered a hedonic good and the other case covered a utilitarian good, displayed in figure 2 and figure 3.

Description cases:

Casus 1:   Hedonic product: Chocolate Leonidas, online order
A consumer ordered a box with chocolates online by Leonidas. By arrival the chocolates stick together and look deformed. The customer is dissatisfied because he would like to surprise his girlfriend. He posts an update on Facebook with a picture of the box chocolates and a short description. In the message he tagged the brand Leonidas.

Luc van Dijk

Deze week Leonidas bonbons online gekocht voor vriendin. Mooi doosje toch aan de buitenkant. Van binnen echter één grote bonbon in plaats van 12 kleintjes, alles zit aan elkaar gekleefd! Ik koop nooit meer online bonbons!

Vind ik leuk · Reageren · Delen · Promoten · 14 seconden geleden ·

Figure 2 Stimulus material casus 1 hedonic product

Translation: This week [I] bought Leonidas chocolates online for my girlfriend. A nice looking box from the outside. Inside just one piece of chocolate instead of 12 little ones, everything sticks together. I'll never buy chocolates online again!

Casus 2:   Utilitarian product: Liquid bleach, bought in supermarket
A customer bought his weekly supplies including Liquid bleach. He putted everything together in a big shopping bag. The Liquid bleach flagon at the top. Unfortunately the cap of the flagon was not tight, a production failure. Resulting all his supplies were covered by liquid bleach. It was a complete mess. In his frustration the client makes a photo with his smartphone and shared it on Facebook. He tagged the umbrella brand Unilever.

Luc van Dijk

Productiefoutje Unilever? Dopje is kapot en zit niet lekker op de Glorix. Mijn hele boodschappentas besmeurd!

Vind ik leuk · Reageren · Delen · Promoten · 5 seconden geleden ·

Figure 3 Stimulus material casus 2 utilitarian product

Translation: Production failure Unilever? [The]Nipple is broken and doesn't seal the flacon. My whole shopping bag smeared!

Before the dialogue occurred, participants had to fill in a notebook to write their opinions on paper about how they would react towards the negative UGC post as a consumer for both the hedonic as the utilitarian product. Subsequently they had to write down how they would react towards the negative UGC post as the tagged/concerned company. An example of the notebook is included in appendix D. The participants' views were later discussed in the focus group. The reason for this was that participants would not be affected by each other's opinion right from the beginning of the sessions. After the participants had written their opinions, their responses were discussed together. Subsequently the Coombs reactions, as shown in appendix C, were discussed in the groups. There was a group discussion about what the best Coombs response would be and which reaction would minimize the messages exposure/virality. Moreover the participants had to discuss about how a company reaction should look like. During the focus groups distinction was made between the hedonic and utilitarian product.

Protection of participants

Conform Landsdown (2001) ethical guidelines participate in the research was voluntary. The participants were not obligated to participate to the research. If participants wanted to quit the research, they were entitled to do so, even without any reason given. The researcher had informed the participants about these rules. Also the researcher has ensured that the participants may not have any disadvantages from the research. This was conform the principle of *"doing well and do not hurt"* (Howitt & Cramer, 2007).

Protection of privacy

Conform Thomas and O'Kane (1998) privacy of participations has to be guaranteed. The obtained data from the research was made anonymous so that the results should not lead back to a certain participant. Not anonymous data will not be shared either in words or in writing. The researcher had informed the participants with this information, not only to do ethical right but also to reduce eventual research biases which could occur when someone thinks someone else could listen to them as well (Dooley, 2000).

3.1.3 Data analysis

During the focus groups a voice recorder recorded all the spoken information. The data was transcribed to provide in rich detail about what was said. Moreover the notebooks were transcribed and ordered as well. In order to have reliable data, the data should be coded and validated by another researcher (Van Dijk, 2012, Van Leeuwen, 2012). The agreement between two raters is measured with a Cohens Kappa. After validation with a second researcher the Cohens Kappa was calculated which was 0,946. Dooley (2000) stated that which such a score the research can be stated as 'very good' and thus valid.

The qualitative data was further analyzed with the computer program ATLAS.ti. With this program the data was grouped together per subject in order to provide a structured overview of what was discussed (Baas, 2010, Van Dijk, 2012). As such it provides deeper insights in the studied topics. The data is displayed in chapter 4, results.

3.2 Interviews

To gain richer and deeper insights, interviews are held with public relations professionals working for the communication and public relations and full service communication agency Ketchum, Amsterdam office. The knowledge and experiences of Amsterdam's Ketchum employees was useful to complete the study.

3.2.1 Instrument

According to Kitzinger (1995) interviews are appropriate for tapping individual biographies. Main focus in this study lies on how professionals dealing with the topic. The participants were chosen to participate for their unique business experience in the public relations business. Throughout personal interviews it was possible for them to freely speak about the topics and it gave this study deeper and richer insights.

Characteristics of the group

All participants were working for the international public relations agency Ketchum in The Netherlands. Nine men and three women participated in the study. Except for one, all interviews were in Dutch. The other interview was held in English, because of the international background of this employee. The ages of the employees were between 25 and 50 years old. Two consultants were at junior consultant level, two at consultant level, six were senior consultant and one CEO. See for more information table 2; *Consultant interviews, characteristics participants.* To ensure the CEO's anonymity quotes of him are displayed as director quotes.

Table 2 Consultant interviews, characteristics participants

Function	Age	Women/Men
CEO	40-50	M
Director	40-50	W
Director	30-40	M
Senior Consultant	40-50	M
Senior Consultant	30-40	M
Senior Consultant	30-40	W
Senior Consultant	30-40	M
Consultant	30-40	M
Consultant	20-30	W
Junior Consultant	20-30	M
Junior Consultant	20-30	M

3.2.2 Procedure

Each consultant interview was treated under same conditions, using the same topic list (as attached in appendix B) and stimulus material (as displayed in paragraph 3.1.2. *Procedure*). The research was based on a semi-structured structure meaning using few specific questions followed by the thoughts of the consultants according to the topic. The research relied on a dialogue between the interviewer and consultants.

First the two cases – both the hedonic and the utilitarian – were provided to the consultants. They had to give a personal (as a consumer) and a professional reaction from a corporate perspective towards the negative UGC messages. Hereafter the Coombs reactions towards the cases, as displayed in appendix C, were discussed and they were able to provide suggestions. Moreover the conclusions of the consumer focus groups were discussed.

Protection of privacy and the protection of participants is described in paragraph *3.1.2 Procedure* and were applicable for these interviews as well.

3.2.3 Data analysis

During the interviews a voice recorder has recorded all the spoken information. The data was processed in the same manner as the consumer focus groups data which is described in paragraph *3.1.3 Data analysis*.

4.   Results

The results section is structured as follows: first the section **'what if'** is displayed. This paragraph describes how consumers themselves would react to a connections' negative UGC post. A distinction is made when a company does or does not respond towards the negative UGC message and a further distinction is made between hedonic and utilitarian products.

Then the modified '**Coombs'** reactions are tested. Which are the most appropriate in an online setting according to the consumers and consultants? A distinction is made between hedonic and utilitarian product.

The final section deals with the **'main advices'** of consumers and consultants. This is also divided into a hedonic and utilitarian product.

In order to provide deeper insights some quotes from the participants are displayed. Per quote is reported whether it comes from the focus groups or the consultant interviews. The quotes are displayed between the reported data and are shown in bold blue italic. As for the consultant interviews, the title names are displayed in front of the quotes. In order to respect the privacy of the consumers is displayed only that quotes are expressed by them.
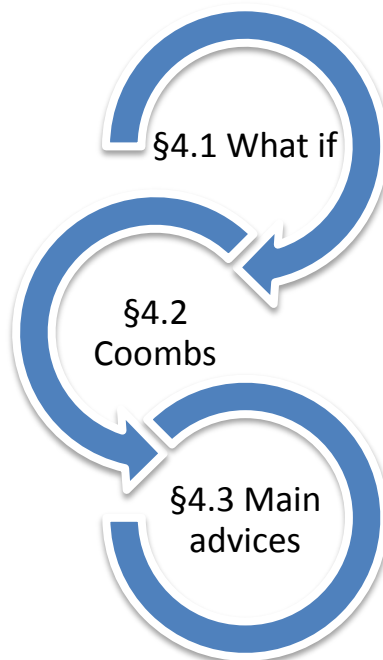

Figure 4 Structure research chapter

4.1 What if... how participants react towards negative UGC messages

This paragraph provides insights in how people would react as a *fellow-consumer* towards a negative UGC message. In order to present it in an organized manner, the personal reactions are displayed in table 3: *Personal reactions as towards negative UGC*

4.1.1 How consumers react towards negative UGC

An interesting insight is that consumers indicate they will not react if the case is resolved. Resolved means: the company reacted towards the negative UGC on an appropriate manner. Consumers simply ignore the post in that case.

> **Focus group participant:** *"If I'd read it I would think 'neatly solved' but I would not specifically have to pay extra attention."*

They have the feeling: the company has responded well, thus the case is closed. I do not have to react longer. Some participants will, if they find it a good reaction, simply like the company reaction. The responses are displayed in table 3: *Personal reactions as towards negative UGC*

4.1.2 How consultants react towards negative UGC

Because the consultants were asked to respond as consumers, the results of the consultants are merged with those of consumers. The responses are displayed in table 3 *Personal reactions as towards negative UGC.*

4.1.3 Differences in approach hedonic and utilitarian product

By the hedonic case – about the chocolates – more participants would react in comparison with the utilitarian case – about the bleach. Consumers react in order to show their empathy and because they find it a sad situation for the person who created the negative UGC message.

In the hedonic case consumers are upset about the failure of the product. The read about the fictitious casus and believe that buying chocolates one can cause problems. A consumer clearly explains what is going on in his head.

> **Focus group participant:** *"There is a particular breach of trust inside me. As a consumer you trust someone with the online purchase, you see the product only physically but trust that it will be okay. Fact that this did not happen, I find a bad thing."*

This feeling results in a potential behavior that a consumer will not buy chocolates online. It is not just about Leonidas chocolates, but chocolates from around the industry. Some consumers had distrust in online ordering food before reading this case. The hedonic case only strengthened this feeling, although it was made clear it was fictitious.

Blame difference utilitarian and hedonic company

In the utilitarian case participants react as: it can happen. They are less attached; they find it less interesting and not necessarily find the manufacturer should resolve the problem. In the hedonic case most participants find the complaint must be solved with a solution provided by the company.

Some participants find Leonidas – as company – has caused a problem.

> **Focus group participant:** *"Bad situation that Leonidas has found no solution for the boxes, especially in hot weather."*

In the hedonic case some participants blame Leonidas publicly, stating they have to solve to problem.

Table 3 Personal reactions as towards negative UGC

Responding (≈25%)	Not responding (≈70%)	Like the post (≈5%)
Consumers react if the person is a good friend or – in the hedonic case – knows that it would be a special day for the person, for instance to celebrate an engagement.	Most of the participants say they will not respond towards the negative UGC message. They find these kind of messages generally nagging. Also they point to other possible causes, such as the chocolates are melted because it has been a warm day.	Focus group participant: *"I would like it because I think it's pretty funny."*
• Humor Some consumers react with humor. In the hedonic case it is because they find it a sad situation. In the utilitarian case because they do not take the post very seriously. Focus group participant: *"I had: "that is sad", and then I would make something of a joke about the relationship because he had bought it for his girlfriend. "It does show a hunk of love or something"".*	Focus group participant: *"Yes really, you see that sort of thing drop by very often and that really don't interest me much."* Things that many participants want to respond are things which they are involved such as things that family and friends concern. Then more directly in the field of travel, etcetera then those negative UGC messages. These kinds of messages are whiny. Participants even doubt the expertise of the person choosing a correct web shop.	Some participants experience the message as gloating; therefore they like the negative UGC message.

Reactions towards the consumer UGC message

- Responding
- Not responding
- Like the post

Figure 5 Reactions towards the consumer UGC message

• Compassionate response
In both cases participants, only a majority, indicate that the will give a compassionate response to give some sympathy. In the hedonic case these consumers suggest that the chocolate factory will compensate the damage. In the utilitarian case it's just a compassionate reaction.

Usually persons who post a negative UGC message are persons who like the spotlight. Also it seems almost to avoid the own responsibility. Moreover appealing to a company can be done in several other ways, like by phone, e-mail or even a letter.

• Substantive response
Some react that you cannot see the contents of the box in the store either. Some respond indirectly by claiming to Leonidas that they have to send a new box of chocolates. Another criticizes Leonidas that they did not find anything to keep the chocolates in a good condition, even in hot weather.

In the statements no clear differences is made in the hedonic or utilitarian case, although more consumers respond to the hedonic case.

• Recognizable
Some consumers recognize themselves in the person responsible for the negative UGC message. The consumer would only respond with "I do not like" or "recognizable".

Interview participant: *"Yes, that seems really frustrating. I know the situation."*

As is clearly shown in Figure 5: *Reactions towards the consumer UGC message* the majority of consumers do not respond to the message.

4.2 Views on manipulated Coombs reactions

4.2.1 How consumers react towards manipulated Coombs reactions

The responses are displayed on the next page in table 4: *Reactions towards crisis response examples based on Coombs (2007)*.

4.2.2 How consultants react towards manipulated Coombs reactions

The responses are displayed on the next page in table 4: *Reactions towards crisis response examples based on Coombs (2007)*.

4.2.3 Differences in approach hedonic and utilitarian product

The answers are in the same line as the personal reactions treated in the previous section (paragraph 4.1.3 *Differences in approach hedonic and utilitarian product.* Although the blame is not really discussed in both cases, the desired Coombs (2007) response differs. For the utilitarian case no solution or compensation is required and the consumers are satisfied. They are already satisfied in the utilitarian case if the company shows that she listens to consumers. For the hedonic case a solution should be provided to satisfy the consumer.

> Focus group participant: *"And they're very kind, but they give no other solution. […]*
> *I cannot buy a new box of chocolates with this excuse."*

The participants were more attached by the hedonic case, it is not only about the product itself also fun, pleasure and excitement play a major role in their perception. In the utilitarian case no one is really upset or attached, they have a primary instrumental and functional approach. In the hedonic case a romantic moment can be ruined. This is of serious matter for consumers.

Table 4 Reactions towards crisis response examples based on Coombs (2007)

Strategy	Response strategies	Participants reactions
Deny strategies This strategy is helpful to create a certain crisis frame en disrupt the perceived connection between a crisis and the organization. This causes no reputational harm because the media and stakeholders accept that there is no crisis at all.	**Attack the accuser**	This reaction is experienced as shameful and very unprofessional. Blaming consumers, that is not right. It is not appreciated that the company puts the blame outside itself and blames the consumer instead. In this case consumers are not taken seriously and for this reason they will react angry. In fact: they do not believe the company reaction. The company takes with a reaction as this a big risk on virality of the message and increased poor public relations. Some consumers see a possible company crisis and gloating on the interaction with the company. Even when they see this message by a friend of them, they want to react towards the message. This probably causes a lot of new negative comments on this post. So unwise according to the participants. *Interview participant: consultant: "The consumer will never indicate: "Indeed, stupid I, I did not have to put the chocolates on the heating"."* *Focus group participant: "it leads to nothing except a lot of communication on both sides. Leonidas itself makes it just difficult."*
	Denial	By denying that there is a crisis, consumers will react cynically. Denying the problem just is counterproductive. *Focus group participant: "if it is only comes to the taste, I would have bought a chocolate bar".* A stupid company reaction can expect a stupid consumer answer. In this case, the company can send better no reaction at all. The problem continues to exist after all. The company takes the complaint of consumers not serious at all. The problem remains with the consumer. Moreover the consumer is not heard. The consumer is upset because the product is not as expected. The result is that consumers are noisy and will react towards the message. The virality of the message increases with such a reaction. *Interview participant: junior consultant: "what a shame that you have problems with our product."*
	Scapegoat	The cause of the problem is sought completely outside the company. The company does not take its responsibility. This form of reaction creates lots of discussion. This is not convenient for the company according to consumers. The message here will be unnecessarily large and a lot of attention will be provide to what possible has gone wrong. In the hedonic case the own glass will be smashed for the online shop. Indeed, it is the responsibility of the company to deliver the chocolates well. It may be that the miss is beyond the control of Leonidas, but that does not resolve the problem of the consumer automatically. For example, consumers can ask what transport service is used to answer that since then they never want to use that company again.

Diminish strategies	**Excuse**	It regrets the company very much, but the response does not address any solution. Consumers would probably post a reaction like:

Diminish strategies
With this strategy the organization takes distance from the crisis and claims that is has nothing to do with the situation. The strategy has as goal to lessen to relation between the organization and the crisis. However, this strategy needs credible sources or evidence. The public will adopt the most credible story of the crisis situation when conflicting stories arrive in the media.

Excuse

It regrets the company very much, but the response does not address any solution. Consumers would probably post a reaction like:

> **Focus group participants:** *"here fore I do not buy a new box of chocolates"*

> **Focus group participants:** *"for only excuses, I buy nothing new"*

Glad the company is saying sorry, but the problem of the consumer is not solved. It is good that the company apologized, but the overall reaction is unprofessional because no solution is provided. This will evoke reactions because consumers will expect a solution when a company makes an excuse.

Positive is that the company take the customer seriously. They feel recognized. But it is not convenient to give a mea culpa directly. With such a reaction a company takes the responsibility for the failure immediately, while there are also other possibilities. An instrumental response is more appropriate. It is good that the company hears the consumers, but the consequences of accountability should not be underestimated. Without knowing whether it is actually company production error, it must be dealt with, giving excuses very carefully. Also with legal issues in mind.

Justification

> **Focus group participants:** *"A reaction like this is expected from a low-level producer, not a producer of luxury chocolates."*

Participants are not satisfied with this reaction. In the hedonic case it is not just instrumental; it is also about the product experience, about how it looks. Consumers indicate that there is indeed a problem because they do not eat a big piece of chocolate. Then they might as well buy a regular bar of chocolate.

In the hedonic case the company should make a gesture when things go wrong and not trivialize the problem. For the consumer, it really is a problem. For this piece of chocolate he has not bought the present. The problem of the consumer is not taken seriously in this reaction. For both the consumer as for the outside world the company should provide a suitable solution and demonstrate the case is resolved.

> **Interview participant, consultant:** *"Not only for the consumer himself, but also for the 10,000 or even 100,000 other consumers that can read the company reaction as well."*

In the utilitarian case some consumers ensure that when a reaction as these is given by a giant like Unilever, they will not be satisfied but are probably not going to respond. They are not that attached. They do not want to spent effort in an online discussion.

Rebuild strategies	**Compensation**	Participants are satisfied that the consumer gets an allowance. However, they feel not taken entirely seriously. They miss an apology. The company seems to miss these surrenders. This is not valued by consumers. It seems that the company is saying: this is the solution and thus it is ready.

Rebuild strategies
With this strategy the organization takes his responsibility for the crisis and asks for forgiveness. The focus lies not only on the crisis anymore but also on the fact that the organization takes positive action.

Compensation

Participants are satisfied that the consumer gets an allowance. However, they feel not taken entirely seriously. They miss an apology. The company seems to miss these surrenders. This is not valued by consumers. It seems that the company is saying: this is the solution and thus it is ready.

Interview participant, consultant: *"It is almost: "we fix the problem and we are done"."*

The question remains open whether this was a one-time problem, or that it occurs more often. Neither does the company reaction inform the consumer if they will learn from the case for further situations. Subsequently by indicating that the situation is annoying for the consumer and, therefore, a solution is offered, the reaction could be better. Moreover a sorry for the 'damage' is appreciated.

Apology

A very extensive demand for forgiveness is not rated by consumers. Then the company seems almost desperate. It's a bit exaggerated. However, they warn that Facebook is a public medium and that it can be read among other users. They suggest that the real solution – which they approve – should be provided to the consumer via a private message.

With this reaction, compared with the other, the virility will remain the lowest, especially in the hedonic case. Participants think they are satisfied with both sorry and compensation. Consumers do not react anymore towards the company reaction, they think:

Focus group participant: *"a good reaction, case is ready and resolved."*

In terms of content consultants find this an excellent response. They have a few points to improve for the hedonic case. It should be indicated that the cause of the problem must be assumed and a confirmation must be given that the shipping normally runs fine. In addition, the practical solution should be offered via a private channel. Also the company can use fewer apologies, especially in the utilitarian case. With the stimulus material reactions the company attracts immediately the whole responsibility towards itself. A company must be careful to offer a public apologize. It is not yet known whether the error is a company error or a handling error for instance.

4.3 Main participants advices on how to react towards an negative UGC message

4.3.1 An ideal company reaction: participants recommendations

Even if it is ambiguous who to blame, and even if the company is not to blame, always react to such a negative UGC message according to the participants. It is a small gesture that a company provides, but it can be valuable for consumers. By responding, the company takes the customer seriously. Consumers can be excited again about the company through this interaction.

> **Focus group participant:** *"Not respond to what he says but respond to show that you take his complaint seriously."*

Both hedonic as utilitarian case can have a high virality depending on the person who sends the message and how the company responds. If the company is responding negative or downplays the problem, more consumers will react and the message is reflecting to them in their timelines. As a result more and more people see that something has gone wrong and that the company does not provide an adequate solution directly. This is not a good advertisement for the brand.

> **Focus group participant:** *"Exactly the same situation that the one time it is viral and other time it is not. It depends a bit on the person to whom you send it. [...] Depends on how smart everyone is…"*

If a good company reaction is offered – a solution is provided by the company and the message is made personal – consumers feel positively, like the message or most of them do not react on the message anymore.

> **Interview participant, senior consultant:** *If I find the response from Unilever professional enough, I would not respond. I would react if I find the response of Unilever inadequate. For example condescending or it is not taking the consumer seriously. In that case I would like to respond, otherwise not.*

By responding towards the negative UGC message the company ensures that consumer feel heard and that the consumer is not going to greater the message in the media or through social media. If the company solves the case in a sympathetic way the customer will respond in a sympathetic way and therefore the case remains small.

Subsequently the reaction the company sends should be as short as possible, make excuses or respond compassionate for the situation, report that there is going to be offered a solution and ask if they pick up private contact. The more words there are, the more content there is for that consumer or other consumers to shoot the company.

> **Focus group participant:** *Well for example, as internet guru, such Alexander Klöpping something makes that you sit on top of the case. […] I would be worried [...]*
> *Yes, what I just said, if you're really going to invite someone and then make it very personally. This ensures that the next time he says something positive about it [the company] then you surely makes up for it.*

Is someone a guru in a certain field, was mentioned as an example Alexander Klöpping, consumers feel that such a person can have an extremely impact on the product or brand. They would invite him personally into the factory to see how the manufacturing and packaging process is done. This because such a person is an influencer for other consumers.

Consumers indicate that it gives them a good feeling to read that complaints are properly resolved on the corporate Facebook page. It is an important indicator for corporate credibility that aftersales are good as well.

Desired opening words of the company message

"Dear customer" is a poor opening paragraph. When consumers have complaints about a company, the company can simply react with dear "their name". Which they will feel more valued as a person. The company has taken the effort to speak to them in person and it is not a copy-paste solution. The message is thus much more personal. As good example the online customer service of Vodafone is named. The warmer the introductory sentence was, the warmer the message will be experienced. Besides that when once said a person's name, it comes across like someone listening better.

> **Focus group participant:** *"Your own name makes it more personal. I also think that the usage of "best customer" makes is a more standard corporate message than a message with my name above it. Then the very same reaction can be given, but with my name it looks like they have put more work in their reaction. It looks less like a standard answer that everyone gets."*

In the Netherlands there is a difference in salutation you, first-name and surname basis. Generally it is more polite to someone with 'u' (the polite form of 'you') to speak with "jij' (the impolite form of 'you'). Consumers did not agree about what is standard for social media. On the one hand social media requires a direct means of communicating, which calls for the polite form. On the other hand, they find it depends on the company and the company image. If a company has a frivolous image as a Fanta, the consumer can be reached more directly. When Unilever – in consumers eyes a more traditional brand – wants to interact, in the eyes of consumers as business brand, fits a more distant reaction.

> **Focus group participant:** *"It's about positioning. It would be strange if Unilever would respond with: Dear person, sorry sorry sorry sorry sorry a hug and it will never happen again. I would definitely like that reaction, but it is no positive advertising for a brand like Unilever."*

Subsequently consumers prefer it to be tagged in the consumer when a company responds to their message. On this matter the consumer is sure that the company reaction reach him or her and that they have not have to send the same complaint three weeks later again.

Appropriate closure company message

The warm approach as described in above paragraph also applies for the closing. Consumers like to see a name or initials of the person with whom they have the interaction. Close with the name of the general director - as sometimes happens with hard-copy letters - is not recommended. In these letters, consumers do not believe that it is signed by the director himself. They certainly do not believe that the director will answer their online reactions. By closing with a name of the employee the consumer can always refer back in the future to those with whom they have had contact. That is appreciated. It gives consumers further an image and makes the interaction more personal. Meaning the message is made more personal and this gives the consumer the idea not to communicate with an anonymous brand.

Take corporate image into account by reacting

It is important to communicate in line with the company image. A Virgin brand for example can communicate quite casually and respond with humor. From an Unilever - a company with a different look - this will not be expected.

> **Interview participant (senior consultant):** *"At Virgin Airlines or something, I can imagine that they react differently. And I think it's consistent with the brand. The brand is rebelliousness and recalcitrant. I would find it strange if I get an email from them in business-language what I could get from a bank as well. That would be less fit to the Virgin brand. So it is who it says whether I find it credible or not."*

Consultants see a difference between the two cases. In the case of Leonidas the message may be associated with much feeling and emotion. In the case of Unilever the company can better stay more businesslike and have an instrumental approach. This is because of the product type and the associated corporate image.

> **Interview participant (senior consultant):** *It depends on your position as a company, as a brand. A global ICT company reacts more solid, than for instance a Jupiler (=beer) brand.*

Usage of humor in company reactions

It is not expected from companies to use humor in their reactions. Consumers just want to be helped with their complaint, need a functional answer and suitable solution. In addition it can be difficult to make a good joke.

> **Focus group participant:** *"For example, in the Glorix [utilitarian] case can be said: "fine that the groceries are clean", but if someone only € 50, - per week to spend, this joke is totally wrong."*

> **Focus group participant:** *"I wonder if people really expect of such a large concern to be funny."*

Humor in an online reaction can be tricky. It can be misunderstood and therefore a reaction which was well-meant can yet result in a (small) crisis. In general, this kind of messages must be properly and correctly answered. An overly jovial and funny reaction will not be appreciated. Subsequently the success of using humor in a reaction depends greatly on the company image, if it fit with the company image or not.

Key factor of success is listening

Consumers want to be heard in their reactions. The moment a company send a standard reaction which not responds to their message or shoot past them, consumers are dissatisfied. It is not so important to receive directly a generous solution, if a company only listened to them; consumers are already quite satisfied, especially with utilitarian products. The key here is that the customer feels heard.

> **Interview participant, junior consultant:** *"If a customer ten times wants to tell his story, let him do so. But make sure this happens privately, outside the official channel."*

Facebook as customer care channel

Facebook can be used as customer care channel, table 5: *Facebook as customer care channel* display participants' insights. It is either important to give a company solution towards the negative UGC in private. Because if a public reaction is provided, other consumers can misuse the Facebook Customer Care Channel for personal gains. If - after a complaint - a generous offer is made to satisfy the customer and the offer is public for everyone to read, then there is a big chance of abuse. So a week later a lot of consumers post that kind of messages on the page. This should be managed. Always provide the solution in private.

> **Focus group participant:** *"Anyone can send a receipt because there's no name on a ticket, so anyone can send any receipt. If you have a party for 80 people you will simply buy a bottle Glorix and you'll get your groceries for free."*

Companies can control the abuse by giving an appropriate response to the consumer reaction and provide no details of the solutions in public. This will be sent via a private message or e-mail. On the Facebook channel the company must let everyone know the problem is resolved.

> **Focus group participant:** *"I find the solution fine, but I would send the reaction in private. The company just contacts the person in public that they will contact the consumer for a solution or compensation but what the company does, that is secret to the outside world. But let anyone see you resolve the problem."*

Table 5 Facebook as Customer Care Channel

Suitable	Unsuitable
• **Consumers** Facebook is a sufficient channel for interacting with a company. Interaction via Facebook is easier then type out an entire e-mail or giving a call. Via Facebook they only put a message on, which takes little time and is very effective. The opportunity to discuss the details of the solution via private they see as positive and logical. For businesses it may be an opportunity by responding that they are going to solve the problem and display that the effective solution will follow through private messages. In this way they not only win in credibility for that one consumer, but many consumers who can read this message online. It provides an increasing credibility feeling when consumers can read on a Facebook page not only positive messages, but they can also read that after sales of the company in order. This strengthens their confidence in the brand. • **Communication consultants** Every business must have an online customer service nowadays. Facebook just become an extra consumer line. For consumers, it has become very easy to communicate. Directly communicating with a company provides a kind of service line that is independent of time and place. Consumers know they have certain dominance and that therefore companies should listen. Consumers are thus very well serviced. > **Interview participant, senior consultant:** *"There is still a challenge for many companies. [...] In short, through Facebook and other channels, it is possible to be in dialog with the market continuous and good companies see this as an opportunity."* For consumers, this is a good development, but also companies can benefit. It is a valuable development because the company can demonstrate how they handle responses. In addition, companies can quickly get signals from the market about their services or products. This offers useful insights for moving forward working for example product / service development. This data must be measured and used in a proper way.	• **Consumers** All consumers find Facebook a sufficient channel for customer care, however there are some troubled sounds. Some consumers indicate that they have to get used to this way of asking attention of a company. It may also be that some people using it to be in the spotlights. Because if a consumer wanted to get his problem solved, he had also the possibility to reach the customer service line of a company. The thought is that laziness is the reason to use a channel as Facebook as customer care channel. • **Communication consultants** Some consultants have to get used to the fact that Facebook can be used as customer care channel. Some saw Facebook as a personal consumer environment in which interaction with companies is little or not taking place.

Ideal company responses approaches

How the ideal company reaction should be designed is frequently discussed in both the focus groups as the consultant interviews. This section describes their views, both researches combined and divided into sub sections displayed in table 6: *Ways to respond as a company*.

Table 6 Ways to respond as a company

How to respond	How not to respond
• **Personal approach** A personal message from a company is greatly appreciated. Consumers like it when effort is put in the reaction. In the hedonic case the (romantic) moment for the consumer is probably ruined, a new box or another cannot really make up for something. But with a good response the company shows its goodwill. Because it was a gift for someone else, many consumers suggest softening the pain by doing something extra. This can be: a bunch of flowers, to deliver a big bow around the box or to add an additional box, and so on.	• **Blaming someone else** To blame the crisis to someone else and especially to another is not rated well. • **Standard message** Standard messages that are cut and pasted from an example list are not appreciated. That does not really show compassion
• **Protect the image** A company can report that this is not the normal state of affairs when something goes wrong. This is not experienced as annoying by consumers and is recommend even by them. Create an apology, without knowing whether, is not recommended. **Interview participant, director:** *After all, each package can be damaged by improper handling.*	• **Medium switch** Referring a consumer to another medium, such as Facebook to e-mail and then perhaps to a phone, is not rated. Consumers find this annoying. Consumers want to be helped as soon as possible. Even worse, they find it, if the consumer self must search for the right phone number or email address. • **Language mistakes** Linguistic or grammar mistakes in the responses from companies are totally unappreciated. This really is a no go. Consumers say they cannot take those companies seriously. There are consumers who like this so that they actively react here. This with a result that the message gets even more exposure and more people are not taking the company and its messages seriously.
• **Compensation** The client expects a response; the company is not tagged without reason in the message. The company should not promise the world to the customer, but say instead: **Focus group participant:** *"please contact us via a personal message, then we can see what we can do".* They also believe it is important to know the customer how big this problem really is. For example, for consumers who only can spend 50 euros in the week it is a serious problem. If all groceries are messed up with chlorine - even though the consumer is guilty himself because he dropped the bag- the situation can be distressing. For this reason, consider where the problem lies via a private message and fix it well. They indicate that they want to close the message with a good feeling. With a positive twist.	
• **Standard approach** The standard response that consumers give is: show empathy, say there is going to be offered a solution and ask if they even want to take personal contact with the company. With the intention to have the message "out of the public channel" so third parties cannot read the actual solution. This is to prevent precedent and ensure that the customer does not have to send publicly their private data.	

4.3.2 Consultants reactions towards consumer insights

Always respond towards negative UGC

For consumers, social media and in particular Facebook is indeed an easy way to contact companies. It is fine that the effort the consumer is making is also rewarded with a response. The question is whether it is feasible or not. Through traditional customer service via phone, a consumer is first instanced by a pair of extension barriers, in order to reach the right person. This requires a major investment for the company to have the proper employee occupation for the online messages. On the other hand some consultants insist that larger companies already doing this. Examples are KLM and Virgin.

Besides, consultants state that a company must be careful to end up in the private domain of the consumer. If a company is tagged, then it is good to respond. Is a company not tagged, but just named in a post, then according to the consultants, consumers can be in shock when a company reacts towards a message. The company should beware of this. The consultants indicated that they expect this trend of online 'complaining' continues. Consumers are becoming more empowered and have with social media a perfect tool to voice their opinions. They have no doubt about the fact the channels will be abused. However, there will also be a self-cleaning action. Consumers who are deliberately annoying, will be noted for it by their peer group.

Ideal response towards negative UGC

Consumers indicate that the ideal response is sympathy, offers compensation but does not tell what it is and continue the conversation in private. Consultants find this a helpful insight, but wonder if the issue is resolved sufficient when the message quickly will be removed to a private atmosphere. It can seem that a company has something to hide. The complaint must not only be resolved with the person, the outside world should also see that the company takes the consumer seriously.

The consultants are impressed by the knowledge of consumers and are largely agree with them. Consumers came with a three step approach to handle negative UGC messages from a corporate perspective. Consultants agree with this approach. The approach is displayed below in table 7: *Guidelines to react as a company towards a negative UGC message.* Consultants note that companies must be careful to give the same kind of reaction all the time. Consumers will penetrate this smokescreen in the long term.

> **Interview participant, junior consultant:** *"It's all great fun as long as it seems spontaneous, As long as it seems sincere."*

Table 7 Guidelines to react as a company towards a negative UGC message

Step	Description
1	**Sent a public response to the consumer offering a solution** Respond in public with the message that the company will provide a suitable solution. The message should include compassion, request for personal messaging and stating that a solution will be provide.
2	**Sent a private message with a concrete solution** Through a private the company should with compassion, that they find it unpleasant for the consumer and indicate that they want to come up with a solution. This can be offering a new product or check the current product in at a brand store.
3	**(Eventual) like the message of the consumer who is satisfied** When the consumer is satisfied with the offered solution, maybe he will post a positive UGC message stating he is satisfied. The company can like this message.

Personal interaction with consumers

Consultants find it a logical insight that a company should approach a consumer via Facebook privately. Facebook is a suitable medium for people to speak directly. It is also useful to tag the consumer as a company with their first and last name because the consumer then receives a notification that the company has responded.

To connect with your own name or initials, as a representative of the company, is fine. So the consumer knows who has been responsible for the communication for the company, consumers can always fall back on this. At the same time the personalization makes the communication more personal. It gives the message a face, this is positive for the brand and online customer experience.

4.3.3 Differences in approach hedonic and utilitarian product

Hedonic and utilitarian, a different approach

In both cases it is not clear whose fault it is that the consumer complains. In the utilitarian case most participants, both the consultants as the consumers, claim that it probably is the fault of the consumer, but they don't want to play the blame game.

A director at the public relations agency explains how this works:

> **Interview participant, director:** *"Just because we find it annoying for the consumer we sent him or her a message. Not because we plead guilty, not because we made a production error."* […] *"You have to do something extra for the customer".*

The focus group participants had the same feeling.

> **Focus group participant:** *"If a company does not respond, they do not take the customer seriously."*

The consumer indicates that it really is better to provide a reaction than show no communication at all, mentioning that the message will become more viral when the company does not react towards the message.

The company reactions towards the negative hedonic UGC are warmer, less instrumental and there is almost no issue about who is to blame. The participants take – as company representatives – the guilt. It seems that the participants feel it is not only about the chocolates but also what it concealed: a romantic moment. They feel guilty and want to make it up with the consumer. Also the consultants mention that the distribution chain differs.

> **Interview participant, director:** *"Here you had a direct supply of Leonidas with a shipper that actually remains outside guilt; shipping is of complete responsibility of Leonidas."*

In the hedonic case it is more logical that it is the fault of the company when the product is damaged. But feeling is for both participants groups more important to act differently. The chocolates are bought for fun, pleasure and excitement while the bleach flacon is a primary instrumental and functional product. The brand experiences differ.

> **Interview participant, senior consultant:** *"This [hedonic case] is a brand with much experience so I can imagine that you want to solve this a lot faster. You just want the experience is always good and if something is wrong and you can dig to the cause but you can also just say even though the cause is outside of us, we want you to have a good experience with our product so we solve it."*

5. Discussion

In this chapter the conclusions of the study, recommendations in practice, limitations and recommendations for future research are displayed.

5.1 Conclusion

Based on the same structure as the result section, the research question will be answered.

What if… how consumers react towards negative UGC messages
Most of the consumers do not react towards peers' negative UGC. They find such posts nagging and annoying. If they react they only do so if the person is a good friend of them. There is a difference between hedonic and the utilitarian products. With the hedonic product consumers expect a fitting solution from the company and even react towards the brand to do so if they haven't already. By the utilitarian product people do not react on such a manner.

For both hedonic as the utilitarian product consumers will not respond towards the UGC message as the concerned company has already responded. A requirement is that the company places an appropriate reaction which takes the consumer complaint seriously.

The negative UGC about the utilitarian product has no influence on consumer behavior. Negative UGC about the hedonic product does. This confirms a study by Henning-Thurau and Walsh (2003), which find that electronic word of mouth can have a significant impact on the success of products and services. Subsequently Moe and Schweidel (2012) state that reading an amount of negative information about a brand will cause a more negative feeling about the particular product or brand. This can be extended. Consumers have a more negative attitude towards buying chocolates online, just by reading about a potential failure. Herby the statement of Li and Zhan (2011) is confirmed that online content plays an enormous role in the perception of products in people's minds.

Views on manipulated Coombs reactions
Regarding the manipulated Coombs reactions best valued were the compensation and apology strategy. With both strategies the organization takes its responsibility for the crisis and asks for forgiveness. The focus lies not only on the crisis anymore but also on the fact that the organization takes positive action. The participants felt heard when such a reaction would provide, which is most important for them. So the rebuild strategy of Coombs (2007) is recommended, but there are some remarks. When a company just gives compensation, the consumer does not feel heard. He wants the company to show some empathy, in the hedonic case in particular. When a company gives both an apology and compensation, this is best appreciated. Here are some remarks added from the consultants concerning legal issues. The organization will be held responsible for potential losses and lawsuits. Consultants discourage this reaction.

The other reactions are mostly insufficient for multiple reasons, or they feel not heard, no solution is offered or they feel insulted. In the last case the virality of the message can grow extremely. Not only the consumer reacts towards such insulting message, also other consumers will share their opinion and show their disgust. In the combination of the apology and compensation strategy most consumers will only read the company response and do not react towards it. Most of the consumers will think: well solved.

There can be a distinction made between the hedonic product and the utilitarian product. In the hedonic case the problem should be actually solved whether in the utilitarian case the company can get away with just a response which indicates it is listening to the consumer. In the utilitarian case

providing a solution is not necessary in order to satisfy the consumer and keep the virality of the UGC message low.

Main consumers and consultants advises how to react towards an negative UGC message
The company should always react towards negative UGC and use the name of the consumer and tag the person in order to personalize the messages. By consumers it automatically can get the feeling someone is really listening to him. It evokes a warm feeling by the consumers. This warm feeling persists as the message is closed personally. A company employee should use its own name as sender of the reaction. This gives the company a personal 'face' and this is appreciated by consumers. Subsequently it is practical because the consumer now knows who he was communicating with.

The company can use on Facebook a more approachable tone of voice than the one it is using in official letters or on the corporate website. Still the tone of voice should fit the brands' image. Meaning if the brand is more business like oriented, that vocabulary is preferred. Is it a naughty or sexy brand, it can use a much more frivolous language in their communication.

An ideal approach towards negative UGC messages is: the company indicates that there is a problem, shows empathy by stating that the consumer should send a private message to the company and that they will provide a suitable compensation. Factors to keep the virality of the message and thus the change of a company crisis the lowest are:

- ✓ always react
- ✓ react quickly
- ✓ react personal
- ✓ show empathy
- ✓ provide a solution or compensation
- ✓ do not reveal in the open what the solution or compensation conceals
- ✓ reveal the solution in private

Based on this information, the research question can be answered.

> **Research question:** *"What would be suitable Coombs reaction strategies towards negative user generated content for hedonic and utilitarian products according to PR consultants and consumers?"*

For a suitable online reaction two Coombs (2007) strategies can be used, which are the apology and compensation strategy. But there are some remarks. For both cases a company must be careful to offer a public – out in the open – apologize concerning legal issues. Subsequently Dhar and Wertenbrouch (2000) state that consumers expect a different approach for both hedonic and utilitarian products. This study confirms the statement. When it comes to negative UGC a company with hedonic products does well to use a hedonistic approach in their reaction. Meaning it is not only about the functional aspects of the product, the experience is even important for a consumer. The company has to show empathy. By utilitarian products on the other hand an entirely functional reaction complies. For the utilitarian case no solution or compensation is required and the consumers are satisfied. They are already satisfied in the utilitarian case if the company shows that its listens to consumers. For the hedonic case a solution should be provided to satisfy the consumer.

5.2   Practical implications

The results provide online communication managers or web care employees guidance how to respond towards a negative UGC message. Clearest insights are that consumers wants to be addressed personally and they want to know as well with who they are communicating with. Subsequently, consumers have a high degree of satisfaction when they have the feeling the company listens to them and reacts personally. They expect a compensation for the caused damage, but most important is that the company takes the customer seriously.

When a company is doing so, other consumers will not respond towards the original negative UGC message. Meaning if a company wants to have the virility of a negative UGC message the lowest, the company should react quickly, show empathy and propose to continue the conversation in private to exchange personal details and provide one fitted solution. By this approach, the virality of the message can be the lowest.

5.3   Limitations

Generalization

For the study three consumer focus groups and ten in-depth interviews are used. The question may arise whether it is reliable enough to generalizations to draw. This seems like a fair question. It is wise to research the same study among other consumers and other PR-consultants of another agency to check the research. The results are economically and internally valid because they directly submitted and created by the consumers or the consultants.

Role of the researcher

The study was initiated, conducted, analyzed and reported by the same researcher. One danger of this approach is that the research is colored displayed. Through the process of continues self-critical reflection an attempt was made to minimize this danger. At the moment the participants proclaimed an opinion, this view subsequently presented to the participant in order to minimalize the own interpretation of the researcher. In addition, it is desirable to let the analysis done by the same person as the one which did the research because he is focused also on the nonverbal aspects and feelings which can be used in the analysis.

5.4   Recommendations

Based on this explanatory research and its insights quantitative research can be done to measure precisely what kind of messages are perceived best in the eyes of consumers in order to keep the virility of an online post as low as possible. Subsequently quantitative research can find precisely what reactions suits hedonic and utilitarian negative UGC.

In order to make a clearer comparison the hedonic and utilitarian products and their company reactions towards negative UGC, the same research can be examined with products that have the same distribution chain. This prevents eventual noise in the final conclusion.

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Appendices

A.   Topic list focus groups

1. Welkom heten en op het gemak stellen van de deelnemers.

2. Omdat de deelnemers voorafgaand aan het onderzoek nog niet gekleurd zijn, dienen ze gelijk het notitieboek in te vullen. In dit notitieboek staan twee Facebook consumentenklachten geplaatst, één over een hedonistisch - en een utilitarisch product. De vraag aan de participanten is, om hun (mogelijke) Facebook reactie vanuit hun consumentenperspectief te plaatsen en vervolgens een door hun gewenste Facebook reactie te geven vanuit het bedrijf in kwestie. Hun eigen consumentenervaringen staan hierin centraal.

3. De reacties van de deelnemers worden klassikaal besproken, per casus, per onderdeel.
Eerst wordt de deelnemers gevraagd welke reacties ze hebben gegeven vanuit henzelf. Deze worden daarna met de groep besproken.
> Vragen die aan bod komen:
> Waarom heb je deze reactie gegeven?
> Wat verwacht je dat de reactie uitlokt?
> (Likes, reacties van vrienden, reactie van het bedrijf?)
> Wat vinden jullie van de reacties die gegeven zijn?

Daarna de reactie op het oorspronkelijke bericht vanuit het bedrijf.

> Waarom heb je deze reactie gegeven?
> Wat verwacht je dat de reactie uitlokt?
> (Likes, reacties van vrienden, reactie van het bedrijf?)
> Wat vinden jullie van de reacties die gegeven zijn?
> Welke vindt de groep de meest passende reactie en waarom?
> Welke reactie zorgt ervoor dat het bericht het minste viral gaat en het minste schade oplevert voor het bedrijf? Welke het meest? Waarom?
>
> Aanvullende vraag: Helpt het nog wanneer je persoonlijk aangesproken wordt door een bedrijf in de Facebook reactie? Is dit positief of negatief? Waarom?

4. Er is een lijst opgesteld met potentiële reacties op de berichten (red. conform Coombs). Gevraagd wordt aan de participanten welke ze het meest passend vinden bij de consumentenklacht. De voorbeelden worden op een beamer of op een handout getoond. Ook wordt gevraagd welke van de berichten hen het meest triggert om te gaan liken en/of op te gaan reageren. Welke van de reacties is het beste voor het imago van het bedrijf en waarom?

De participanten worden nu gekleurd door te vragen welke reactie conform vraag vier het meest geschikt is om een potentiële bedrijfs- en/of imagocrisis voor te zijn of zo klein mogelijk te houden.

B. Topic list consultant interviews

1. Welkom heten en op het gemak stellen van de deelnemers.

2. De professionals worden twee casussen gegeven, via handout of via een beamer. De vraag aan de participanten is om hun (mogelijke) Facebook reactie vanuit hun consumentenperspectief te geven en vervolgens een door hun gewenste Facebook reactie vanuit het bedrijf in kwestie (conform hun PR expertise).

   Casus 1: Leonidas bonbons

   a. Waarom geef je deze reactie als PR professional?
   b. Wat is je doel hiermee?
   c. Schuilt er een potentiële bedrijfscrisis in de post van de consument?
   d. Welke reactie zou ongepast zijn?

   Casus 2: Unilever, Glorix

   a. Waarom geef je deze reactie als PR professional?
   b. Wat is je doel hiermee?
   c. Schuilt er een potentiële bedrijfscrisis in de post van de consument?
   d. Welke reactie zou ongepast zijn?

Waarom spreek je iemand wel/niet persoonlijk aan?
Wat is hiervan het voor- en/of nadeel?

3. Er is een lijst opgesteld met potentiële reacties op de berichten (red. conform Coombs). Gevraagd wordt aan de professionals welke reactie ze het meest passend vinden bij de consumentenklacht en welke het beste is voor het bedrijf in kwestie. Het beste voor het bedrijf in kwestie is: het voorkomen van een bedrijfscrisis. De voorbeelden worden op een beamer of op een handout getoond. Vervolgens wordt gevraagd welke van de berichten de consument het meest triggert om te gaan liken en/of op te gaan reageren.

4. De resultaten van de consumenten focusgroepen worden behandeld.
   a. Zijn de resultaten verrassend of verwacht?
   b. Waarom zijn de resultaten verrassend of verwacht?
   c. Is dit onderzoek van toegevoegde waarde geweest voor de praktijk?

C.   Manipulated Coombs reactions

How to react as a company conform Coombs (2007) theories.

Table 9 Manipulated reactions based on Coombs (2007)

		Casus 1 'A hedonic product	Casus 2 'A utilitarian product'
Deny strategies	**Attack the accuser**	Beste klant, we vinden het jammer te lezen dat je problemen hebt met ons product. We besteden veel aandacht aan de controle van de bonbons voordat ze onze bonbonnerie verlaten. Is het misschien mogelijk dat het doosje op een warme plek heeft gestaan? We zijn heel benieuwd wat dit vervelende resultaat heeft kunnen veroorzaken.	Beste klant, we vinden het jammer te lezen dat je problemen hebt met ons product. Dit is zeer vervelend. Wat wel eens kan gebeuren, is dat tijdens de reis naar huis de dop losgaat doordat het tegen wat hards aanbotst. Kan dit het probleem zijn?
	Denial	Beste klant, we vinden het jammer te lezen dat je problemen hebt met ons product. We besteden veel tijd aan de controle van de bonbons voordat we ze versturen. Er kan dus eigenlijk niets fout zijn gegaan. Als je verder nog vragen hebt, aarzel dan niet om contact op te nemen met ons.	Beste klant, we vinden het jammer te lezen dat je problemen hebt met ons product maar we kunnen er niets aan doen. Op de foto zijn appels te zien in je tas. Mocht het chloor deze ook hebben bereikt, raden we je aan deze niet meer op te eten. Dit geldt ook voor andere minder goed verpakte eetbare producten. Mochten er verder nog vragen zijn, horen we het graag.
	Scapegoat	Beste klant, we vinden het jammer te lezen dat je problemen hebt met ons product. Er is waarschijnlijk wat mis gegaan met het transport. Het doosje is bijvoorbeeld warm geworden of te hard geschud. We vinden het zeer vervelend dat je het product zo hebt moeten ontvangen en hopen van harte dat je vriendin er ondanks alles nog wel van kan genieten.	Beste klant, we vinden het jammer te lezen dat je problemen hebt met ons product. We zijn aan het kijken naar een oorzaak. Is het mogelijk dat iemand in de winkel de dop eraf heeft gehaald en er niet goed heeft opgedraaid? We willen je verder waarschuwen voor het chloor dat misschien in aanraking is gekomen met de appels en de andere eetbare producten die minder goed verpakt zijn. Het kan gevaarlijk zijn deze alsnog op te eten.
Diminish strategies	**Excuse**	Beste klant, we vinden het jammer te lezen dat je problemen hebt met ons product. Excuses, het was niet onze intentie om de chocolade zo af te leveren. We vinden het belangrijk dat onze klanten kunnen genieten van onze producten. Het spijt ons en we hopen dat dit niet nog een keer gebeurt.	Beste klant, we vinden het jammer te lezen dat je problemen hebt met ons product. Sorry, het was niet onze intentie om je boodschappen te beschadigen. Het spijt ons en we hopen dat het niet nogmaals zal gebeuren. Op de foto zijn appels te zien in je tas. Mocht het chloor deze ook hebben bereikt, raden we je aan deze niet meer op te eten. Dit geldt ook voor andere minder goed verpakte eetbare producten. Mochten er verder nog vragen zijn, horen we het graag.

	Justification	Beste klant, het spijt ons te lezen dat de bonbons niet op een goede manier zijn aangekomen. We vinden het vervelend dat je niet tevreden bent. We hopen van harte dat de smaak van de bonbons goed is gebleven en je vriendin hier alsnog wel van kan genieten. Als je verder nog vragen hebt, aarzel dan niet om contact op te nemen met ons.	Beste klant, we vinden het jammer te lezen dat je problemen hebt met ons product. Dit is nooit onze bedoeling geweest en vinden het zeer vervelend voor je. We willen je waarschuwen voor het chloor dat misschien in aanraking is gekomen met de appels en de andere eetbare producten die minder goed verpakt zijn. Het kan gevaarlijk zijn deze alsnog op te eten. Gelukkig is het meeste wel goed verpakt.
Rebuild strategies	Compensation	Beste klant, we vinden het jammer te lezen dat je problemen hebt met ons product. We zouden je graag willen compenseren. Je krijgt van ons het geld terug of we kunnen de bonbons opnieuw sturen. We horen graag waar jouw voorkeur naar uitgaat. We hopen je hiermee gecompenseerd te hebben.	Beste klant, we vinden het jammer te lezen dat je problemen hebt met ons product. We zouden je graag compenseren. Wanneer je ons je bon opstuurt waarop je de beschadigde boodschappen markeert, zullen we deze vergoeden. We hopen je hiermee gecompenseerd te hebben.
	Apology	Beste klant, we vinden het jammer te lezen dat je problemen hebt met ons product. Het spijt ons. We vinden het vervelend en voelen ons verantwoordelijk. We kunnen opnieuw de bonbons versturen of het geld retourneren. We hopen dat jij je in deze oplossing kunt vinden.	Beste klant, we vinden het jammer te lezen dat je problemen hebt met ons product. Het spijt ons. We vinden het zeer vervelend en voelen ons verantwoordelijk. Wanneer je ons je bon opstuurt waarop je de beschadigde boodschappen markeert, zullen we deze vergoeden. We hopen dat jij je in deze oplossing kunt vinden.

D. Notebook example