

Online Emotions during crises

*How the public respond in
Facebook comments*

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Abstract

When an organization is dealing with a crisis, good crisis communication is essential. Several studies focus on the development of communication strategies to successfully manage the crisis and mitigate any unforeseen damage that may occur. However, emotions from the public on social media involved in an organizational crisis are not frequently addressed in previous crisis communication research. Social media enables the public to respond to the crisis, which includes not only the stakeholders with high involvement, but also stakeholders with more distance. Therefore, proximity could influence the public response. In addition, the emotional response can change during the crisis. Thus, what is the influence of the development of time during a crisis? Therefore, this study aims to investigate the public's emotional response on social media during an organizational crisis and whether this is influenced by proximity and time.

For this study, a case study was selected that relates to a crisis at a professional football club in the Netherlands. For the content analysis, three media outlets were analysed, representing high, medium, and low proximity. Four different periods of the crisis and the comments on the Facebook posts of the selected media were analysed with regard to negative and positive emotions.

High and low proximity had no significant difference between negative and positive emotions and this differs from medium proximity, which has significantly more negative emotions. In the first three periods, there were significantly more negative emotions, but in the last period, the positive emotions were significantly more presented. Based on time in relation to all levels of proximity, the four periods showed significant differences in emotions. The emotions of the high proximity had more significant correlations than medium and low proximity did.

Thus, the stakeholders with high and low proximity are more divided in their emotions, whereas medium proximity is more negative. Based on the development of time during the crisis, medium and low proximity are negative at the start and middle of the crisis, but end positively. High proximity showed a diversity of negative and positive emotions during the crisis. In addition to this, the emotions were influenced by the news reported during the crisis.

Keywords: public response, crisis, social media, emotions, proximity, time, Facebook, comments

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1. Introduction

Seven times he won the Tour de France, the largest and most prestigious bicycle race in the world. Only one man could achieve this – Lance Armstrong. Undoubtedly, he must be regarded as one of the most successful sportsmen of the twenty-first century (Nu.nl, 2013). However, in 2012, the US Anti-Doping Agency (USADA) had put together a detailed report, in which the organisation had gathered evidence of doping against Armstrong. On the Oprah Winfrey Show, Armstrong confessed to using doping drugs for all the courses he had won on the Tour de France and during the Olympics. Because Armstrong recovered from cancer earlier in his life, and due to his success in sports he became a sporting legend. Besides this, he has been chairman of Livestrong, a charity which he helped to create in order to aid people in fighting cancer. After the accusation of doping, he resigned from the charity (Dimeo, 2014). It is no surprise that the Armstrong crisis was an important topic on the social media. Coombs and Holladay (2014) have found that stakeholders on the Livestrong blog strongly supported both Armstrong and the Livestrong Foundation. However, the stakeholders on the online news media expressed more negative views against Armstrong and only partially supported Livestrong. During a crisis situation, social media becomes increasingly important to crisis communication (Schultz et al., 2011).

When a crisis occurs, social media usage increases (Pew Internet and American Life Project, 2006, as cited by Jin, Liu, and Austin, 2014) since it gives the public an opportunity to respond to a crisis. The worldwide adoption of social media has enabled the public to participate more and more in crisis events (Huang, Starbird, Orand, Stanek, and Pedersen, 2015). In addition, organisations have embraced social media as one of the most important channels for crisis communication because the public can be informed more quickly and directly and because organisations can engage in conversations with the public (Utz, Schultz, and Glocka, 2013).

Choi and Lin (2009) have argued that emotions during a crisis are detected in social media. According to the Situational Crisis Communication Theory (SCCT), anger and sympathy are the core emotions during a crisis situation(Coombs, 2007). However, there are more emotions that appear during a crisis, and these emotions provide an indication of the attitude of the public to the crisis. Therefore, this study investigates how the public responds emotionally on social media during a crisis. Crisis situations contain great uncertainty, and there are particular situations in which people respond emotionally. Social media provides emotional support for the public by allowing them to virtually band together, to share information, and to demand resolutions (Choi and Lin, 2009b).

In the case of Armstrong, the stakeholders close to Livestrong, with high proximity, were more positive and supportive towards both Armstrong and the foundation. An emotional response can be related to the distance to a given crisis. More specifically, geographic proximity to a crisis can be an important predictor of distress in a population and can increase the feeling of personal threat (Thoresen, Flood Aakvaag, Wentzel-Larsen, Dyb, and Kristian Hjemdal, 2012). Proximity is not the only factor; according to Standop (2016), time is also a crucial factor during a crisis. In his study about products recalls, he has demonstrated that as more time elapses between the start of a crisis and the product recall, it becomes more difficult to regain customer trust. Of course, more factors influence the emotionally respond, but this study focuses on the variables proximity and time.

Research has found that emotions in different news frames can influence public information processing and, besides this, the attitude towards a given organisation (Kim and Cameron, 2011). Many studies have focused on the communication strategies of

organisations. There has been less research, however, which provides insights into how the public respond emotionally to a crisis and on the communication during a given crisis. On account of these assumptions, the following questions are proposed:

Main Question: *How does the public emotionally respond on social media during an organizational crisis?*

Sub question: *How does proximity influence emotions, both positive and negative, in comments on social media during a crisis and do emotions interrelate?*

Sub question: *How does time influence emotions, both positive and negative, in comments on social media during a crisis do emotions interrelate?*

2. Theoretical framework

This theoretical framework describes crisis (2.1) and crisis communication (2.1.1).

Thereafter, it presents crisis and social media (2.2), emotions (2.3) and a list of positive and negative emotions (2.3.1) for the study. Lastly, it describes proximity (2.4), the development of the crisis over time (2.5) and finally, the model and research questions (2.6).

2.1 Crisis

To understand crisis communication, the concept of crisis first needs to be defined. Ulmer, Sellnow and Seeger (2013) define a crisis as: ' ... a specific, unexpected, and non-routine event or series of events that create high levels of uncertainty and simultaneously present an organization with both opportunities for and threats to its high-priority goal' (Ulmer et al., 2013, p. 9). When a crisis occurs, it can be regarded as a threat to the organization's reputation (Coombs & Holladay, 1996), which could lead to changes in how stakeholders interact with the organization (Barton, 2001 ; Dowling, 2002, as cited by Coombs, 2007).

2.1.1 Crisis Communication

Coombs and Holladay (2010) define crisis communication as ' {...} the collection, processing and spreading of information that is important to address a crisis situation'. The main task of crisis communication is to restore the reputation of the organization and the trust of customers and stakeholders (Utz et al., 2013). Thus, it is critical that crisis managers communicate 'their story' to the outside world (Coombs, 2007).

To communicate the story, the situational crisis communication theory (SCCT) can be used. The SCCT was created by Coombs and Holladay (2002a) and improved by Coombs (2007). This model provides a framework for understanding how to communicate as efficiently as possible during a crisis situation and is based on crisis responsibility, an organization's post-crisis communication strategy. The theory consists of a cognition-to-emotion approach. The focus is on how publics' perceptions of crisis responsibility shape their emotions and how this influence their attitudes and behaviour toward the organization in crisis. A person develop a responsibility for an crisis and this will result in an emotional reaction to the crisis. According to Coombs and Holladay (2007) anger and sympathy are the core emotions in their theory. 'Behavioral responses are negative when a person is judged responsible and anger is evoked. Behavioral responses are positive when a person is judged not to be responsible and sympathy is evoked' (Weiner, 2006, as cited by Coombs and Holladay 2007, p. 166).

Jing, Pang and Cameron (2007) developed another approach, the Integrated Crisis Mapping model (ICM). The aim of this model was the understand the diverse and varied emotions the stakeholders likely to be experienced. The study identified four emotions experiences by stakeholders in crisis situations, namely anger, fright, anxiety and sadness (Lu & Hang, 2018). The four dominant emotions in this model are extrapolated on two stages, the publics' coping strategy and the level of organizational engagement. Cognitive coping is related to identify negative thoughts and behaviors that increase their stress and the situations where stress occurs (Stern, Fricchione & Rosenbaum, 2010).

Furthermore, both communication models are based on understanding emotions and how to communicate as efficiently during a crisis. There are many for ways for organization to communicate with the stakeholders.

2.2 Crisis and media

According to Coombs (2007), stakeholders receive information about a crisis through direct interactions with an organization (e.g. press releases or press conferences), corporate information (e.g. news media) and second-hand information (e.g. word of mouth or weblogs). However, stakeholders collect most of the information about the crisis of an organization from the news media. Furthermore, ‘people seek information about the crisis and evaluate the cause of the event and the organizational responsibility for the crisis based on media coverage of the crisis’ (An & Gower, 2009, p. 107).

There are different forms of media. The traditional media (e.g. newspapers) still have high credibility, but organizational communication via the new media (online) leads to higher organizational credibility and could lead to higher reputation than communication via traditional media (Schultz, Utz, & Göritz, 2011; Yang & Lim, 2009). Therefore, the role of traditional media diminishes as new media becomes increasingly important. Currently, this especially involves the social media accounts of news media and the organizations. Social media makes it possible for the community to respond to the crisis communication.

Kietzmann, Hermkens, McCarthy and Silvestre (2011) define social media as ‘{...} to employ mobile and web-based technologies to create highly interactive platforms via which individuals and communities share, co-create, discuss and modify user-generated content’. Kaplan and Haenlein (2010) claim the term is related to other concepts, namely Web 2.0 and user-generated content. Researchers argue that software developers and end-users started to use the internet differently with the advent of Web 2.0. The content and applications were no longer created and published by individuals, but all users were able to continuously modify them. User-generated content is described as all the possibilities in which people make use of social media, and it refers to people who contribute data, information or media in useful, entertaining and voluntary ways (Krumm, Davies, & Narayanaswami, 2008).

During a crisis, social media usage increases (Pew Internet & American Life Project, 2006, as cited by Jin et al., 2014), and it now plays a more significant role during crisis situations. The social networking site Twitter was used to share information and updates about worldwide crises more easily and quickly (Veil, Buehner, & Palenchar, 2011). For example, during the California wildfires, people took pictures of the fire, shared their location on Twitter and reported the spread of the fire before journalists could report it (Sutton, Palen, & Shklovski, 2008).

When a crisis occurs, social media provides emotional support for the public by facilitating a virtual uniting of individuals, sharing information and demanding resolution (Choi & Lin, 2009b). Because people can contribute data or be more involved on social media, online emotions become more important in the online interactions. Choi and Lin (2009) argue that especially emotions are expressed during a crisis. According to the SCCT, anger and sympathy are the core emotions.

Emotions are particularly important in determining the behaviour of the public. According to the SCCT, emotions affect the way people associate with an organization’s ‘reputation’ and influence the attitude of the people to the organization. Do they maintain their faith in the organization or do they walk away? (Coombs, 2007). Therefore, it is important to understand emotions. The next paragraph describes emotions.

2.3 Emotions

Emotions can be divided into positive or negative emotions. Negative behavioural responses arise when a person is convicted and anger is evoked. Positive behavioural responses will arise when a person is judged not responsible and sympathy is raised (Coombs, 2007; Weiner, 2006).

Negative stakeholder emotions have the potential to harm the organization (e.g. engage in negative word of mouth) or to abort interactions with the organizations (Coombs, 2004, 2007).

'Positive emotions consist of extraversion-sociability traits (e.g. social potency, surgency and activity) that appear to promote positive emotional experiences. Negative emotionality is associated with a number of primary neurotic traits, such as stress reaction, alienation, and self-descriptions of worry, anxiety, feeling victimized and resentfulness' (Larsen & Ketelaar, 1991, p. 132).

According to Fredrickson, Tugade, Waugh and Larkin (2003), it is clear that positive emotions, such as gratitude and interest, are more pleasant subjective experiences than negative emotions, such as anger, sadness and anxiety.

Emotions are one of the anchors in the public's interpretation of crisis situations (Pang, Cameron, & Jin, 2007). The study of Cho et al. (2003) discusses several emotions, namely fear, unease, anger, frustration, confidence, hope and pride. Another study examined the emotions anger, guilt, anxiety, sadness and hope (Smith & Lazarus, 1990). Some emotions were addressed in both studies, such as anger and hope. Ortony and Turner (1990, as cited by Izard, 1992, p. 325) describe these emotions, such as anger and fear, as basic because they are the most 'frequently occurring and frequently referred into western cultures'.

However, while Lazarus (1991) claims that anger, fright, anxiety, guilt, shame and sadness are dominantly negative emotions, another study claims that only four of the six (anger, fright, anxiety and sadness) are dominant emotions experienced by the public (Yan Jin, Augustine Pang, & Glenn T Cameron, 2007b). The study of Jin, Pang and Cameron (2007a) claims that sadness is the primary level dominant emotion. The next paragraph discusses selected emotions, both positive and negative.

2.3.1 Positive and negative emotions

Based on the literature, table 1 describes the positive and negative emotions. In the next paragraph, proximity, which affects the way people experience emotions, is described.

Table 1. positive and negative emotions

Positive	
1. <u>Hope</u>	An expectation of a positive outcome. It can be described as a feeling or desire that events will end in the best way (Savolainen, 2015). This emotion is difficult to control (Richman et al., 2005) and Sciolli et al. (1997, as cited by Richman et al., 2005) suggested that hope is an emotion that encompasses optimism and other positive perspectives. An adaptive function of hope is to sustain commitment and interaction with the organization (Smith & Lazarus, 1990).
2. <u>Joy</u>	A feeling that can be experienced when hopes are realised and success is achieved (Savolainen, 2015). It is frequently used interchangeably with happiness (R.S. Lazarus, 1991).
3. <u>Relief</u>	Related to a feeling of success when expected failures do not arise or confirmation that a certain positive event is going to occur (Savolainen, 2015).
4. <u>Sympathy</u>	A feeling of caring and being sad about someone else troubles, situation or misfortune (Savolainen, 2015). It is related to empathy and can be described as “other-oriented emotional reaction, such as concern, to another’s emotional state or condition” (Eisenberg et al., 1989, p. 55).
5. <u>Gratitude</u>	When someone is thankful and has appreciation for what someone has done, the emotion gratitude can be experienced (Savolainen, 2015). ‘Gratitude stems from the perception that one has experienced a positive outcome intentionally provided by another person or “moral agent,” often but not necessarily a person’ (Emmons & McCullough, 2003 as cited by Froh, Yurkewicz, & Kashdan, 2009, p. 2).
Negative	
1. <u>Anger</u>	Lazarus (1991) claims that the core relational theme underlying anger is a demanding offense against themselves. During a crisis, anger can be experienced by the public when facing a demanding offence from an organization against them or their well-being (Jin & Pang, 2010). A function of anger is to remove the source or harm from the environment and support the organization (Smith & Lazarus, 1990).
2. <u>Anxiety</u>	An emotional state that motivates a person to avoid potential harm arising from an ambiguous threat (Yin, Bond, & Zhang, 2014). In addition, Lazarus (1991) claims it arises when facing an immediate, concrete and overwhelming danger. The uncertainty of not knowing how to handle the situation during a crisis and how the organization might react or might lead to avoid and escape (Jin et al., 2007a).
3. <u>Contempt</u>	Savolainen (2015) describes contempt as a feeling of regarding someone or something as inferior or worthless. Contempt is related to negative emotions such as anger and disgust, but it differs because it has elements of condescension and superiority (Buhlmann, Etcoff, & Wilhelm, 2006).
4. <u>Irritation</u>	When a feeling is being stimulated by an event, idea or crisis of an uncomfortable kind. Irritation could be a sub-emotion of anger, because it is stimulated by an uncomfortable event or idea. However, because anger is not always related to irritation, it is a different emotion. (Savolainen, 2015).
5. <u>Sadness</u>	Having experienced an irrevocable loss is the core relational theme of the emotion of sadness (Lazarus, 1991). The public suffers from tangible or intangible loss or both. Pang et al. (2007) argue that in these cases, the public’s goal of survival is threatened because of a loss of any type of ego-involvement (e.g. esteem, moral values, ideals, people, their well-being). This may indicate that the perception of severity is positively related to the feeling of sadness. According to Pang et al. (2007): ‘loss’ caused by uncontrollable sources may lead publics to no one to blame. Feelings such as disadvantage, loss, despair and sorrow can be related to sadness (Savolainen, 2015)

2.4 Proximity

It is important to know to what extent people experience certain emotions during a crisis. This could be affected by their proximity to the crisis. Boschma (2005) defines geographical proximity as the spatial distance between actors. Huang, Starbird, Orand, Stanek and Pedersen (2015) describes geographical proximity, also referred as physical proximity, as the physical distance between an individual actor and the disaster or crisis.

Geographical proximity to the crisis could be an important predictor of distress in the population and an increased feeling of personal threat (Thoresen et al., 2012). The research of Thoresen et al. (2012), based on the terrorist attacks in Oslo, concluded that people with high geographical proximity felt greater levels of fear compared to people with low geographical proximity. This is supported by research on terrorist attacks: the geographic proximity is significantly related to distress in the population and is an important predictor of emotional reactions (Miguel-Tobal et al., 2006; Schlenger et al., 2002).

The study of Mainiero and Gibson (2003) on dealing with the emotional fallout from the terrorist attacks of 9-11 concluded that employees who worked closest to the World Trade Centre, a distance less than 150 miles, were significantly more affected emotionally by the crisis or attacks than employees who worked further away. Those who were close to the crisis felt they had been personally affected and they generally knew someone who was directly involved. The employees who worked farther away empathized and sympathized with involved employees, but did not experience the same fear as those who were close to the crisis (Mainiero & Gibson, 2003). In addition, people may be less independent when making decisions about the object or crisis as it becomes physically and psychologically distant. Therefore, strong emotions could be more present among people with high proximity in comparison to people with low proximity (Fujita, Henderson, Eng, Trope, & Liberman, 2006; Hart, Stedman, & McComas, 2015). The study of Huang, Starbird, Orand, Stanek and Pedersen (2015) on the use of social media in the aftermath of the 2013 Boston Marathon bombings concluded that both physical and emotional proximity to a crisis influence the behaviour of online information seeking and sharing

2.5 Development in crisis over time

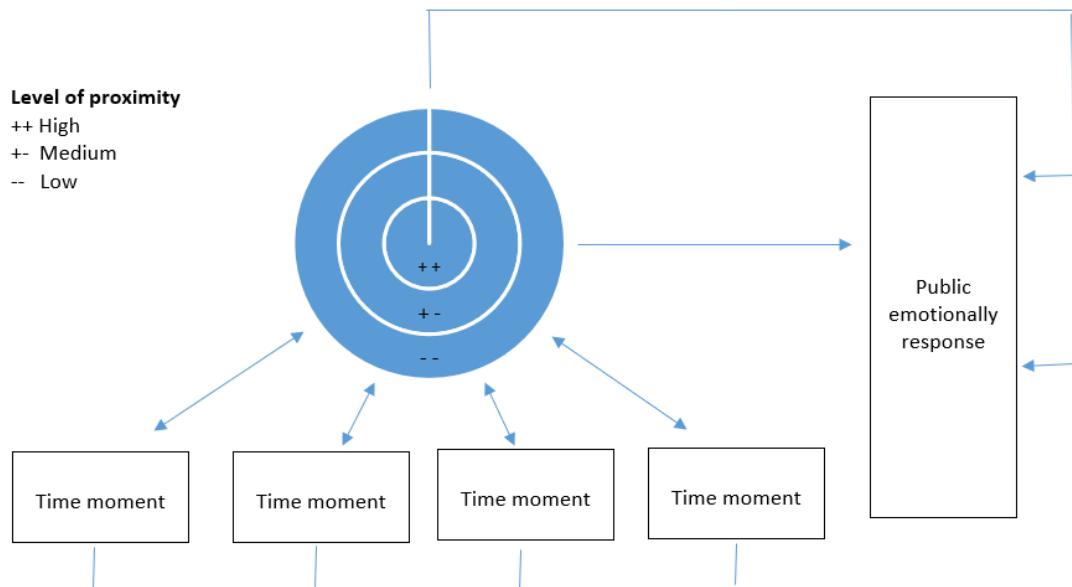
A crisis is usually not an event of a single day, but can take days, weeks and sometimes years. A crisis can develop over time. For example, the public opinion can change during the crisis. Vassilikopoulou et all. (2009) claimed that the effects of a crisis are minimal a few months after the crisis has occurred. In their study they argue that stakeholders 'forget' about the crisis and its effects, mostly in cases when company is socially responsible or when the organization e.g. voluntary recalls a product. On the contrary, Choi and Lin (2009a) investigated the involvement of consumers in Mattel toys product recalls. They found a significant increase in the frequency of anger manifestation toward Mattel over time. Richins and Bloch (1991) focussed their study on car owners and found that stakeholders with a high product involvement showed a slightly higher satisfaction with bought products in the beginning. However, after two months, this satisfaction decreased, whereas the satisfaction of stakeholders with a low product involvement increased.

The development of crisis over time could also be affected by the news spread about the crisis. For example, Zhang et all. (2016) investigated the Volkswagen crisis case on Twitter and found many negative tweets in the first days. However, when time passes the amount of tweets decreases. Negative and positive peaks occurs when important announcements were made about the crisis. McDonald and Härtel (2000) argues

communication manager are recommended to reduce the amount of media coverage of a crisis. The more statements and situational cues there are, the higher the felt involvement, which will increase the emotional responses. Thus, according to MacDonald and Härtel (2000) the development of a crisis over time regarding emotions is influenced by news coverage. Pelletier and Drozda-Senkowska (2016) also talk about media coverage in relation to the development of the crisis. The research was about the crisis of Charlie Hebdo and their findings suggest that the terrorist threat perception was stable at a collective and personal level within two months after the terrorist attacks. The researchers claim the stability over time could be related to the amount of media coverage and the French citizens' fear of another attack.

2.6 Model and research questions

Based on the literature, the model of this study will be presented. Next to this, the research question and the sub-questions will be mentioned.



Main Question: *How does the public emotionally respond on social media during an organizational crisis?*

Sub question: *How does proximity influence emotions, both positive and negative, in comments on social media during a crisis and do emotions interrelate?*

Sub question: *How does time influence emotions, both positive and negative, in comments on social media during a crisis do emotions interrelate?*

3. Method

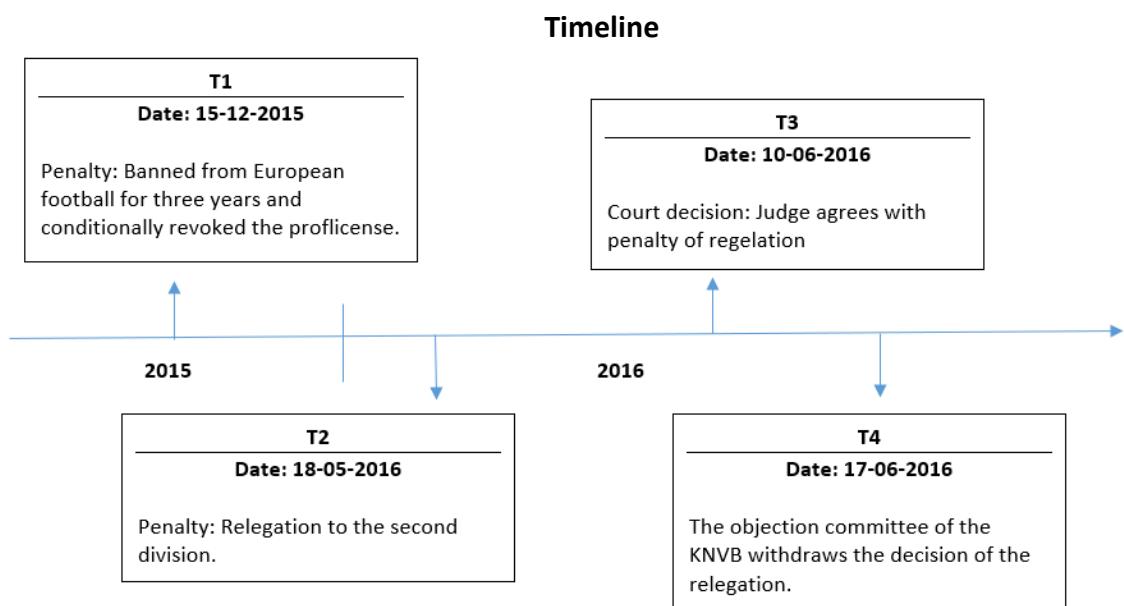
This study aims to investigate how the public responds on social media to an organizational crisis and whether this response is affected by proximity and time. To analyse the public response on social media, a content analysis has been conducted.

3.1 Case study

To investigate how the public emotionally respond on social media during an organizational crisis, a content analysis has been conducted. Therefore, a case study on an organizational crisis is used. The organizational crisis at a professional football club in the Netherlands is used for this study. FC Twente is a professional football club in the Netherlands that is active in the premier football league of the country. The club was founded in 1965 and achieved its greatest success in 2010, when the club won the national league for the first time (fctwente.nl, 2017). In December 2015 was announced that the club was in crisis, due financial problems and scandals. In the years after the success of winning the league, the board of the company took some risks. They made deals with investment companies and they would have tampered with the estimate budget. Besides this, the club was suspected of a number of fraudulent transfers (Nu.nl, 2016). These factors affected on the license of the football club, which could be recalled (NOS, 2017). In the next months, the news about the crisis developed. The next paragraph describes the key moments of the crisis.

3.1.1 Time: key moments during the crisis

The crisis at FC Twente has a long list of incidents and reports, but there were four crucial moments (game changers), which are named Time 1 (T1), Time 2 (T2), Time 3 (T3) and Time 4 (T4). These moments are described below. In appendix A2 the content of the articles can be found and fragments of those articles are mentioned in the description of the time moments.





T1 – 15 December 2015

As a result of the FC Twente problems, the national football association (KNVB) decides to ban the club from European football for three years and conditionally revoke its license. This license is required to play professional football in the Netherlands (Nu.nl, 2016).

Fragment of the articles

Source: fctwente.nl

'De licentiecommissie van de KNVB heeft FC Twente op de hoogte gesteld van haar oordeel en sancties naar aanleiding van het opgedoken Doyen-document. De licentiecommissie legt FC Twente een boete op van 45.250 euro, drie seizoenen uitsluiting van Europees voetbal (aflopend aan het einde van het seizoen 2018/2019) en trekt de licentie van FC Twente in, tenzij de club voldoet aan de door de licentiecommissie gestelde voorwaarden. FC Twente aanvaardt deze opgelegde sancties en zal hiertegen geen beroep aantekenen.'

Source: rtvoost.nl

'De club uit Enschede wordt met de uitspraak gestraft voor verboden afspraken met investeringsmaatschappij Doyen. Die waren vastgelegd in vertrouwelijke contracten, die onlangs zijn uitgelekt. FC Twente heeft bepaalde toevoegingen in het contract met investeringsmaatschappij Doyen Sports verwijgoed en daarmee doelbewust de licentiecommissie misleid, luidt het oordeel van de commissie.'

Source: nos.nl

'FC Twente kan enigszins opgelucht ademhalen. De licentie blijft voorlopig behouden voor de club uit Enschede. De licentiecommissie van de KNVB legt Twente wel een voorwaardelijke straf op voor de omstreden deal met investeringsmaatschappij Doyen.'



T2 – 18 May 2016

The national football association decides to revoke the license and relegate the club to the second division (Nu.nl, 2016).

Fragment of the articles

Source: fctwente.nl

'FC Twente heeft inmiddels de motivering van het voorgenomen besluit van de KNVB-licentiecommissie goed kunnen bestuderen. De club vindt daarin aanleiding om dit voorgenomen besluit tot definitieve intrekking van haar licentie voor het spelen in de Eredivisie aan te vechten. Dat gaat FC Twente dus ook doen.'

Source: rtvoost.nl

'FC Twente behoudt de licentie om betaald voetbal te spelen, maar moet komend jaar uitkomen in de Jupiler League. Dat heeft de licentiecommissie van de KNVB vanmiddag bekendgemaakt aan de club. FC Twente is momenteel aan het bekijken wat de mogelijkheden zijn voor vervolgstappen en of ze een advocaat in de hand willen nemen.'

Source: Telegraaf.nl

'FC Twente degradeert uit de Eredivisie. De tukkers bekijken nog wel of ze de beslissing kunnen aanvechten. De licentiecommissie van de KNVB maakte woensdagmiddag bekend FC Twente te willen straffen voor het financiële wanbeleid met degradatie naar de Jupiler League. FC Twente behoudt door de straf de proflicentie, maar is komend seizoen dus niet meer op het hoogste niveau actief.'



T3 – 10 June 2016

FC Twente goes to court to fight this decision of the national football association. However, the judge agrees with the judgment of the football association (Nu.nl, 2016).

Fragment of the articles

Source: fctwente.nl

'De kortgedingrechter heeft vandaag uitspraak gedaan in de procedure. Hij wijst de vordering van FC Twente af. Hierdoor blijft besluit van de licentiecommissie om FC Twente verplicht te laten degraderen naar de Jupiler League in stand. FC Twente beraadt zich nu over de mogelijke juridische vervolgstappen.'

Source: rtvoost.nl

'De KNVB mag de licentie van FC Twente intrekken en de club laten degraderen naar de Jupiler League. Dat heeft de rechtbank in Utrecht vanniddag in een schriftelijke uitspraak bepaald. FC Twente is teleurgesteld over die uitspraak en denkt na over juridische vervolgstappen.'

Source: Telegraaf.nl

'FC Twente heeft het aangespannen kort geding tegen de KNVB verloren. De club had een rechtszaak aangespannen tegen de voetbalbond om de opgelegde degradatie ongedaan te maken.'



T4 – 17 June 2016

The objection committee of the national football association does not support the judgment and decides that FC Twente should keep its license. Thus, they are able to remain in the Eredivisie, the national football league (Nu.nl, 2016).

Fragment of the articles

Source: fctwente.nl

'De KNVB-beroepscommissie heeft FC Twente in het gelijkgesteld in het door haar ingestelde beroep tegen definitieve intrekking van haar huidige (Eredivisie-)licentie. Wel krijgt FC Twente een boete van 181.000 euro.'

Source: rtvoost.nl

'De uitspraak van de beroepscommissie is een grote verrassing, want niemand binnen de club had daar nog serieus op gerekend. Interim-directeur Onno Jacobs stelde vorige week nog vertrouwen te hebben in de beroepscommissie, maar dat leek slechts een uitspraak voor de bühne.'

Source: Vi.nl

'De beroepscommissie licentiezaken handhaaft de straf van de licentiecommissie niet. De beroepscommissie van de KNVB heeft besloten dat FC Twente in de Eredivisie mag blijven. Wel krijgen de Tukkers een boete van 181.000 euro, vanwege vier ernstige overtredingen van het Licentiereglement.'

3.2 Corpus selection

Based on the literature regarding proximity, as described in the theoretical framework, this study assumes a high, medium and low proximity.

- High proximity is represented by the corporate media (Facebook page of FC Twente).
- Medium proximity is represented by regional media (Facebook page of RTV Oost).
- Low proximity is represented by national media (Facebook page of NOS.nl, Telegraaf.nl and VI.nl).

With over 500 million active Facebook users (Howe, Jennex, Bressler, & Frost, 2011), this medium was the best option for the case study. For each level of proximity media is selected. Table 2 gives an overview of the Facebook pages related to the level of proximity.

Table 2. media selection

Proximity	Media	Medium	Page	followers	Relevance
High	Corporate	Facebook	Fctwente.nl	188.998	The news media of the organization. They inform their stakeholders about the crisis on their website and social platforms
Medium	Regional	Facebook	RTV Oost.nl	135.961	RTV Oost is the regional public broadcasting of the province Overijssel, the province in which the company FC Twente is located. RTV Oost manage the production and broadcasting of regional news and programs for radio, television and internet (Heerdink, 2012) and is the main station to inform the regional public.
Low	National	Facebook	NOS.nl	805.664	The NOS is the largest news organization of the Netherlands and broadcasts news on television, radio and the internet (NOS, 2017). This public news station reaches most of the people of the country.
		Facebook	Telegraaf.nl	449.283	De Telegraaf is one the main newspapers in the Netherlands and reaches of 50 per cent of the Dutch population (TMG, 2017). The sports section is one of the largest in the country.
		Facebook	VI.nl	285.694	Voetbal International is the leading football medium in the Netherlands over more than 50 years (VI.nl, 2017). Therefore, VI has a large following.

3.3 Corpus design

As mentioned, four key moments were selected for the case study. The post comments on the Facebook pages on the selected key moments were investigated. Table 3 presents the corpus of this case study.

Table 3. Corpus design

Time	Date	Proximity	Media	Total articles	Total fb comments
T1	15-12-2015	High	FC Twente	1	65
	15-12-2015	Medium	RTV Oost	1	50
	15-12-2015	Low	NOS.nl	1	30
T2	18-05-2016	High	FC Twente	1	108
	18-05-2016	Medium	RTV Oost	1	50
	18-05-2016	Low	De Telegraaf	1	40
T3	10-06-2016	High	FC Twente	1	108
	10-06-2016	Medium	RTV Oost	1	47
	10-06-2016	Low	De Telegraaf	1	40
T4	17-06-2016	High	FC Twente	1	119
	17-06-2016	Medium	RTV Oost	1	53
	17-06-2016	Low	VI.nl	1	90
			Total	12	800

For this study, the online tool Coosto was used to monitor the data. Coosto is a well-known tool for monitoring a brand or a reputation on social media. In total, 800 comments were investigated. High proximity contained 400 comments and medium and low proximity contained both 200 comments.

3.3 Analysis

A codebook was created to analyse the public response on social media. It is based on the emotions are described in the theoretical framework. A longlist of emotions is reduced to five negative and five positive emotions. The codebook contains the following emotions:

Negative	Positive
Anger	Gratitude
Anxiety	Hope
Contempt	Joy
Irritation	Relief
Sadness	Sympathy

Next, the codebook will be described. Every comment was analysed with the use of the codebook. Thus, for each comment it was examined whether a certain emotion was present. In the codebook, every emotion is explained by some examples. To continue, the study uses different Facebook pages and these pages contains selected posts. On every post there are comments and these comments are analyses with the use of the codebook. It was possible for a comment to contain more than one emotion. SPSS was used to organize the gathered and analyse the data. SPSS is a software platform that offers advanced statistical analysis (IBM, 2017).

3.4 Reliability of the codebook

A test was necessary to check the reliability of the codebook. Therefore, a second coder was used to conduct a pre-test. The comments on 2 posts on two Facebook pages were used, namely the posts of FC Twente and RTV Oost on 15 December 2015 (T1). In total 100 comments were selected for this test. After the pre-test, the results were analysed with the Cohen's Kappa test. The kappa was 0.670, which indicates an agreement between both encoders (see table 4).

Table 4. Pre-test

Pre-test Cohen's Kappa

Number of observed agreements: 101 (74.81% of the observations)

Number of random agreements expected: 32.0 (23.73% of the observations)

Kappa 0.670

SE of kappa 0.047

95% confidence interval From 0.579 to 0.761

The strength of agreement is considered 'good'.

4 Results

The results of the case study will be presented. First the results of high proximity (3.1), medium proximity (3.2) and low proximity (3.3) will be showed and finally, a summary of the results (3.4) will be given.

4.1 High Proximity

The high proximity is represented by the corporate media: the Facebook page of FC Twente.

4.1.1 Relationship between negative and positive emotions

In total, 508 emotions were counted. Of these, 252 emotions were negative and 256 were positive (see table 5.). A Chi-Square test was used to determine whether there is a significant difference between negative and positive emotions. If the p-value is smaller than 0.05, the difference is significant.

Table 5. Relationship between negative and positive emotions (Pearson Chi-Square)

Time	Negative	Positive	Total	χ^2	Df	Asymptotic Significance (2-sided)
T1	55	36	91	3,967	1	,046*
T2	39	66	105	6,943	1	,008*
T3	111	40	151	33,384	1	,000*
T4	45	115	160	33,311	1	,000*
Total	252	256	508	,126	1	,723

*significant at $p < 0.05$

The overall Chi-square test of the total negative and positive emotions results in a value p-value of 0,723 (see table 5.). Therefore, there is no significant difference between negative and positive emotions. However, table 5 demonstrates that every timeframe shows a significant difference between positive and negative emotions. The results of the test indicate that emotions in T1 are more negative than positive ($p=0,046$). In T2, the emotions are more positive ($p=0,008$), in T3 more negative ($p=0,000$) and finally, in T4 more positive ($p=0,000$). This trend is also visible in Figure 1. Especially in T3 and T4, a significant movement in the timeline is evident.

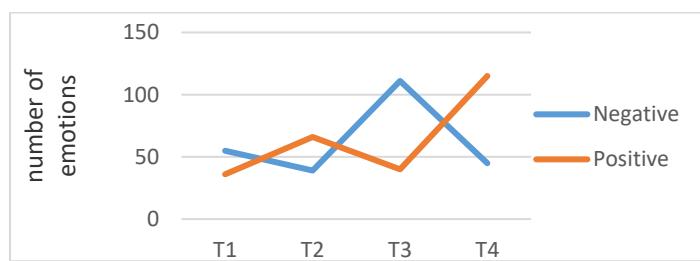


Figure 1. Timeline of emotions in comments on Facebook-comments of the corporate media

4.1.2 Emotions specified

Next, the emotions are analysed in more detail. Table 6 presents all negative and positive emotions. The number of comments analysed were 400, but every comment could contain more than one emotion. Irritation (92) and anger (54) are the two main negative emotions. Joy (124) and hope (54) are the main positive emotions.

Table 6: High proximity: Number of emotions in FB-comments of the corporate media: source FC Twente

	Date post on Facebook				
	T1	T2	T3	T4	Total
Anger	14	5	23	12	54
Anxiety	5	6	3	2	16
Contempt	15	9	19	9	52
Irritation	18	17	35	21	92
Sadness	3	2	31	1	38
Negative emotions	55	39	111	45	252
Gratitude	0	2	0	6	8
Hope	11	20	19	5	54
Joy	2	23	9	91	124
Relief	13	0	0	7	20
Sympathy	10	21	12	7	50
Positive emotions	36	66	40	116	256
	91	105	151	161	508

N = 400

More than one emotion on a comment possible

4.1.3 Correlation between main emotions

Table 6. indicated four main emotions. The two most frequently counted emotions of both negative and positive emotions were used. Thus, in the next step the focus is on how these emotions to determine how they correlate with other emotions. Many of the emotions had a negative correlation, which demonstrated that if one of the variables increases, the other tended to decrease (see table 7). The emotions were measured with the Pearson correlation (r).

Negative emotions

- Irritation has a negative correlation with anger (-,137), contempt (-,131), sadness (-,117), hope (-,139), joy (-,238) and sympathy (-,132).
- Anger has a negative correlation with contempt (-,096), irritation (-,137), hope (-,102), joy (-,174) and sympathy (-,096).

Positive emotions

- Joy has a negative correlation with anger (-,174), anxiety (-,090), contempt (-,167), sadness (-,149), irritation (-,238) and hope (-,177).
- Hope has a negative correlation with anger (-,102), contempt (-,097), irritation (-,139), joy (-,177) and sympathy (-,098).

Table 7. Correlations of emotions in Facebook-comments of the corporate media: FC Twente

		Negative emotions					Positive emotions				
		Anger	Anxiety	Contempt	Irritation	Sadness	Gratitude	Hope	Joy	Relief	Sympathy
Anger	Pearson	1									
Anxiety	Pearson	-,052	1								
Contempt	Pearson	-,096*	-,050	1							
Irritation	Pearson	-,137**	-,071	-,131**	1						
Sadness	Pearson	-,085	-,044	-,082	-,117**	1					
Gratitude	Pearson	-,039	-,020	-,037	-,053	-,033	1				
Hope	Pearson	-,102*	-,052	-,097*	-,139**	-,087	-,040	1			
Joy	Pearson	-,174**	-,090*	-,167**	-,238**	-,149**	-,068	-,177**	1		
Relief	Pearson	-,052	-,027	-,050	-,072	-,045	,020	-,053	-,091*	1	
Sy*mpath	Pearson	-,096*	-,050	-,082*	-,132**	-,082	-,037	,098*	,168**	-,050	1
y											

N = 508

*. Correlation is significant at the 0.05 level (2-tailed)

**. Correlation is significant at the 0.01 level (2-tailed)

4.2 Medium proximity

The medium proximity is represented by regional media: the Facebook page of RTV Oost.

4.2.1 Relationship between negative and positive emotions

In total, 236 emotions were counted. Of these, 159 emotions were negative and 77 emotions were positive (see table 8.). To determine whether there is a significant difference between negative and positive emotions, a Chi-Square test is used.

Table 8: Number of emotions in FB-comments of the regional media: source RTV Oost (Pearson Chi-Square)

Time	Negative	Positive	Total	X ²	Df	Asymptotic Significance (2-sided)
T1	47	15	62	16,516	1	,000*
T2	48	12	60	21,600	1	,000*
T3	46	14	60	17,067	1	,048*
T4	18	36	54	6,000	1	,014*
Total	159	77	236	28,492	1	,000*

*significant at p < 0.05

The overall chi-square test of the total negative and positive emotions gives a value p-value of 0,000 (see table 8.). Thus, there is a significant difference between negative and positive emotions and overall the comments are more negative. The moments of time also indicate a significant difference between the two types of emotions. In time moments T1 ($p=0,000$), T2 ($p=0,000$) and T3 ($p=0,048$) the emotions in comments are more negative, while T4 is more positive ($p=0,014$). This is also evident in the timeline, where in T4, the lines intersect (see figure 2.).

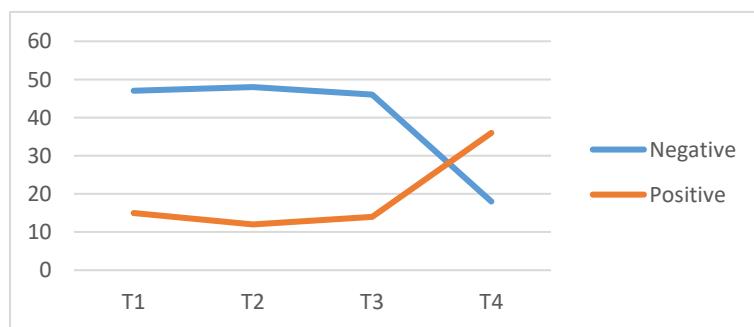


Figure 2. Timeline of emotions in comments on Facebook comments of the media RTV Oost

4.2.2 Emotions specified

To continue, the emotions are analysed. Table 9 presents all negative and positive emotions. Irritation (63) and anger (47) are the two main negative emotions. Joy (46) and hope/sympathy (both 12) were the main positive emotions.

Table 9. Medium proximity: number of emotions in comments on Facebook page of RTV Oost

	Date post on Facebook				
	T1	T2	T3	T4	Total
Anger	9	18	10	10	47
Anxiety	1	0	1	1	3
Contempt	13	3	0	0	16
Irritation	23	20	16	6	63
Sadness	1	7	19	1	28
Negative emotions	47	48	46	18	157
Gratitude	0	0	0	0	0
Hope	6	2	4	0	12
Joy	1	3	8	34	46
Relief	5	2	0	0	7
Sympathy	3	5	2	2	12
Positive emotions	15	12	14	36	77
	62	60	60	54	236

N=200

More than one emotion on a comment possible

4.2.3 Correlation between main emotions

Table 9. indicated four main emotions. The two most frequently counted emotions of both negative and positive emotions were used. Thus, in the next step the focus is on how these emotions to determine how they correlate with other emotions. Many of the emotions had a negative correlation, which demonstrated that if one of the variables increases, the other tended to decrease (see table 10). The emotions were measured with the Pearson correlation (r).

Negative emotions

- Irritation has a negative correlation with anger (-,243), contempt (-,138), sadness (-,193) and joy (-,259).
- Anger has a negative correlation with irritation (-243), sadness (-,163) and joy (-,217).

Positive emotions

- Joy has a negative correlation with anger (-,217), irritation (-,259) and sadness (-,172).
- Hope and sympathy were both the second most counted positive emotion, but did not have a significant correlation with other emotions.

Table 10. Correlations of in Facebook-comments of the regional media RTV Oost

		Negative emotions					Positive emotions				
		Anger	Anxiety	Contempt	Irritation	Sadness	Gratitude	Hope	Joy	Relief	Sympathy
Anger	Pearson	1									
Anxiety	Pearson	-,046	1								
Contempt	Pearson	-,115	-,026	1							
Irritation	Pearson	-,243**	-,055	-,138*	1						
Sadness	Pearson	-,161*	-,037	-,091	-,193**	1					
Gratitude	Pearson	C	C	C	C	C	C				
Hope	Pearson	-,094	-,021	-,053	-,112	-,073	C	1			
Joy	Pearson	-,217**	-,049	-,123	-,259**	-,172**	C	-,100	1		
Relief	Pearson	-,074	-,017	-,042	-,089	-,059	C	-,034	-,079	1	
Sympathy	Pearson	-,095	-,022	-,054	-,113	-,075	C	-,044	-,101	-,035	1

N = 236

*. Correlation is significant at the 0.05 level (2-tailed)

**. Correlation is significant at the 0.01 level (2-tailed)

4.3 Low proximity

The low proximity is represented by national media: the Facebook pages of NOS.nl, Telegraaf.nl and VI.nl.

4.3.1 Relationship between negative and positive emotions

In total, 271 emotions were counted, of which 157 were negative and 114 were positive (see table 11.). To determine if there is a significant difference between negative and positive emotions, a Chi-Square test is used.

Table 11: Low proximity: Number of emotions in FB-comments of the national media (Pearson Chi-Square)

Time	Negative	Positive	Total	X ²	Df	Asymptotic Significance (2-sided)
T1	27	5	32	14,226	1	,000*
T2	51	9	60	29,400	1	,000*
T3	42	17	59	10,593	1	,001*
T4	37	83	120	12,447	1	,000*
Total	157	114	271	3,393	1	,065

*significant at p < 0.05

The overall Chi-square test of the total negative and positive emotions gives a value p-value of 0,065 (see table 11.), which indicates there is no significant difference between negative and positive emotions. However, the different moments of time do give a significant difference. The results of the test indicate that emotions in T1 are more positive than negative (p=0,000). In T2, the emotions are more negative (p=0,000), in T3 more negative (p=0,001) and finally, in T4 more positive (p=0,000). This trend is also visible in figure 3. The positive emotions rise slowly, with a spurt in T4.

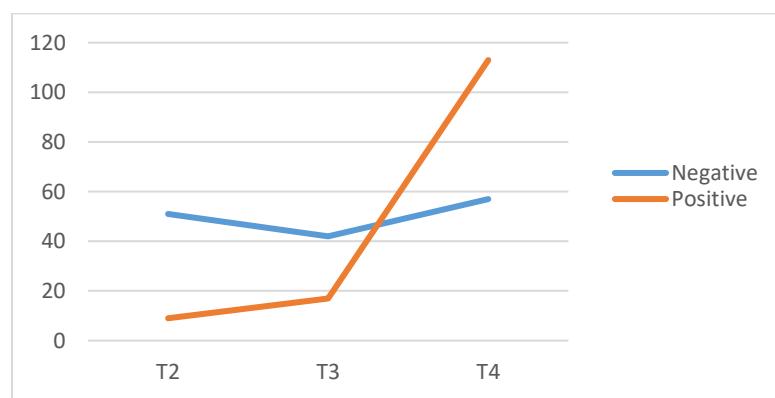


Figure 3. Timeline of emotions in comments on Facebook-comments of the national media: NOS, De Telegraaf and VI.nl

4.3.2 Emotions specified

In total, 271 emotions (see Table 12.) were counted. Irritation (80) and anger (53) were the two main negative emotions. Sympathy (76) and joy (40) were the main positive emotions.

Table 12.

Number of emotions in Facebook-comments of the national media: Nos, Telegraaf and VI

	Date post on Facebook				
	T1	T2	T3	T4	Total
Anger	3	24	9	17	53
Anxiety	0	1	0	0	1
Contempt	5	0	0	1	6
Irritation	18	21	25	16	80
Sadness	1	5	8	3	17
Negative emotions	27	51	42	37	157
Gratitude	0	0	1	0	1
Hope	3	0	3	0	6
Joy	1	7	13	9	30
Relief	0	0	0	1	1
Sympathy	1	2	0	73	76
Positive emotions	5	9	17	83	114
	32	60	59	120	271

N=200

More than one emotion on a comment possible

4.3.3 Correlation between main emotions

Table 12. indicated four main emotions. The two most frequently counted emotions of both negative and positive emotions were used. Thus, in the next step the focus is on how these emotions to determine how they correlate with other emotions. Many of the emotions had a negative correlation, which demonstrated that if one of the variables increases, the other tended to decrease (see table 13). The emotions were measured with the Pearson correlation (r).

Negative emotions

- Irritation has a negative correlation with anger (-,397), sadness (-,172) and joy (-,281).
- Anger has a negative correlation with irritation (-,397), sadness (-,164) and joy (-,268).

Positive emotions

- Sympathy was the most counted positive emotion, but did have a significant correlation with other emotions.
- Joy has a negative correlation with anger (-,268) and irritation (-,281).

Table 13. Correlations of emotions in Facebook-comments of the national media: NOS, de Telegraaf and VI.nl

		Negative emotions					Positive emotions				
		Anger	Anxiety	Contempt	Irritation	Sadness	Gratitude	Hope	Joy	Relief	Sympathy
Anger	Pearson	1									
Anxiety	Pearson	-,040	1								
Contempt	Pearson	-,079	-,008	1							
Irritation	Pearson	-,397**	-,042	-,083	1						
Sadness	Pearson	-,164*	-,017	-,035	-,172**	1					
Gratitude	Pearson	-,040	-,004	-,008	-,042	-,017	1				
Hope	Pearson	-,089	-,009	-,019	-,093	-,039	-,009	1			
Joy	Pearson	-,268**	-,029	-,056	-,281**	-,117	-,029	-,063	1		
Relief	Pearson	-,040	-,004	-,008	-,042	-,017	-,004	-,009	-,029	1	
Sympathy	Pearson	-,123	-,013	-,026	-,113	-,053	-,013	-,029	-,087	-,013	1

N = 321

*. Correlation is significant at the 0.05 level (2-tailed)

**. Correlation is significant at the 0.01 level (2-tailed)

4.4 Summary of the results

Finally, for better interpretation when answering the sub question, an overview of the proximity and time results is show in the next paragraphs.

4.4.1 Proximity results

This study focusses on a high proximity (corporate media), medium proximity (regional media) and low proximity (national media). Figure 4 demonstrates the differences in emotions. The figure is divided into three rings. The inner ring represents the low proximity. The middle ring represents the medium proximity and the outer ring represents the high proximity. High proximity has significantly more positive emotions than negative (Table 14). However, the result of the chi square test proved there was no significant difference that the comments in high proximity were more positive. On the contrary, medium proximity leads to significantly more negative emotions than positive. In the comments of the low proximity, there was a no significant evidence of more positive emotions.

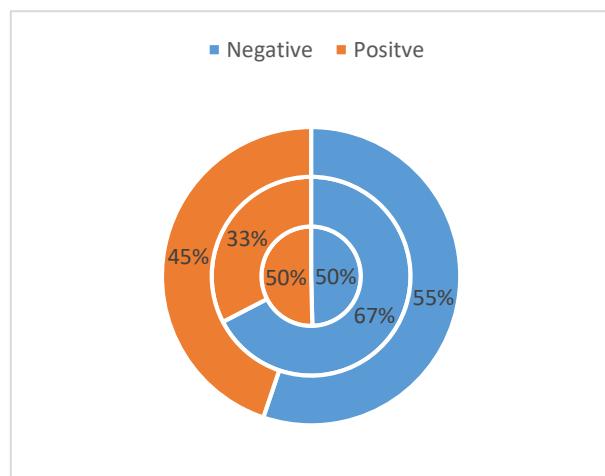


Figure 4 Percentage of positive and negative emotions

Table 14. Proximity results Chi Square test

Proximity	Negative	%	Positive	%	Total	%	Asymptotic Significance (2-sided)
High	252	49.6	256	50.4	508	100	p = ,723
Medium	159	67.4	77	32.6	236	100	p = ,000*
Low	157	57.9	114	42.1	271	100	p = ,065

* significant at p < 0.05

4.4.2 Development of time results

The case study contained four time periods. The development of time during the crisis situation showed different emotions on different levels of proximity. However, in this paragraph results of the development of time are presented regardless of proximity. The first three moments of type (T1, T2 and T3) showed significant more negative emotions. In T4 the emotions are significant more positive.

Table 15. development of time total

Time	Negative	Positive	Total	Total		
				X ²	df	Asymptotic Significance (2-sided)
T1	129	56	185	28,805	1	p = ,000*
T2	138	87	225	11,560	1	p = ,001*
T3	199	71	270	60,681	1	p = ,000*
T4	100	234	334	53,760	1	p = ,000*

*significant at p < 0.05

4.4.3 Correlations results

In the results the two most counted emotion of both negative and positive were used to determine how they correlate with the other emotions. Comparing the three levels of proximity, high proximity has the highest number (19) of significant negative correlations (Figure 6). The negative correlation demonstrates if one emotion occurs, there is less chance on the other emotion. For example, if irritation occur, there is less chance on the emotion anger.

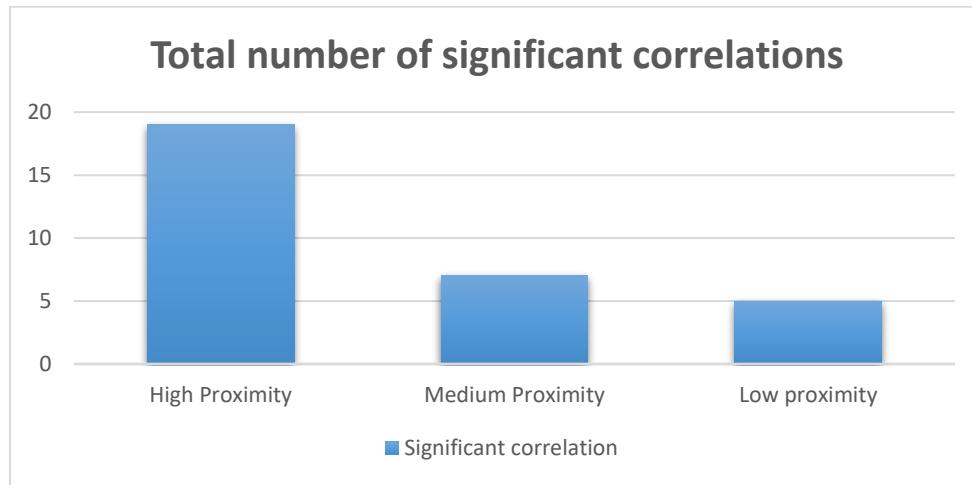


Figure 6. Number of significant correlations

5. Discussion, limitations and conclusion

In this chapter, the results of this study are discussed. Firstly, the main findings of the study are discussed (5.1); secondly, the limitations and suggestions for future research are addressed (5.2); and, finally, the conclusions of the study (5.3) are presented.

5.1 Discussion

The aim of this study was to gain insights into how the public responds emotionally on social media during an organisational crisis. To answer this question, the investigation was divided into two sub-questions about proximity and time. This study assumed that there were different levels of proximity: high, medium, and low.

Proximity

High proximity has no significant difference between negative and positive emotions, and this differs from medium proximity, which has significantly more negative emotions.

However, with this outcome, medium proximity differs from both other levels of proximity because low proximity has no significant difference between negative and positive emotions.

Development of time

Every key moment has a significant difference between negative and positive emotions. In the first three moments of time, there were significantly more negative emotions; in the last time frame, however, the positive emotions were presented more significantly.

Proximity and time

For the total amount of negative and positive emotions, high proximity showed no significant difference. However, the four moments of time all showed a significant difference in emotions. The same applies to low proximity, but medium proximity has significant differences in negative and positive emotions for both time and proximity.

Correlations

The emotions of high proximity had more significant correlations than medium and low proximity. The results showed that the number of significant correlations decreased when the proximity decreased.

The results of the case study indicated that, in particular, high proximity in relation to time showed a ‘roller coaster’ of emotions. This is not remarkable because stakeholders close to an organization should react more positively to positive news and more negatively towards poor news. It is notable that the amount of comments of high proximity was higher. Thus, this proximity leads to more emotions. However, medium and low proximity showed a more stable trend in the distribution of emotions. This finding has been partly supported by Maineiro and Gibson (2003), who have concluded that employees who worked closest to the World Trade Center, at a distance of less than 150 miles, were significantly more affected emotionally by the terrorist attacks than employees who worked farther away.

As mentioned in the results, high and low proximity did not have significant differences between negative and positive emotions. Only medium proximity had significantly more negative emotions the comments. This differs from the study of Gardiner

and Cownie (2017), who have found that high-proximity participants exhibited stronger negative attitudinal responses than low-proximity participants. Vitez and Fiser (2016) have concluded that the negative emotions in comments were presented more significantly than the positive emotions. This is supported by the study of Kushin and Kitchener (2009), who have claimed that users in Facebook discussions have shown a high level of negative emotions and uncivil behaviour. However, only medium proximity can support these claims. High proximity revealed a high number of significant correlations between emotions. For example, when the emotion of anger occurred, there was less chance for the emotions of contempt, irritation, hope, joy and sympathy to arise. Based on these correlations, high proximity seems to have acquired more diversity in the emotions. It is remarkable that the amount of significant correlations decreased with every level of proximity. This trend, indeed, supports the claim that high proximity revealed a 'roller coaster' of emotions.

The development of a crisis contains four 'time moments'. The time moments were not e.g. every two months, but were selected, important moments of the crisis. Therefore, the development of crisis is more made by the content of the messages on those time moments. Based on this assume, the public reacted as might be expected. However, it is notable that in the first three time moments, the emotions are significantly more negative. In the last time moment, the emotions became significantly more positive. This could be supported by the study of Vassilikopoulou et al. (2009), who have found that stakeholders are more likely to have a more positive impression a few months after a given crisis. Thus, the tone of the total emotions developed from negative to, eventually, positive. As one examines the relationship between time and proximity, medium and low proximity show the same trend as time regardless of proximity. However, the emotions of high proximity fluctuate between positive and negative. This is partly similar to the findings of Richins and Bloch (1991), who have found that stakeholders with a high involvement showed a slightly higher satisfaction with bought products in the beginning. After two months, this satisfaction decreased, whereas the satisfaction of stakeholders with a low involvement increased. Furthermore, it is understandable that the different time moments of high proximity reveal a different pattern to those of medium and low proximity. A stakeholder with high engagement to an organisation could have more opinions about a given crisis than stakeholders with more distance. Choi and Lin (2009a) have found in their study about product recalls, a significant increase in the frequency of negative manifestation towards a product recall over time and this is not supported by this study. In the last time moment, all levels of proximity showed significantly more positive emotions.

5.2 Limitations and future research

For the interpretation of the results of this study, several limitations should be considered. Firstly, the emotions in this study are difficult to interpret. For example, according to Lazarus (1991) as well as Jin, Pang, and Cameron (2007), anger is a dominant emotion. This is supported by this study. For high, medium, and low proximity, anger is the same emotion. However, anger could have a different meaning for each level of proximity. Therefore, it was difficult to interpret this emotion. For example, is anger related to an organisation or, perhaps, to a news station that reports about a given organization? An improved interpretation of the emotions renders it easier to compare the differences in emotions. What does the public really mean when they express, for example, anger in their comments? It might be advisable to divide an emotion into several sub-emotions. For example, the emotion of anger could be divided into different sub-categories of anger.

The interpretation of emotions is difficult. Accordingly, the study should use a second coder for the whole process of data analysis. After that, both datasets can be compared in order to check the validity of the data. Due to the use of an independent second coder, the bias in the results can be minimised. However, reliability is difficult to increase, due to the collection of the data in this study. The data is not, for example, 'red' or 'green', but it conveys an interpretation with difference outcomes.

Furthermore, in this study emoticons were excluded from the case study. On social media, emoticons are used frequently. Emoticons represent a specific emotion, and, therefore, for future research, it is recommended that they are included as well. Many of the comments included just a single emoticon, but the comment still expressed an emotion.

5.3 Conclusion

Regarding the main question of this study, of how the public responds emotionally on social media during an organisational crisis, differences between the levels of proximity are visible. High and low proximity have no significant difference between negative and positive emotions, whereas medium proximity has significantly more negative emotions. Based on time, the start of the crisis is, overall, characterised as significantly negative, but, in the last time moment of the crisis, emotions become significantly more positive. Regarding proximity, medium and low proximity show the same trend. High proximity has more diversity with respect to negative and positive emotions. In addition to this, most of the emotions have a significant negative correlation. Therefore, high proximity has a high diversity of emotions and is, thus, a 'roller coaster' of emotions. This differs from medium and low proximity, which showed a more stable trend. This was influenced by the news reported during the crisis, because on certain news different levels of proximity respond differently.

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Appendix A1 - Codebook

The codebook that has been used for the pre-test.

Negative emotions	Example
Anger	These people SUCK. They stalled the order for days trying to get me to buy extra shipping and other crap. Then they screwed up and didn't ship me one of the TV's I ordered. They SUCK (Yin, Bond, & Zhang, 2014) Lied about availability of product for two weeks, indicating that it had been shipped when, in fact, it was on backorder. Customer service? Don't bother! (Yin, Bond, & Zhang, 2014)
Sadness	Haters gonna hate. You just hate; it is the only thing you can do. Really sad. (Savolainen, 2015) Daar gaan we weer met allemaal discussies😊 respecteer elkaar eens een keer (comment, Nu.nl) In 1 woord vreselijk😊 (comment, Nu.nl)
Irritation	No need to mention it once again, because you mention it in every single thread (Savolainen, 2015) Als je deze ellendelingen niet had binnengehaald had Europa er een stuk beter opgestaan... (comment, Nu.nl)
Anxiety	Lost order per customer representative. No explanation. Now I am worried that they will "find" the order and will have to return since I am ordering from another vendor (Yin, Bond, & Zhang, 2014) I had some doubts about the item I purchased, never got an answer neither the store or the manufacturer (Yin, Bond, & Zhang, 2014)
Contempt	Wanneer begint de cursus ,creatief boekhouden voor immorele voetbalclubbestuurders'? Frauderend loont blijkbaar (comment, volkskrant) Rotzooien met de boekhouding werpt dus toch vruchten. Schandalig dit weer (Comment, volkskrant)
Positive emotions	
Hope	Really good that not all hope is gone – young people are the future (Savolainen, 2015) Zo,een mooie club.mag toch.niet kapot. Ergens.moet er toch een financier zijn (comment, tubantia)

Joy	I love Somali restaurants. They provide excellent food (Savolainen, 2015) Geweldig nieuws voor het Nederlands voetbal. De Tuckers horen gewoon in de eredivisie! Het zou echt niet hetzelfde zijn geweest zonder Twente. Gelukkig mogen ze blijven. Van een PSV'er! <3 (comment, fctwente.nl)
Relief	Fortunately, Green-leftist brainwashing has not made any impact on young people (Savolainen, 2015) pfff... niet meer op gerekend. vette meevaler!! (Comment, rtvoost)
Sympathy	Our society lives in abundance and can bestow a little bit of it on people coming here from the poorest country in the world (Savolainen, 2015) Mensen die haar hier afkraken omdat zei honderdduizenden mensen heeft gered en nu haar als een slecht mens zien omdat dit gebeuren kan ! Ik denk dat hier nog nooit iemand heeft gered . Denk toch na met die achterlijke reacties (comment, Nu.nl)
Gratitude	Thank you for your reasonable and impartial comment. Comments like that are rare diamonds in this forum (Savolainen, 2015) Onno Jacobs, Jan van Halst en alle andere medewerkers aan deze strijd, BEDANKT !! Jullie verdienen allemaal een standbeeld (comment, fctwente.nl)

Responses	comment	Negative Emotions						Positive Emotions				
		Anger	Fear	Sadness	Guilt	Contempt	Irritation	Anxiety	Hope	Joy	Relief	Sympathy
1												
2												
3												
4												
5												
6												
7												
8												
9												
etc.												
Totaal												

This was de codebook for the pre-test and the casestudy.

artikel fc twente 17-06.sav [DataSet1] - IBM SPSS Statistics Data Editor												
File Edit View Data Transform Analyze Direct Marketing Graphs Utilities Add-ons Window Help												
	Anger	Anxiety	Contempt	Irritation	Sadness	Gratitude	Hope	Joy	Relief	Sympathy	Vi	
1	0	0	0	0	0	0	0	1	0	0	0	
2	0	0	0	1	0	0	0	0	0	0	0	
3	0	0	0	0	0	0	0	1	1	1	0	
4	0	0	0	0	0	0	0	1	0	0	0	
5	0	0	0	0	0	0	0	1	0	0	0	
6	0	0	0	0	0	0	0	1	0	0	0	
7	0	0	0	0	0	0	0	1	0	0	0	
8	0	0	0	0	0	0	0	1	0	0	0	
9	0	0	0	0	0	0	0	1	0	0	0	
10	0	0	0	0	0	0	0	1	0	0	0	
11	0	0	0	0	0	0	0	1	0	0	0	
12	0	0	0	0	0	0	0	1	0	0	0	
13	0	0	1	0	0	0	0	0	0	0	0	
14	0	0	1	0	0	0	0	0	0	0	0	
15	0	0	0	0	0	0	0	1	0	0	0	
16	0	0	0	0	0	0	0	1	0	0	0	
17	0	0	0	0	0	0	1	0	0	0	0	
18	0	0	0	0	0	0	0	1	0	0	0	
19	0	0	0	0	0	0	0	1	0	0	0	
20	0	0	0	0	0	0	0	1	0	0	0	
21	0	0	0	0	0	0	0	0	0	1	0	
22	0	0	0	0	0	0	0	1	0	0	0	
23	0	0	0	1	0	0	0	0	0	0	0	

Appendix A2 - Content

The content of the messages by high, medium and low proximity.

T1 | 15-12-2015 |

High Proximity

Corporate media – FC Twente

De licentiecommissie van de KNVB heeft FC Twente op de hoogte gesteld van haar oordeel en sancties naar aanleiding van het opgedoken Doyen-document. De licentiecommissie legt FC Twente een boete op van 45.250 euro, drie seizoenen uitsluiting van Europees voetbal (aflopend aan het einde van het seizoen 2018/2019) en trekt de licentie van FC Twente in, tenzij de club voldoet aan de door de licentiecommissie gestelde voorwaarden. FC Twente aanvaardt deze opgelegde sancties en zal hiertegen geen beroep aantekenen.

Medium proximity

Regional media: RTV Oost

Drie seizoenen geen Europees voetbal voor FC Twente, licentie voorwaardelijk ingetrokken

FC Twente mag de komende drie seizoenen geen Europees voetbal spelen. Bovendien wordt de licentie om betaald voetbal te spelen voorwaardelijk ingetrokken. Dat is het gevolg van een uitspraak van de licentiecommissie. Ook moet er een boete van 45.250 euro betaald worden door de club. Twente accepteert de straf en gaat er niet tegen in beroep.

De club uit Enschede wordt met de uitspraak gestraft voor verboden afspraken met investeringsmaatschappij Doyen. Die waren vastgelegd in vertrouwelijke contracten, die onlangs zijn uitgelekt. FC Twente heeft bepaalde toevoegingen in het contract met investeringsmaatschappij Doyen Sports verzwegen en daarmee doelbewust de licentiecommissie misleid, luidt het oordeel van de commissie.

Extern bureau moet onderzoek doen

Onderzoek van een extern bureau moet in kaart brengen wie namens FC Twente samenwerkten met Doyen Sports. Het onderzoek moet ook aanbevelingen doen die de bestuurlijke inrichting van de club verbeteren. De precieze invulling van het onderzoek stemt de licentiecommissie met de Gemeente Enschede af. Het streven is dat het onderzoek begin 2016 van start gaat. FC Twente behoudt de licentie als zij de aanbevelingen van het onderzoek tot tevredenheid van de licentiecommissie uiterlijk 1 mei 2016 doorvoeren.

De licentiecommissie besloot ook dat FC Twente de komende drie seizoenen niet kan deelnemen aan Europese competities. De reden voor dit besluit is dat FC Twente, naar nu is gebleken, in het seizoen 2014/2015 ten onrechte een UEFA-licentie ontving en deelnam aan de Europa League. Zij verkregen deze licentie op basis van onvolledige en onjuiste informatie. De club heeft hier sportief en financieel voordeel van gehad, waarvoor de club nu wordt bestraft.

Twente misleidde licentiecommissie doelbewust

In januari 2014 maakte FC Twente bekend een samenwerkingsverband te zijn aangegaan met investeringsmaatschappij Doyen Sports. De licentiecommissie vroeg toentertijd de contracten tussen beide partijen op en toetste die aan de reglementen.

De contracten die FC Twente destijds aan de licentiecommissie overhandigde, moesten door FC Twente worden aangepast. De aangepaste documenten toetste de licentiecommissie nogmaals, waarna die ze goedkeurden.

In november 2015 kwamen er bepaalde toevoegingen in het contract tussen FC Twente en Doyen Sports aan het licht, die niet bekend waren bij de licentiecommissie. Aan de hand van die documenten startte de commissie een onderzoek en vroeg de commissie FC Twente om opheldering.

Op basis van de informatie van FC Twente en overige informatie oordeelde de licentiecommissie dat de club bepaalde toevoegingen in het contract met investeringsmaatschappij Doyen Sports heeft verzwegen en daarmee doelbewust de licentiecommissie misleidde.

Low proximity

National media: NOS.nl

KNVB straft FC Twente: drie jaar niet Europa in

FC Twente kan enigszins opgelucht ademhalen. De licentie blijft voorlopig behouden voor de club uit Enschede. De licentiecommissie van de KNVB legt Twente wel een voorwaardelijke straf op voor de omstreden deal met investeringsmaatschappij Doyen.

Als de club niet volledig meewerkt aan een onafhankelijk onderzoek naar de huidige structuur en organisatie dan wordt de licentie alsnog ingetrokken. Ook mogen de Tukkers drie jaar geen Europees voetbal spelen. De club moet tevens een boete van 42.500 euro betalen. Dat bedrag heeft de Vriendenkring toegezegd te zullen betalen.

De KNVB legt de zaak verder voor aan de aanklager betaald voetbal en de wereldvoetbalbond FIFA. Dit kan nog grote gevolgen hebben voor de club.

FC Twente niet in beroep

De club gaat niet in beroep tegen de opgelegde sancties. Het onderzoek naar de structuur en organisatie moet begin 2016 starten. De daaruit voortvloeiende aanbevelingen dienen uiterlijk 1 mei 2016 binnen FC Twente te zijn doorgevoerd.

Twente krijgt de straf vanwege het samenwerkingsverband met investeringsmaatschappij Doyen Sports Group. Het ging die samenwerking vorig jaar aan. Twente kreeg vijf miljoen euro in ruil voor de transferrechten van zeven spelers.

Eind november kwamen er echter documenten online waaruit bleek dat Doyen te veel invloed had op het beleid van Twente. En dat is in strijd met de internationale regels

De club liet vervolgens zelf onderzoek doen naar het contract en overhandigde ook alle stukken aan de KNVB. Gevreesd werd er voor het verliezen van de licentie, maar die angst is even weggenomen.

High Proximity

Corporate media – FC Twente

FC Twente vecht besluit KNVB-licentiecommissie aan

FC Twente heeft inmiddels de motivering van het voorgenomen besluit van de KNVB-licentiecommissie goed kunnen bestuderen. De club vindt daarin aanleiding om dit voorgenomen besluit tot definitieve intrekking van haar licentie voor het spelen in de Eredivisie aan te vechten. Dat gaat FC Twente dus ook doen.

Onno Jacobs, interim-directeur: "Zoals ik gistermiddag al aangaf zijn wij verbijsterd door het voorgenomen besluit dat zou betekenen dat FC Twente degradeert naar de Jupiler League. Met deze variant hebben wij op geen enkele wijze rekening kunnen houden, omdat het licentiereglement hier eenvoudigweg niet in voorziet. Bovendien stelt de licentiecommissie zelf in haar motivering vast dat FC Twente inmiddels heeft voldaan aan alle voorwaarden die de commissie eerder heeft gesteld ter voorkoming van "definitieve intrekking van de licentie van FC Twente". Vervolgens komt dezelfde commissie tot de conclusie dat daarna nog nieuwe misstanden bekend zijn geworden. Maar het was nu juist de opdracht aan het 'nieuwe' FC Twente om volledig schoon schip te maken ten aanzien van het verleden. Vandaar ook de diepgaande onderzoeken. Voor alle duidelijkheid: het 'nieuwe' FC Twente heeft in alle opzichten volledig meegewerkt aan het op tafel krijgen van alle relevante feiten. Als gevolg daarvan hebben alle betrokken ex-bestuurders inmiddels het veld moeten ruimen. Desondanks wordt FC Twente, door de opbrengst van juist die medewerking, nu alsnog geconfronteerd met deze nieuwe, zeer verstrekende sanctie."

Jan Schutrops, bestuurder FC Twente, vult aan: "De financiële gevolgen van deze nieuwe sanctie, namelijk rechtstreekse degradatie naar de Jupiler League via een nieuw te verstrekken licentie, kan FC Twente simpelweg niet dragen. Een belangrijk deel van de korte en lange termijn afspraken voor de financiële toekomst van de club zijn gemaakt onder het voorbehoud dat de huidige licentie (voor de Eredivisie) behouden blijft. De licentiecommissie geeft aan te hebben gezocht naar een proportionele sanctie, maar de gekozen variant leidt binnen afzienbare tijd eveneens tot het faillissement van de club en zou dus even goed "disproportioneel" zijn. Het 'nieuwe' FC Twente heeft steeds laten zien alle verantwoordelijkheid te willen nemen voor het rechzetteten van de misstappen uit het verleden, bijvoorbeeld door bij voorbaat niet in beroep te gaan en door alle sancties tot dusverre te accepteren (inclusief die vanuit de ECV), maar nu wordt naar ons rechtsgevoel een grens overschreden. Nu wordt onze club feitelijk alsnog de definitieve doodsteek toegebracht. Daar kunnen en mogen wij ons niet bij neerleggen."

Morgenmiddag licht FC Twente in een persconferentie voor de media haar standpunt nader toe. Tijdstip volgt.

Medium proximity

Regional media: RTV Oost

FC Twente behoudt licentie, maar degradeert naar Jupiler League

FC Twente behoudt de licentie om betaald voetbal te spelen, maar moet komend jaar uitkomen in de Jupiler League. Dat heeft de licentiecommissie van de KNVB vanmiddag bekendgemaakt aan de club.

FC Twente is momenteel aan het bekijken wat de mogelijkheden zijn voor vervolgstappen en of ze een advocaat in de hand willen nemen.

Die licentie was eerder dit jaar voorwaardelijk ingetrokken. FC Twente kreeg die straf vanwege het onjuist informeren van de voetbalbond over de deal met Doyen Sports. Daarnaast werd de club drie jaar uitgesloten van Europees voetbal en moest een boete van ruim 45.000 euro betaald worden.

Stukken aangeleverd

De club moest volledige medewerking verlenen aan een onderzoek naar de huidige structuur en organisatie van de club. Voor 1 mei 2016 moest de club de aanbevelingen van de bond implementeren. Aan die voorwaarden heeft de club voldaan, oordeelt de licentiecommissie na bestudering van stukken die de club heeft aangeleverd bij de licentiecommissie.

De licentiecommissie zou eigenlijk al vorige week een besluit nemen, maar stelde dat toen uit. De commissie had meer tijd nodig om de aangeleverde documenten te beoordelen. Omdat er geen nieuwe datum werd genoemd, begon toen het wachten voor FC Twente.

Garantstelling gemeente

Het behoud van de licentie was voor de gemeente Enschede een absolute voorwaarde om akkoord te gaan met een garantstelling van 32 miljoen euro aan de club. Eerder al had het bedrijfsleven in de regio in de buidel getast voor de club. Twentse bedrijven gaven aan garant te willen staan voor vele miljoenen zodat de club tegemoet kan komen aan een belangrijke eis van de KNVB.

Dat gebeurde kort na dat de club bekend had gemaakt dat er een crediteurenakkoord was gesloten met schuldeisers van de club.

In de startblokken

Ook organisatorisch is er veel veranderd. Niet alleen oud-voorzitter Joop Munsterman en Aldo van der Laan ruimden het veld. Ook voormalig commissarissen Hennie ten Hag, Hein Trebbe en Joop de Winter vertrokken. Nieuwe bestuurders werden aangesteld en Jan van Halst staat in de startblokken om aan de slag te gaan bij de club.

Low proximity

National media: De Telegraaf

FC Twente degradeert uit de Eredivisie

FC Twente degradeert uit de Eredivisie. De tukkers bekijken nog wel of ze de beslissing kunnen aanvechten.

De licentiecommissie van de KNVB maakte woensdagmiddag bekend FC Twente te willen straffen voor het financiële wanbeleid met degradatie naar de Jupiler League. FC Twente behoudt door de straf de proflicentie, maar is komend seizoen dus niet meer op het hoogst niveau actief.

Overigens is de beslissing van de licentiecommissie nog niet definitief. De Centrale Spelersraad (CSR) moet eerst nog een niet-bindend advies geven. Dit proces kan nog twee weken duren, waarna FC Twente nog in beroep kan gaan tegen het besluit.

In de verklaring gaf de KNVB aan voldoende aanleiding te hebben gehad om de proflicentie in te trekken, maar is mede door het werk van FC Twente de laatste maanden om schoon schip te maken besloten om de club terug te zetten en een nieuwe kans te geven in de Jupiler League.

De licentiecommissie had de keuze tussen een boete van 45.250 euro of het ontnemen van de proflicentie. De eerste straf vond de commissie te licht en de tweede te zwaar. Daardoor is ervoor gekozen om de licentie te ontnemen en direct weer een nieuwe toe te kennen.

High Proximity

Corporate media – FC Twente

Kortgedingrechter wijst vordering FC Twente af

De kortgedingrechter heeft vandaag uitspraak gedaan in de procedure. Hij wijst de vordering van FC Twente af. Hierdoor blijft besluit van de licentiecommissie om FC Twente verplicht te laten degraderen naar de Jupiler League in stand. FC Twente beraadt zich nu over de mogelijke juridische vervolgstappen.

Interim-directeur Onno Jacobs: "Wij hebben dit rechterlijke oordeel te respecteren, maar natuurlijk zijn we zeer teleurgesteld door deze uitkomst. Een nieuwe mokerslag en een uitkomst die we eerlijk gezegd ook niet verwacht hadden. Dit maakt de situatie ervoor FC Twente bepaald niet makkelijker op. Wij gaan ons nu intensief beraad over de mogelijke juridische vervolgstappen, maar eerst wachten wij nu de uitspraak van de KNVB Beroepscommissie af. Daarna zullen wij verdere mededelingen doen."

Medium proximity

Regional: RTV Oost

FC Twente verliest kort geding: KNVB mag licentie intrekken

De KNVB mag de licentie van FC Twente intrekken en de club laten degraderen naar de Jupiler League. Dat heeft de rechtbank in Utrecht vanmiddag in een schriftelijke uitspraak bepaald. FC Twente is teleurgesteld over die uitspraak en denkt na over juridische vervolgstappen.

De uitspraak is een grote klap voor FC Twente dat bij de rechter beroep had aangetekend tegen de straf die de licentiecommissie had opgelegd aan de club.

Advocaat Segaat van FC Twente stelde twee weken geleden dat de KNVB niet duidelijk genoeg is geweest over de afspraken die FC Twente en de licentiecommissie hebben gemaakt over dat zogenoemde Decemberbesluit.

Daar zou volgens FC Twente zijn afgesproken dat misstanden die na 15 december nog aan het licht zouden komen, niet mee zouden wegen in het besluit van de licentiecommissie over de straf voor FC Twente. Dat is wel gebeurd en had niet gemogen, vindt FC Twente. De KNVB is het daar niet mee eens

De rechter stelt dat de licentiecommissie consequenties mocht verbinden aan de uitkomsten van het onderzoek.

Rechter toont ook begrip

De rechter stelt in het vonnis dat hij zich ook kan voorstellen dat alle aandacht van FC Twente vanaf december 2015 gericht was op schoon schip maken. De rechter kan daarom wel begrijpen dat FC Twente conclusies heeft getrokken uit mailverkeer met de KNVB.

Maar volgens de rechter waren deze e-mails niet genoeg om te concluderen dat de licentiecommissie geen sancties zou kunnen verbinden aan feiten die tijdens het onderzoek boven water kwamen.

De KNVB heeft volgens de rechter bij haar beslissing rekening gehouden met de inspanningen van het nieuwe bestuur om tot een schoon, nieuwe FC Twente te komen. Daarom vindt de rechter dat de KNVB in "redelijkheid tot een beslissing heeft kunnen komen."

Gaat FC Twente in hoger beroep?

Dat is nog niet bekend. FC Twente is zeer teleurgesteld, maar respecteert de uitslag. Dat zegt de club in een eerste reactie. FC Twente beraadt zich wel op juridische vervolgstappen.

Low proximity

National media: De Telegraaf

FC Twente verliest kort geding tegen KNVB

FC Twente heeft het aangespannen kort geding tegen de KNVB verloren. De club had een rechtszaak aangespannen tegen de voetbalbond om de opgelegde degradatie ongedaan te maken.

Dat blijkt vrijdag uit de schriftelijke uitspraak van de rechtbank in Utrecht. Zowel FC Twente als de KNVB kan nog tegen de uitspraak in beroep gaan.

In het vonnis oordeelde de rechter dat de KNVB in redelijkheid tot het besluit om Twente degradatie op te leggen is gekomen. "De KNVB heeft bij haar beslissing rekening gehouden met de inspanningen van FC Twente voor een nieuwe toekomst en de belangen van de medewerkers, financiers en supporters", zo luidt de uitleg van de rechter.

Vrijbrief

De rechter gaf aan dat Twente het besluit van de licentiecommissie in december om de licentie van Twente voorwaardelijk in te trekken "als een vrijbrief heeft opgevat".

"Tussen de KNVB en FC Twente zijn afspraken gemaakt over nader onderzoek", aldus het vonnis. In die afspraken werd onder meer opgenomen dat Twente de licentie zou behouden, mits aan een aantal voorwaarden werd voldaan. Onder die voorwaarden vielen onder meer een garantstelling van de gemeente Enschede en een crediteurenakkoord met oud-bestuurders.

Na de gemaakte afspraken in december werd door de licentiecommissie van de KNVB dook er nog meer belastende informatie op over Twente. Dat was voor de licentiecommissie genoeg reden om ondanks de afspraken degradatie naar de Jupiler League op te leggen.

"De club dacht dat zij niet gestraft zou worden als zij misstanden uit het verleden voor 1 mei 2016 zou melden. Volgens de rechter had FC Twente het Decemberbesluit niet als een vrijbrief mogen oppassen. De licentiecommissie mocht consequenties verbinden aan de uitkomsten van het onderzoek", valt de lezen in het vonnis.

De beroepscommissie van de KNVB buigt zich nog over de straf die de licentiecommissie heeft opgelegd en doet waarschijnlijk maandag uitspraak. Mocht FC Twente naar de Eerste Divisie degraderen, dan mag De Graafschap volgend seizoen toch weer op het hoogste niveau uitkomen. De Achterhoekers verloren in de nacompetitie van Go Ahead Eagles, maar zijn bij terugzetting van Twente de eerste in lijn om de plaats van de Tukkers in te nemen, mochten die definitief degraderen.

De Graafschap heeft al aangekondigd juridische stappen te nemen, mocht de degradatie van FC Twente alsnog ongedaan worden gemaakt.

High Proximity

Corporate media – FC Twente

KNVB-beroepscommissie stelt FC Twente in gelijk

De KNVB-beroepscommissie heeft FC Twente in het gelijkgesteld in het door haar ingestelde beroep tegen definitieve intrekking van haar huidige (Eredivisie-)licentie. Wel krijgt FC Twente een boete van 181.000 euro.

Onno Jacobs, interim-directeur: "Wij zijn natuurlijk ingenomen met deze beslissing van de KNVB-beroepscommissie. Wij willen nogmaals benadrukken dat FC Twente zich schaamt voor het gevoerde beleid in de achterliggende periode. Daarover geen discussie. FC Twente heeft daarvoor ook terecht moeten boeten. Wij hopen dat we nu een streep kunnen zetten onder het verleden en in gezamenlijkheid, met KNVB en collega-clubs, door kunnen. Er is voor FC Twente veel werk aan de winkel, want door dit alles is een grote achterstand ontstaan wat betreft de voorbereidingen op het nieuwe seizoen. Die achterstand moeten we met de steun van onze achterban zo snel mogelijk inhalen."

Medium proximity

Regional: RTV Oost

Beroepscommissie stelt FC Twente in het gelijk, boete van 181.000 euro

De beroepscommissie van de KNVB heeft FC Twente in het gelijk gesteld in het hoger beroep dat de club had aangespannen tegen het besluit van de licentiecommissie om de licentie van FC Twente in te nemen en de club te laten degraderen naar de Jupiler League. De club krijgt wel een boete van 181.000 euro. Dat heeft de KNVB bevestigd.

De uitspraak van de beroepscommissie is een grote verrassing, want niemand binnen de club had daar nog serieus op gerekend. Interim-directeur Onno Jacobs stelde vorige week nog vertrouwen te hebben in de beroepscommissie, maar dat leek slechts een uitspraak voor de bühne.

De beroepscommissie van de KNVB volgt dus niet de rechtbank in Utrecht die vorige week de licentiecommissie nog in het gelijk stelde.

De uitspraak van de beroepscommissie is bindend. De KNVB kan dus niet in beroep tegen de uitspraak. FC Twente speelt volgend seizoen dus toch in de eredivisie.

Waarom dreigde faillissement?

Direct na die uitspraak stonden de eerste schuldeisers al op de stoep bij FC Twente om miljoenen te claimen. De geldverstrekkers, onder anderen Doyen en een groep Engelse investeerders, hebben er geen vertrouwen in dat FC Twente haar betalingsverplichtingen kan nakomen in de Jupiler League.

Low proximity

National media: VI.nl

Beroep FC Twente heeft succes, Tukkers blijven in Eredivisie

De beroepscommissie licentiezaken handhaaft de straf van de licentiecommissie niet. De beroepscommissie van de KNVB heeft besloten dat FC Twente in de Eredivisie mag blijven. Wel krijgen de Tukkers een boete van 181.000 euro, vanwege vier ernstige overtredingen van het Licentiereglement.

FC Twente verloor het kort geding bij de kantonrechter en diende vorige week een beroepschrift in bij de KNVB. De beroepscommissie kreeg twee weken de tijd om met een uitspraak te komen.

Het voortbestaan van FC Twente hing aan een zijden draadje. De club meldde dat het een faillissement voorbereidt, dat onontkoombaar zou zijn bij degradatie naar de Jupiler League. Twente heeft een schuldenlast van zo'n 80 miljoen: 50 miljoen langlopende schulden en 30 miljoen kortlopend.