ISCTE ◯ Business School
Instituto Universitário de Lisboa

HOW THE DIFFERENT VOICES THAT ENGAGE IN CRISIS COMMUNICATIONS, INFLUENCE CONSUMERS NWOM INTENTIONS AND CORPORATE REPUTATION DURING A CUSTOMER COMPLAINT PARACRISIS OCCURRING ON FACEBOOK

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How the different voices that engage in crisis communications, influence consumers during a customer complaint paracrisis occurring on Facebook

Abstract

The present dissertation aims to understand how the Portuguese telecommunication companies can effectively minimise the negative impact of a customer complaint paracrisis, occurring on their own Facebook-branded page. The research analyses how Facebook complaints and the comments posted in response to those complaints, by consumers and organisations, influence negative word-of-mouth intentions and perceived organizational reputation, of consumers who read those complaints and responses on their Facebook feed. The goal is to evaluate how the consumer 'attitudes and perceptions towards their own telecommunication service provider, varies when they are exposed to different types of organizational and consumer responses. The method conducted was a between-subjects experimental design (N=707), divided into 7 groups with 1 (Control group: Consumer complaints) + 2 (Valence of consumer responses to complaints: faith-holders positive reactions vs hate-holders negative reactions) + 2 (Company response strategies to complaints: webcare vs neutral) x 2 (Tone of voice of company responses to complaints: personalized vs corporate). The data collection was carried out via a standardised online-survey, and each respondent was exposed to five manipulations, 2 news posts and 3 complaints followed by a response type. The experimental condition was tested by investigating significant statistical differences among groups and comparing their mean ranks.

The results of the experimental study suggest that when compared to the control group the faith-holders positive comments to Facebook complaints help organisations to protect their reputation, by enhancing the perceived organizational reputation the consumers have about their own service provider The results also suggest that hate-holder negative comments contribute to an increase in negative word-of-mouth intentions of consumers, in comparison to the control group. Furthermore, organisational responses that signal webcare elements (corrective action, favourable employee behaviour and organisational procedures) are more likely to decrease the readers' negative word of mouth intentions when compared to the organizational responses with neutral content and the control group.

Keywords: Customer Complaint Paracrisis; Crisis Communications; Organizational Reputation; Webcare; Online complaint management; Negative word-of-mouth; Electronic word of mouth; Personalization; Facebook; Rhetorical Arena; Faith-Holders; Hate-Holders;

JEL Classification System:

M30 – Marketing and Advertising: General

M31 - Marketing and Advertising: Marketing

Resumo

A dissertação visa compreender como as empresas portuguesas de telecomunicações podem minimizar eficazmente o impacto negativo de uma paracrise gerada a partir de reclamações de clientes na página de Facebook das respetivas empresas. A investigação analisa como as reclamações colocadas no Facebook e os comentários colocados pelas organizações e pelos consumidores, influenciam as intenções de passa-palavra negativo e a reputação organizacional percebida dos consumidores que leem essas reclamações e comentários no seu feed de notícias do Facebook. O objetivo é avaliar como as atitudes e perceções dos consumidores em relação à sua operadora de telecomunicações variam quando elas são expostas a diferentes tipos de respostas dadas pelas organizacionais e consumidores.

O método utilizado foi uma experiência entre participantes (N = 707), com 7 grupos; 1 (Grupo de controlo: reclamações de consumidores) + 2 (Valência das respostas do consumidor: reações positivas de defensores da marca vs reações negativas de detentores de ódio) + 2 (Estratégias de resposta da organização: webcare vs neutra) x 2 (Tom de voz das respostas da organização: personalizada vs corporativa). A recolha de dados foi realizada através de um questionário online, tendo cada respondente sido exposto a cinco estímulos. Para testar as hipóteses foram analisadas as diferenças estatisticamente significativas entre os grupos e comparadas as classificações médias de cada grupo. Os resultados sugerem que comparativamente ao grupo de controlo, os comentários positivos dos defensores da marca ajudam as organizações a melhorar a reputação organizacional que os consumidores têm sobre a sua própria operadora. Os comentários negativos de detentores de ódio, contribuem para um aumento das intenções passa-palavra negativo dos consumidores, em comparação com o grupo de controlo. Além disso, as respostas organizacionais que sinalizam elementos de webcare (ação corretiva, comportamento favorável do funcionário e procedimentos organizacionais) têm maior probabilidade de diminuir as intenções de passa-palavra negativo dos leitores quando comparadas às respostas organizacionais com conteúdo neutro e o grupo de controlo.

Palavras Chave: Paracrises de reclamações de clientes; Comunicação de crises; Reputação Organizacional; Webcare; Gestão de reclamações on-line; Passa-palavra negativo; Passa-palavra online; Personalização; Arena Retórica; Defensores da marca; Detentores de ódio;

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List of abbreviations

WOM…………………………………....Word-of-Mouth
PWOM…………………………………. Positive Word-of-Mouth
NWOM………………………………… Negative Word-of-Mouth
EWOM………………………………… Electronic Word-of-Mouth
OR……………………………………… Organisational Reputation
SM……………………………………….Social Media
SNSs……………………………………..Social Networking sites
RAT…………………………………….. Rhetorical Arena Theory

How the different voices that engage in crisis communications, influence consumers during a customer complaint paracrisis occurring on Facebook

1. Introduction to the context and the research problem

According to Hirschman (1970) (as cited by Van Noort et al., 2014) customers have three forms of reacting to unpleasant consumption experiences, they either 1) Stop using an organization's products/services and switch to a competitor, 2) Complaint to the organization that caused the dissatisfying consumption experience, or 3) Share their dissatisfaction with other consumers through negative word-of-mouth. Nowadays with the power of social media customers can combine all the three types of reactions, into a single action, by posting negative comments on a brand social media page. By doing so, consumers are not only complaining to the organisation but also sharing their negative experiences with other members of the community; consumers can even publicly threat the organisation by stating they may switch to a competitor if the complaint isn't resolved. In the appendix A, in fig. 1 is possible to see an example of a consumer complaint posted on the Facebook page of Vodafone UK that combines the three outcomes mentioned.

Social media is indeed a communication medium that has empowered users to share word-of-mouth (WOM) about products, services and experiences, which has motivated companies to increasingly engage in dialogues with consumers in social networking sites, and use them as a tools for, marketing, customer service and public relations purposes (Van Noort et al., 2014). However, unlike other customer care channels, social media is of public nature as other users can view the negative comment of the user, and interact with it in either a positive or negative manner (Coombs, 2015). Brands, politicians, celebrities and governmental institutions are increasingly being influenced by negative online WOM and complaint behaviour on social media (Pfeffer et al., 2014). Many companies from time to time face mass complaint situations that can quickly escalate, potentially leading to the beginning of crisis situations. Let's take as an example, Uber, one of the most famous ride-sharing companies, which in 1st January 2016, came under fire, after social media users started complaining in Facebook and Twitter about substantial price increases that occurred during the 2015 new year's eve. This rise in prices was due to Uber's dynamic pricing based on supply and demand of drivers and riders, and was perceived by many users as being an abusive tactic to generate more profit, as many riders had to pay at least three times the usual fare to get home, as it is possible to see in fig 2 and 3 on appendix A. After only a few hours, the consumers complains quickly escalated, started harnessing media coverage and seeding a public relations crisis for Uber (McNeal, 2016). Another great example on how complaints can threaten organisations reputations and generate discussion around its actions comes from a regular Twitter user, Hasan Syed, which challenged

one of the biggest airline corporations in the world with a single tweet. After a disgruntling experience with British Airway, in which the company lost his father's luggage and failed to provide a successful customer recovery, Hasan Syed decided to post a complaint on Twitter and to the surprise of many, he decided to promote the post investing $1,000 of his own money, in order for the complaint to reach more people (Wasserman, 2013). The post in question said "*Don't fly @BritishAirways. Their customer service is horrendous*" the post was quickly seen by tens of thousands of people, generating a discussion among different members of the community and ultimately gained media attention, which amplified the WOM about the topic, posing a significant threat to British Airways reputation (Mahdawi, 2013).

Fig 4. Promoted Complaint about British Airways by Hasan Syed (Wasserman, 2013)

In the examples provided above, by posting a negative comment on the company's Twitter or Facebook page, users have the power to execute critical strikes on organisations, as the post stimulates a discussion with other users, harnessing bigger amounts of word-of-mouth in the form of comments, which can eventually escalate into a crisis (Coombs & Holladay, 2012). Crisis occurs when a business faces a critical situation, such as a natural or human-made disaster or even a legal violation, often crisis result in the weakening of stock value or loss of lives (Coombs, 2015). According to Coombs & Holladay (2012), social media complaints that escalate can pose a risk of triggering a crisis. Often people call this type of events, "*online crisis*", which isn't the most suitable term, that is why the previous authors felt the need to craft the term Paracrisis, which is described as "*publicly visible crisis threat that charges an organization with irresponsible or unethical behavior and potentially damages the organization reputation*" (Coombs & Holladay, 2012: 409) (as cited by Einwiller & Steilen, 2015). The previous authors stress the idea that paracrisis often look like crisis and require swift action from the organization through effective crisis communication, yet according to Coombs (2015) this threat differs from actual crisis as there isn't the need to assemble the crisis team and to operate in a crisis mode, because there is no actual disruption in the organisations operations and a threat to its survival, rather a paracrisis can be seen as an issue that antecedes an actual crisis and if the threat isn't contained through effective crisis communication it may escalate into a crisis. The previous author also posit the existence of different types of Paracrisis

suggesting that one of the most common types, is the customer complaints paracrisis, which occurs when customers are dissatisfied with products, services, or customer service of an organization and start posting their complaints in a public manner, such as using the company's social media pages as a complaint channel, which can influence how users who visualize that content, perceive the reputation of the organization. Also, it can incentivise this type of users to engage in a discussion and share NWOM. Einwiller and Steilen (2015), posit that the most suitable strategy to combat customer complaints paracrisis is the use of online complaint management to contain the threat and prevent it from escalating into a crisis.

Social media has changed how organisations interact with stakeholders and many practices of public relations and corporate communications (González-Herrero & Smith, 2008). According to Frandsen & Johansen (2017), social media has empowered its users to exchange word-of-mouth in interactive conversations that are of positive or negative nature, and in order to better understand the crisis communications dynamics in social media the authors developed the Rhetorical Arena Theory (RAT), which defends the idea that there are multiple voices, that participate in crisis communications, during a crisis. When customers start complaining about their experiences with certain products and services on a company's Twitter or Facebook page, a Rhetorical Arena opens up (Johansen et al., 2016). According to Coombs, (2013) interpretation of RAT, a rhetorical arena is a space that can open during a crisis and where a variety of voices engage in crisis communications with each other, either spreading positive or negative sentiment towards the organisation. In this kind of space, organisations are forced to interact with the different users that can be either supportive or destructive, about the organisation actions (Frandsen & Johansen, 2017). Users who demonstrate support and spread positive WOM about the organization are known as faith-holders, whereas users who distrust the organization and show hate by spreading negative WOM are known as hate-holders, there are also passive stakeholders, that observe this users interaction but don't engage in communications remaining neutral (Luoma-Aho, 2015). The Rhetorical Arena usually tends to be fragmented into smaller Subarenas, which can be confined to a specific social media channel, or an online news story, and can be described as "*a limited space where a message is "heard" and potentially responded to by a restricted set of actors.*" (Coombs and Holladay, 2014: 44). According to the previous authors in order for subarenas to emerge through a news story or social media channel, the messages need to generate a large number of interactions creating a forum of discussion. To better understand the idea of how faith-holders and hate-holders

interact in the Subarena, let's consider the previous example presented of Uber complains during New Year's Eve regarding the surge pricing, Uber's dynamic pricing system.

Fig 5, 6 & 7. Twitter complaint post by consumer Brian Stelter and comments (Mcneal 2016; Stelter, 2016)

In this case a user called Brian Stelter, posted a complaint exposing his surprise with the enormous increase in price and quickly he gained the attention of other users who rushed to comment on the post, creating a forum of discussion, in a limited space in which the message was heard and responded by different users which engaged in crisis communications with each other. Some users played the role of hate-holders, by sharing negative sentiment towards Uber, as one consumer called "*Ricksta*" who posted the following comment suggesting the company was taking advantage of the situation in an unfair way *"@Brianstelter @uberoutrage it is the sharing economy!... They are sharing it out in an offshore bank*" other users actually defended the brand, playing the role of faith-holders, as for example the consumer "*Scott Cohen*" who posted *"@brianstelter it is called supply and demand no one is forced to pay*", suggesting that despite the price, in the end, it is up to the consumer to make the choice of using or not the service. According to Frandsen & Johansen, (2017), Rhetorical Arena Theory not only the users engage in an exchange of interactions, but also the organisation takes a key role in engaging in conversations with users. In the presented example Uber didn't intervene in the Subarena, however across other subarenas, for example the one created by user complaints, in Uber's Facebook branded page, the company tried to engage in crisis communication with users, by explaining the situation, as it can be seen in fig. 8, present in the appendix.

Besides the organisation, the faith-holders and hate-holder, it is also important to consider that there are also passive observers that assist to the discussion and may be influenced by this exchanges of positive and negative word-of-mouth (Luoma-Aho, 2015). As we can see in the example above, 266 people liked the post, but only 38 engaged in communications, which

suggests there is a large audience that is observing the discussion and remaining passive towards it. There is still insufficient knowledge about the role of social media during crisis communications. Therefore it is essential to use theories that can help to analyse how stakeholders and organisations create crises, and how social media is being used in crisis communications (Coombs, 2013).

In consequence of stakeholder's complaint behaviour in online environments, social media channels have become a fertile ground for Customer Complaint Paracrisis (Einwiller & Steilen, 2015). Thus it is relevant to evaluate the public's perceptions about organizational reputation and their relationships with the organisations during a paracrisis situation, since researchers on crisis communications tend to focus more on what crisis managers should say during a crisis, there is a compelling need for researchers to explore further how the stakeholders react to the crisis communication (Ki & Nekmat, 2014). However, there is a lack of empirical studies and investigation on how the different voices of the organisation's, the faith-holders and hate-holders, influence the perceived corporate reputation and WOM intentions of observing consumers exposed to a customer complaint paracrisis in Facebook. As Luoma-Aho (2015), suggests there is a need for studies that measure the actual contribution of faith-holders and hate-holders, to organisational reputation. Whereas (Coombs & Holladay, 2014) (as cited by Crijns et al., 2017), defends that crisis communications, have a substantial amount of research focused on what the organisations have to say during a crisis, however there is still a lack of investigation on how organisations can deal effectively with the input of consumers and how should the organization engage with the multiple voices that engage in crisis communications.

In sum social media platforms such as Facebook and Twitter have transformed into complaint channels for consumers who seek to share their negative experiences with products and services, and there is still a lack of research on the effects the organization responses to complainants in social media can have on consumers who watch those interactions (Van Noort et al., 2014). There is already a plethora of studies related to complains voiced in traditional media, as for the complaint behaviour in the context of online forums and review sites. Nonetheless, there is still a shortage of research dedicated to understanding the effectiveness of complaint handling in social media contexts (Einwiller & Steilen, 2015). Therefore it is relevant to study what are the most effective types of responses and tone of voice the organisations can deploy in order to minimise the impact of complaints have in observing consumers during a complaints paracrisis context. As Hennig-Thurau et al. (2013) suggest, there is a constant need

to develop a deeper understanding into social media environments and how it can influence marketing issues.

In order to fill this gap in the literature, the following dissertation will focus on understanding how faith-holders, hate-holders and organization responses to Facebook complaints, influence the consumers who read that content and how this consumer's negative word-of-mouth intentions and perceived organizational reputation regarding their telecommunications service provider will be affected, during a customer complaint paracrisis in the Portuguese telecommunication sector. Therefore this dissertation will help to provide better clearance on the impact that the exposure to negative brand-related WOM and the corresponding responses, have on readers of these complaints. Also, we aim to discover what are the key variables that contribute to an effective organisational response that reduces as much as possible NWOM intentions and enhances the perceived corporate reputation of exposed consumers. Therefore to understand the phenomena, and its effects on organisation reputation and NWOM intentions, and how can organisations effectively manage this threat, we aim to pursue the following research questions:

RQ1: How do faith-holders and hate-holders responses to other user's complaints affect the perceived organisational reputation and WOM intentions of consumers who read that content, during a customer complaint paracrisis?

RQ2: What is the most effective type of response to complaints, companies can use, to neutralise negative word of mouth intentions and protect the perceived organisational reputation, of consumers who read that content during a customer complaints paracrisis?

This research questions will be pursued in the context of the Portuguese telecommunication sector, because the telecommunications industry is the sector that receives the higher amount of online complaints in Portugal, with national brands such as MEO and NOS being among the top 10 brands that receive the most complaints (Malhão, 2018). Therefore this industry proves to be a fertile ground for the study of online complaints and negative word-of-mouth behaviour in social media environments. The Portuguese telecommunication industry is a mass market, with few players that control significant parts of the market. Therefore it can be best described as an oligopoly. The four main players are MEO, NOS, Vodafone and NOWO, according to the Portuguese National Communications Authority (Anacom) each player market shares measured by nº of subscribers is respectively 40,1%, 38%, 17% and 4,8%, with 0,03% being attributed to other service providers (Anacom, 2017).

2. Literature Review

A variety of studies were consulted to build this study. Three principal literature streams were used 1) Word-of-mouth 2) Crisis communication and 3) Webcare. The current study applies to an online context, and therefore there is also a strong presence of literature related to social media and online environments that ties all of the three streams together. The literature review is divided into three main sections, starting from the broadest themes and progressively narrowing it down to the specific theme of the investigation, thus developing a holistic perspective about the different research streams and its connections.

The first section is about word-of-mouth (WOM), and it covers the most relevant insights on how this phenomenon affects organisations and stakeholders, especially negative word of mouth (NWOM). The section also aims to explain how the emergence of the internet has changed human relationships and consequently word-of-mouth. The section continues to refine the concept of WOM, in online environments by presenting the differences and dynamics of electronic word-of-mouth (EWOM) and social media (SM), exploring vital constructs such as online communities and providing a deeper understanding about the relationships and interactions companies and consumers exchange in this environment.

The second section aims to develop a clear understanding of what is the crisis phenomena and its ravaging effects on corporate reputation and the role of crisis communication. Shine light on the different types of crisis that can haunt organisations and the main differences between regular crisis and crisis originated exclusively in social media, the so-called paracrisis. In this section, it is discussed the most pivotal crisis communication theories, alongside their limitations when applied to the social media context. Finally, it is identified and characterised the most suitable crisis communication theory to study the flow of WOM and its effects on the user's WOM behaviour and corporate reputation during an online crisis in social media.

The third section considers the impact of online complaints in a firm's performance, its relationship with NWOM and how company's responses affect the complaint behaviour in social media. Since this study focus on the effects of NWOM applied to a customer's complaints paracrisis context, it is vital to understand what will be the effects of the webcare responses in the user's WOM behaviour, and what variables will influence the webcare responses.

2.1 Word-of-Mouth

Every day we face different needs and wants and are confronted with decisions about what products or services to buy in order to fulfil them. We often find ourselves looking for advice from other consumers, particularly a trusted friend or family member, in order to make more informed decisions. The described behaviour is more commonly known as word-of-mouth, which is a form of oral or written recommendation shared by a customer or a potential consumer of a good or service (Arndt, 1967). According to Higie, Feick, and Price (1987) (as cited by Eisingerich, 2015), word-of-mouth can be described as an oral, informal, person-to-person communication between a communicator perceived with having noncommercial intentions and a receiver, regarding a brand, a product, an organisation, or a service. Whereas according to Katz and Lazarsfeld (1995), WOM is the act of exchanging information between consumers and it is likely to influence consumer attitudes and behaviours towards products and services.

To date, WOM behaviour has been paid much attention by researchers and companies alike due to its effects and impact on consumer behaviour. Some authors purpose that WOM behaviour is influenced mostly by consumer's personal experiences with products and services (Richins, 1984; Bone, 1995). Several researchers defend that WOM has a significant impact on consumer's attitudes and purchase decisions. (Amdt, 1967; Bone, 1995; Chevalier & Mayzlin, 2006). Some even suggest that WOM influences consumer behaviour due to higher perceived credibility, less biased information, and more authentic evaluations by consumers (Dellarocas, 2003; Keller, 2007; Daugherty & Hoffman, 2014).

Ditchter (1966) was one of the first researchers to investigate consumer's word-of-mouth motivations and applying it to the context of brands, in his seminal study the author defends that people have four motivations to share WOM about brands: 1) perceived product involvement; 2) self-involvement; 3) other-involvement and 4) message involvement. The author also defends that people determine if they want to listen or ignore the brand-related word of mouth conversations, suggesting that listeners are primarily concerned with two factors, listener's credibility and if the speaker has a genuine interest in the listener wellbeing. The investigation of Dichter (1966) on the motives why people send and receive WOM was further expanded by Sundaram et al. (1998), which developed one of the most pivotal investigations around the topic, defending that there are eight motives for people sharing word of mouth, that relate to different types of consumption experiences. The findings reported by the author identified four motives for users to engage in positive WOM (PWOM), 1) altruism, product involvement, self-enhancement, and desire to help the company. However, the author also

identified four reasons, for why users share negative WOM (NWOM), 1) altruism, 2) anxiety reduction, 3) vengeance and 4) advice seeking reasons.

From a marketing perspective, WOM can either positive or negative. PWOM can be described as the likelihood of consumers sharing favourable information about the organisation, products and services through the form of recommendations (Maxham et al., 2003) (as cited by Gelbrich & Roschk, 2011). Whereas NWOM is the opposite, thus it is a form of unfavourable information passed about an organisation after a negative experience with a product or service (Blodgett, Hill, & Tax, 1997). While product-related information shared by the satisfied consumer, positive WOM, contributes for faster adoption of a product, negative WOM convey opposite effects, dissuading potential consumers from buying a product or brand, thus damaging the company's reputation and performance (Holmes & Lett, 1977).

2.1.1 Negative word-of-Mouth

According to Keller (2003), the NWOM can cause damage for organisations not only by impacting perceptions consumers have about products and services but also by harming the brand equity and the corporate reputation of the organisations. Organisations need to be aware of the adverse outcomes of NWOM, because dissatisfied consumers tend in engaging in the higher word of mouth than satisfied ones, with consumers distributing NWOM in order to communicate their dissatisfaction with consumption experiences (Anderson, 1998). Even though positive and negative word-of-mouth might look as opposing forces that cannot coexist it is untrue, since one may be likely to tell positive as well as negative things about a company (Blodgett & Anderson, 2000). According to Sundaram, et al. (1998) there are four types of consumption experiences that influence NWOM: 1) product performance; 2) response to product/purchase problems; 3) price/value perceptions, and 4) employee behaviour. The authors argue that company responses can influence negative WOM, suggesting that if companies give a delayed response or fail to solve the problem, it will encourage consumers to seek vengeance and express their frustrations through NWOM behaviour.

2.1.2 Online Word-of-Mouth

As presented earlier, scholars recognize the relevance of word-of-mouth phenomena in influencing consumer behaviour (Arntd, 1967; Bone, 1995; Chevalier & Mayzlin, 2006; Keller, 2007), however according (Daugherty & Hoffman, 2014) these theories and studies about WOM were developed during a period oblivious to the internet reach, speed and multiplicity (Kozinets et al., 2010) and therefore there was a need for researchers to explore the

characteristics and effects of WOM in online environments. The internet is a global phenomenon that has been leading enormous socio-economic transformations in society and has changed many things, especially how the consumers gather information, shop and develop relationships with people and brands. Internet communication channels, such as websites, blogs, microblogs, forums, image sharing, instant messaging, and social networking sites, allow users to connect and interact among each other and to express their concerns more efficiently than traditional communication channels. (Coombs, 2015) Internet has changed how consumers exchange opinions and share experiences related to products, services and organisations. Thus consumers share and receive electronic word-of-mouth (Blazevic et al., 2013).

Electronic WOM (EWOM) is likely to affect consumer purchasing decisions (Jalivand et al., 2011), and influence many different metrics such as, product sales, brand evaluations, purchase intentions and firm value (Chevalier & Mayzlin, 2006; Trusov et al., 2009; Sridhar & Srinivasan, 2012). Consequently, online WOM should be a relevant topic for companies with an online presence. Hennig-Thurau et al. (2004: 39) have defined EWOM has been "*any positive or negative statement made by potential, actual or former customers about a product or company, which is made available to a multitude of people and institutions via the internet*".

The described form of WOM differs significantly from traditional WOM because while the second one usually happens in a face-to-face and one-to-one context, with the conversations being mostly of private nature, in online word-of-mouth consumers engage in a communication with a network of people, where conversations are public, and anyone can see them. Users who are part of this networks or communities usually don't know themselves however they share common interests in either specific products or services or a particular topic or activity and maintain their relationships through online communications (Kozinets et al., 2010). Unlike traditional WOM, E-WOM, according to King et al. (2014), has six characteristics that make this type of WOM unique and a powerful force in influencing consumer attitudes and behaviour:

EWOM Characteristics	Description
Enhanced-volume	The WOM conversations are capable of reaching more consumers in a short period of time
Dispersion	The internet has many platforms and communities, which means WOM is widely spread across different places
Persistence and observability	The EWOM once is upload in the web it usually stays there accessible to everyone, influencing future WOM
Anonymity and deception	The Internet is a relatively anonym medium, being more difficult to identify the credibility of the source, it becomes easier to launch false rumours and gossip when compared to traditional Word-of-Mouth

Salience and valence	Users often give ratings of products in Likert type scales, which makes it easier for other users to interpret consumers opinions
Community engagement:	Online platforms enable brands to create more interactive experiences with consumers which in turn can augment consumer engagement.

Tab. 1. EWOM characteristics (Source: Developed by the author based on information from (King et al. 2014)

Some authors also focused their studies in providing a better understanding of the different types of EWOM and according to Litvin et al. (2008) electronic word-of-mouth differs according to the communication scope and level of interactivity, depending on the platform the conversation will be either one-to-one, one-to-many, many-to-many and can also be happening in a synchronous or asynchronous manner.
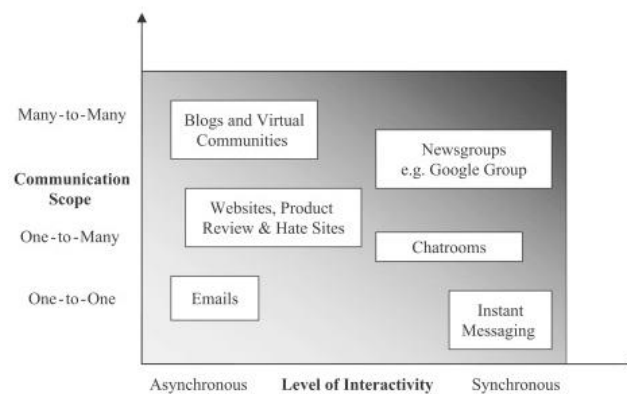
Fig 9. A typology of electronic word-of-mouth channels (Litvin et al., 2008)

2.1.3 Online Word-of-Mouth in Social Media Environments

Many online platforms allow consumers to engage in online word-of-mouth, such as websites and blogs but the rise of social networks such as Facebook, Twitter, YouTube or WhatsApp has been revolutionising the notion of online communications and how users interact with each other. Social Media (SM) has become such a significant global phenomenon that to date it is estimated to have massed 2,46 billion users. (Statista, 2017 a). As defined by Scott (2013: 56) social media is "*The way people share ideas, content, thoughts, and relationships online. Social media differs from so-called mainstream media in that anyone can create, comment on and add social media content.*". In this regard, SM sites are all about interaction (O'Reilly, 2007) and have transformed consumers from isolated and invisible individuals into a noisy collective public (Patterson, 2012), that engage in online communities in SNS both with other individuals and with brands (Dessart et al., 2015). Being the most notable difference between traditional media (e.g., television, magazines, radio) and social media, the interactive nature of the medium, as users can be both receivers and senders of information since they can create content and react to online activities of others (Dijkmans et al. 2015).

The concept of social media is often associated with a single platform. However, it actually is composed of several types of systems, as we can see in fig. 10, present in the appendixes, the platforms can be categorized into social networking sites (SNSs) (e.g., Facebook and Instagram), creativity works-sharing sites (e.g., YouTube and Pinterest), collaborative websites (e.g., Wikipedia) and microblogging sites (e.g., Twitter) (Mangold & Faulds, 2009).

Coombs, (2015) defends that five key features characterise social media:

1) **Participation:** Anyone can create and give feedback to the content created

2) **Openness:** Most content is of public nature any user can access to it

3) **Conversation:** It enables two-way interactions

4) **Communities**: It facilitates the aggregation of groups of people with the same interests

5) Connectedness: There is heavy use of links to other contents from other platforms

According to the author, in social media, information is no longer controlled by organisations and traditional media as users are empowered by this technologies to create and share information among their network of connections. The author also stresses that social media also enables consumers and other stakeholders to express their opinions and exchange information about certain organisations and products. This flow of WOM in social media (Kozinets et al., 2010), is of particular importance because research provided by Jansen et al. (2009), suggests that social media is perceived as a more trusted source of information than traditional media having a higher influence on brand perceptions and consumer intentions. This idea is also supported by (Hennig-Thurau et al., 2010) which defends that electronic word-of-mouth in social media channels is becoming more likely to influence consumer behaviour than traditional word-of-mouth. Dijkmans et al. (2015: 633), posits that due to a growing presence of brands in social media, stakeholders perceptions are increasingly influenced by the exposure of branded content in social media, which is content created by brands, thus this exposure can be either be "*self-imposed (e.g., By liking a brand page on Facebook or following a brand on Twitter) or involuntary (e.g., through promoted posts on Facebook).*" (Coombs & Holladay, 2012 a: 409) suggests that social media is public and other users might visualise certain pieces of content if they are "*connected to the individual or group creating the content*" or "*actively searching for that type of content*".

Cheung and Lee (2012) suggested that the SNSs provides network members with greater opportunities to share their product or service experiences. Moreover, by associating with products or services through their reviews, customers use as a tool for self-expression and for

enhancing their ability to give advice and recommendations to network members. EWOM usually involves non-simultaneous conversations with a network of people (Verhagen, Nauta, & Feldberg, 2013). According to research provided by Brown, Broderick, and Lee (2007) (as cited by Daugherty & Hoffman, 2014) traditional WOM theories may be useful to understand the WOM dynamics from an interpersonal point of view (one to one communication) however the theories do not consider the effects of social media in WOM which enables a many to many communication dynamic among users. In line with the previous author, (Kozinets et al., 2010) suggests that organizational messages in social media don't flow unidirectional, as legacy media, instead, the author's purposes that the WOM communication flow has evolved with technology and within social media word-of-mouth, nowadays is exchanged interactively among consumers of a network as illustrated in the most updated model of WOM flow, the model C, the network coproduction model presented in fig. 10.
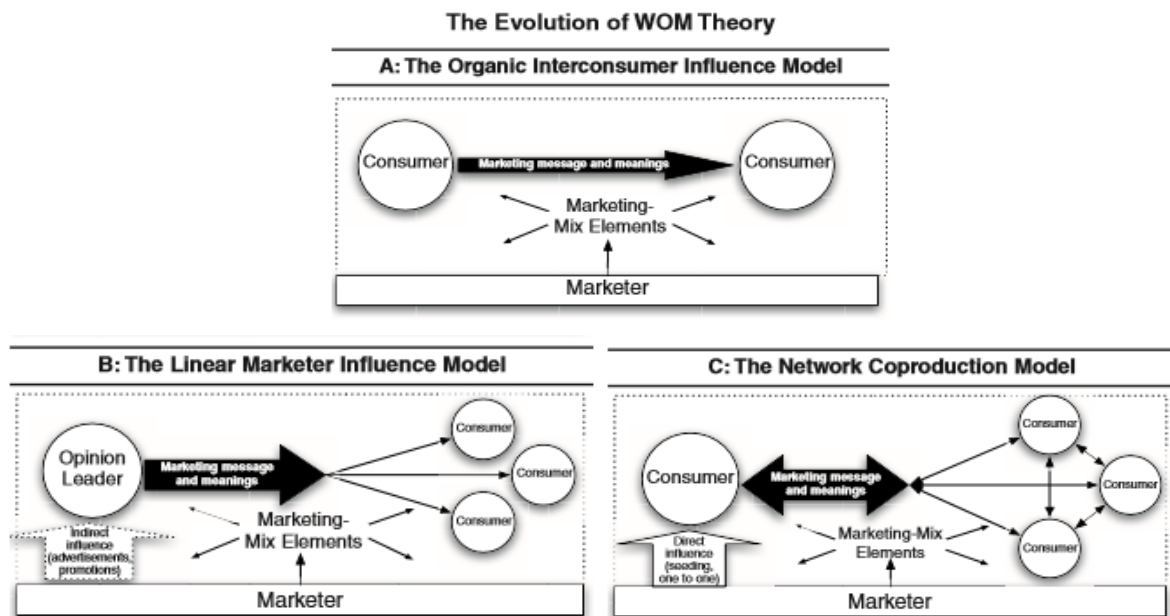
Fig.11 The evolution of WOM Theory (Kozinets et al. 2010)

The same idea of an interactive flow of WOM in social media is also embraced by Daugherty and Hoffman (2014) which purposes that all the community members can participate in two-way communication by exchanging different reactions, such as, likes, shares, comments, and by posting user-generated content. The authors also stress that the connecting link to the community is made through the social media platform and represents the strongest flow of WOM. However, users can also communicate directly to other users without using the platform,

(e.g., by sending an individual message) but the authors argue, it is less common and represents a weaker flow of WOM.
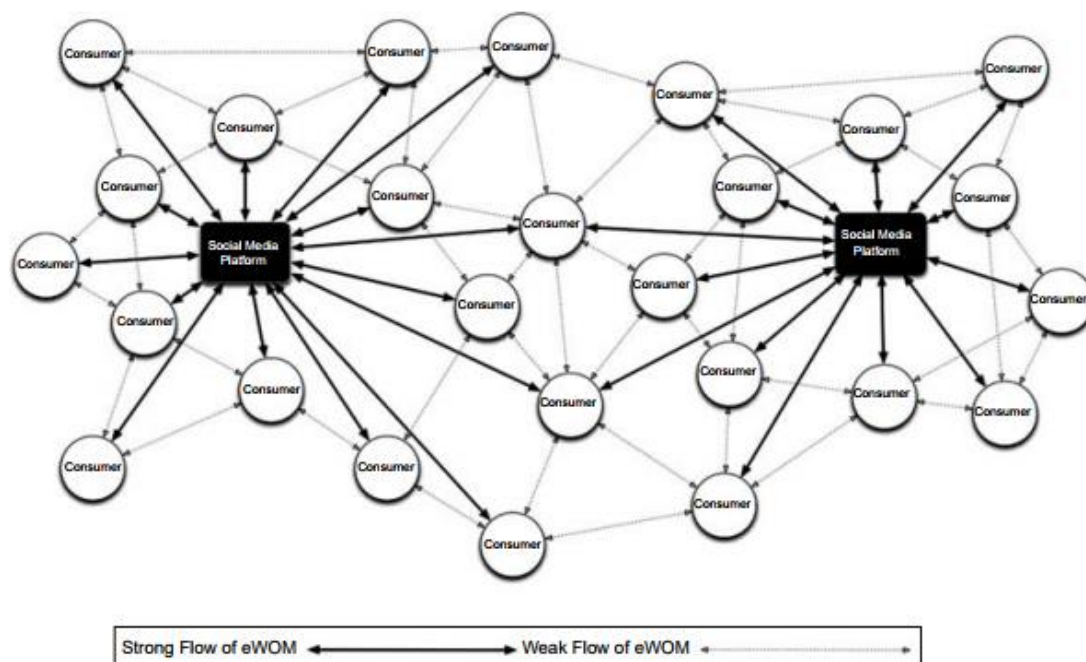
Fig 12. Consumer exchange of eWOM in social media (Daugherty & Hoffman, 2014)

2.1.3.1 Brand and Online Communities

Mcalexander, Schouten, and Koenig (2002) suggest that firms are increasingly trying to use online communities to nurture the relationship between the brand and consumers. According to Habibi et al. (2014) social media and brand communities, are concepts that tend to overlap. Scholars have used the concept of brand communities as a way to understand how consumers generate value around a brand in the online context (Arvidsson & Caliandro, 2015).

Online communities can be described "*as groups of people with similar goals or interests that connect with one another and exchange information using web tools*" (Coombs, 2015: 19), whereas the brand communities can be defined as being a "*specialized, non-geographically bound community based on a structured set of social relationships among admirers of a brand*". Muniz (2001:412). Organisations can use online brand communities as forums for exchanging ideas and thoughts with consumers (Hennig Thurau et al. 2010). Chu and Kim (2011: 48), defend that "*social and collaborative characteristics of SNSs have enabled the consumer to engage in consumer-to-consumer conversations about brand-related word-of-mouth, transforming them from passive observers to active participants.*" Therefore there is a double focus of community participation, on one hand users interact with the brand community through

personalized interactions with other individuals in the group on the other hand individuals can interact with the brand itself, through a conversation with the online administrator of the brand social media page (Dessart et al., 2015). The existence of this two distinct dimensions, brands and consumers within online brand communities context is also explored by (Wirtz et al., 2013), which defends that both are part of the community and engage in a relationship. Therefore it is possible to consider that both this two intervenient coexists in online communities having parallel relationships. The interactions among users occur when they interact with one another whereas the brand interactions with users are managed by the community manager of the social media company page, with the purpose of sharing content related with a brand and engage with the online community members that engage with the brand (Koetsier, 2013).

2.2 Crisis communication

2.2.1 Definition of Crisis, Reputation and risk for brands

According to Coombs (2015), one of the most pivotal authors in the field of crisis communications, no organisation is immune to crisis, and when crisis management fails, stakeholders and organisations suffer. Every day we are likely to find new stories of different crisis that affect even the most respected and prominent organisations. Thus it is imperative for managers to learn more about crisis management and how to properly use crisis communications to protect organisations from negative consequences.

Hermann (1963) was one of the first scholars to study crisis and to define this phenomenon, and according to the author, crisis tend to have the following characteristics: "*(1) Threat to high-priority values of an organization; (2) Presents a restricted amount of time in which a response can be made, and (3) Is unexpected or unanticipated by the organization*." Hermann (1963: 64). Building upon the previous author research scholars such has (Ulmer et al., 2007) also defend that a crisis is an unexpected event or series of events that can create uncertainty and threaten or are perceived to threaten an organisation.

However the previous definitions can still be applied to other similar concepts, such as the concept of disaster, therefore is of significant value to clarify the difference between disasters and crisis, in order to better understand the phenomena. According to research by Perry and Quarantelli (2005) disasters are events that can dangerously disrupt routines of systems and require new courses of action to deal with the caused disruption. Whereas according to Cornelissen (2011) a crisis is public concern about the organisation's decision and operations, which may or may not involve a point of conflict in opinions and judgement regarding those

decisions and operations, that requires not only decisive but immediate action from an organisation. The differential point of view the author purposes regarding crisis is that they depend on a public concern of stakeholders and therefore they are perceptual whereas disasters are events that disrupt organisations despite stakeholder judgment. Coombs (2015) also defends the same idea, that when a crisis occurs, it often disturbs stakeholder's expectations, resulting in people becoming upset and angry. It is essential to keep in mind that reputation is how stakeholders perceive organisations and therefore when there is a breach in the confidence of this group, the institution will be perceived less positively, and the reputation will be harmed. Household products are expected not be harmful, as cars are expected to shoot airbags in case of a collision, management is expected to run businesses in a compliant and sustainable form, as companies are expected to deliver the promises made to consumers regarding product attributes and performance, these are all examples of stakeholders expectations.

Consequently, a crisis can be defined as: "*the perception of an unpredictable event that threatens important expectancies of stakeholders related to health, safety, environmental and economic issues, and can seriously impact an organisation's performance and generate negative outcomes.*" (Coombs, 2015: 3)

According to (Cornelissen, 2011; Coombs, 2015; Frandsen & Johansen, 2017) a key focus of researchers in crisis communications has been on the negative effects a crisis can have on organisations and the scholars seem to corroborate that crisis can have damaging effects in two main dimensions, the organisations operations (Mitroff & Pearson, 1993) and organization reputation (Benoit, 2004; Coombs, 2007). According to (Fombrun, 1996) a company's reputation can be an important asset that allows to build a competitive advantage over competitors, because the organization will be perceived as more credible, trustworthy and capable of meeting stakeholders needs, the author also defends that a good reputation has positive outcomes for institution because they are more likely to win the preference of consumers, attract investors and talented employees to help the organization grow. Coombs and Holladay (2012) defend that reputation is how people perceive an organisation, and it is shaped on the information people learn about it, through direct, and indirect sources of information, such as the media and word-of-mouth. Lange et al. (2011) research provides evidence that the reputation of an organization is shaped by its actions and historical behaviours, the reputation is not a permanent condition, it is rather a metamorphosing state that can suddenly change if new information about the institution past behaviours is provided or if the latest actions are perceived negatively by stakeholders. When consumers receive negative

information about a certain organisation, it can damage its reputation because the stakeholder's perceptions about it will influence their decisions to invest time and money in the institution. According to Rozin and Royzman (2001) research into the negative bias, humans give greater weight to negative events and information than to positive ones. Therefore negative information shared about an organisation poses a major threat to institutions reputation, because it may lead to the generation of negative word-of-mouth which will likely impact the financial performance of organisations (Carroll & McCombs, 2003; Cornelissen, 2011; Kerkhof et al., 2011)

"*As Waren Buffet once said: It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you'll do things differently.*" (Lowenstein, 1995: 109)

Organisational reputation has been studied across different fields, such as economics, marketing, strategy, accounting and sociology, and all seem to agree that reputation is a collective construct that consists in the organisational associations and perceptions stakeholders establish about the company (Fombrun et al. 2000). The authors also stress that reputation can be measured by analysing stakeholders perceptions on different dimension such as familiarity with the brand, perception of the company management style, competitive factors such as price, quality, innovation, the company position in the industry, distinguishing factors, credibility, trust and social responsibility.

Both negative consequences of crisis to organisations, the disruption of operations and the damage to reputation, are related because on one end a crisis is likely to threaten directly the company ability to operate by causing disruption in its value chain and on the other end it will likely tarnish the reputation of an organisation. (Dilenschneider, 2000). In order to understand better this relationship between the two dimensions let's consider a real-life example from Toyota. In 2009 the company faced one of the most challenging product recall crisis in its history, due to an improper installation of a floor mat into its cars, which led to the vehicle's accelerator getting stuck, which had the potential to cause severe crashes and even fatal accidents (The Guardian, 2010). Consumers perceived Toyota's reputation as being associated with attributes such as safety and quality (Lange et al., 2011; Liker & Ogden, 2011). When the media discovered that Toyota vehicles had problems causing the normal functioning of vehicles, the company was publicly shamed and vilified, and consumers promptly started to return their vehicles and the manufacturer. The company had a disruption in its operations, having to recall more than 10 million cars, this means the company had to allocate financial and human resources to solve the situation, but also its reputation was affected, contributing to a decrease of consumer trust and purchase intentions which led to a decrease in sales and stock

during the recall period (Brauer, 2014). As research provided by Coombs and Holladay (2014) suggests, crises have the potential to cause financial loss by creating a disruption in the company's operations, which may lead to a loss in market share, a decrease in consumers purchase intentions and even the spawn of judicial action by stakeholders and government entities to add up to the damage of operations the crisis is also likely to harm the reputation of an organization to some degree, since consumers may perceive the organization in a more unfavourable form.

It is vital for crisis managers to be aware that not all crisis are equal and in order to effectively respond to a crisis, they have to adapt the communication message according to the type of crisis the organisation is dealing with (Coombs, 1995). Due to the threat crisis pose to organisations reputation and relationships with stakeholders, it is essential to anticipate and prepare for different crisis scenarios. It is also relevant to classify crisis into different types in order to identify the most suitable communication strategy for each situation (Cornelissen, 2011). One of the first authors to classify crisis into different clusters was Coombs (1995) which defends, it is possible to position them in a matrix depending on two dimensions, and therefore crisis can be classified in four types as seen in fig. 7.

	UNINTENTIONAL	INTENTIONAL
EXTERNAL	Faux Pas	Terrorism
INTERNAL	Accidents	Transgressions

Fig 13. Crisis types matrix (Coombs, 1995)

"*Faux Pas*": is a type of crisis that occurs when there is a violation of social rules and stakeholders expectations, and it usually begins with an external agent who challenges the organisations actions; (e.g., A group of stakeholders who start a movement for boycotting beauty products of a cosmetics company, because the organization tests on animals)

"*Accidents*": Are unintentional and happen during the course of normal organisation operations. (e.g., product defects, employee injuries and natural disasters)

"*Transgression*": Often occur when stakeholders perceive organisations violated law and order on purpose (e.g., tampering with products in order to bypass governmental tests, or by incurring creative accounting practices).

"***Terrorism***": Refers to intentional acts that are executed by external agents in order to purposefully harm the organisation (e.g., product tampering or sabotage).

2.2.2 Types of crisis originated in social media (Paracrisis)

According to Fink (1986) crisis can have multiple stages and usually, there are warning signs that can be identified before a crisis breaks out. Crisis tend to evolve over time, from issues that gradually grow their intensity until becoming a crisis as seen in fig 13. According to Cornelissen (2011: 180), issues are *"A public concern about the organisation's decision and operations, which may or may not involve, a point of conflict in opinions and judgement regarding those decisions and operations.* The author contends that issues are the primal nature of crisis. Thus organisations should monitor their evolution in order to be able to prevent a future crisis. Issues pose a lurking threat that might harm the organisation reputation. However, they do not necessarily require immediate action from organisations. An excellent way to understand issues is to think of a fast food company and obesity, consumers may perceive the organisation as a contributor to this problem and might judge this organisation. This is an issue that deserves close attention from the organisation because it has the potential to escalate into a crisis.
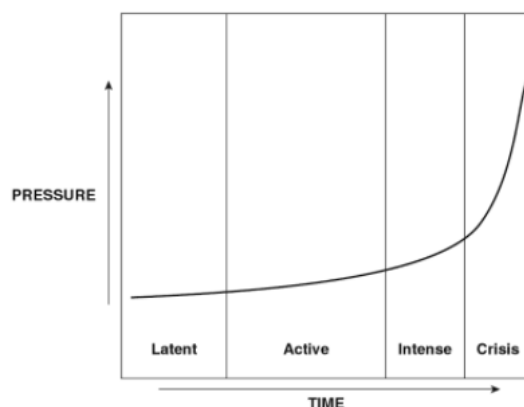
Fig 14. The development of an issue into a crisis (Cornelissen, 2011)

Monitoring social media conversations and engaging with users has become a regular practice for companies, as even a minor complaint about the organisation actions can mutate into a crisis (Grégoire, Salle, & Tripp, 2015). SNSs enables consumers and other stakeholders to publicly share their complaints about organisations, making them more vulnerable to sudden discharge of NWOM, creating an online firestorm that creates controversy around organisations (Pfeffer, Zorbach, & Carley, 2013). Online firestorms are also known by the term paracrisis (Lim, 2017). Paracrisis are described as "*publicly visible crisis threat that charges an organisation with irresponsible or unethical behaviour*" and potentially damages the organisation reputation (Coombs & Holladay, 2012: 409) (as cited by Einwiller & Steilen, 2015). According to Coombs

& Holladay (2012), paracrisis are a particular type of crisis threat that has the potential to escalate to an actual crisis, what Fink (1986) determines as a warning sign or what Cornelissen (2011), defines as an issue. Paracrises "look like" crisis and are unique, because they still require action from the organisation similar to a regular crisis. However they don't necessarily disrupt organisations operations, neither requires the activation of the crisis team, both key characteristic of crisis (Coombs, 2015). According to Einwiller & Steilen (2015), since paracrisis antecede actual crisis, complaint management has an essential role in this stage, as it may help organisations to contain the threat and prevent it from escalating into a crisis. Furthermore, Coombs and Holladay (2014), acknowledge that a paracrisis can be seen as a rhetorical arena that opens before an actual crisis appears, as signs of an emerging crisis can be identified in online environments, as they are public and gain visibility to stakeholders.

In 2008 Motrin, a Johnson & Johnson's brand, displayed an edgy add that offend the public implying that moms carry their babies as fashion accessories, users stormed Twitter discharging vast amounts of negative word of mouth against Motrin, which in less than 48 hours, removed the add and replaced it with an apology (Learmonth, 2008). According to Coombs (2015), this event is an excellent example of paracrisis, as the company, wasn't affected by a disruption in the production or sales of Motrin, despite suffering light damage to the brand reputation, a quick and effective response defused the potential crisis. Coombs (2015), defend that paracrisis can be categorised into three types, as seen in fig. 14 bellow and fig 15 present in the appendixes.

Fig 15.Types of Social Media Crisis (Coombs, 2015)

***"Organizational Misuse paracrisis"*:** Is a type of crisis that occurs when organisations don't fulfil the social norms of behaviour expected in a certain social media channel and misuse SM. (e.g., During the Super Storm Sandy, GAP used the #Sandy to encourage online shopping, and the brand community members perceived it as a disrespectful action.)

***"Dissatisfied customer or customer complaints paracrisis"*:** This is one of the most common types of crisis and is more of customer care problem rather than a crisis. As many organisations

use SM as part of their customer service, usually dissatisfied consumers, individually or as part of coordinated effort combine forces to discharge NWOM about their negative experiences with the brand in the company's social networks, by posting complaints. A good example of this types of crisis are #McDStories; an example later explored in the section *"2.3.1"* of the literature review. This type of paracrisis can be a warning of a product failing to meet expectations, and the best strategy to neutralise this type of crisis is through effective customer services practices.

"Challenges paracrisis": This type of paracrisis is similar to what Coombs (1995) categorised as a "*Faux Pas*" when organisations actions are perceived as inappropriate or irresponsible by stakeholders, they may challenge the organisation through criticism, tarnishing its reputation. An excellent example of this type of paracrisis happened with Dove. In October 2017, the soap owned brand by the consumer packaged goods behemoth Unilever, was publicly attacked by consumers who invaded twitter and facebook, with negative comments scrutinizing Dove, as some viewers perceived a new ad the brand had launched as having a racist association (Financial Times, 2017; The Guardian, 2017).

2.2.3 The Rhetorical Arena Theory

According to Coombs & Holladay (2014) suggest that scholars tend to study crisis communications from two different perspectives, the sender orientation in which the main concern is defining the crisis response strategies that the crisis managers, the senders, should employ in certain situations and the receiver perspective, in which scholars focus their efforts in understanding how receivers react to crisis responses. According to the bibliometric research provided by Avery et al. (2010), two influential theories in crisis communication literature are most commonly used in numerous studies, the *Image Repair Theory* (Benoit, 2004) and the *Situational Crisis Theory* (Coombs, 2007). According to (Frandsen & Johansen, 2010b), the *Image Repair Theory* focus on understanding how organisation representatives communicate, meaning how they talk and write in order to protect the image or reputation of the organisation when it is under attack, thus focusing on the sender perspective. Whereas the *Situational Crisis Theory* gives more emphasis to understanding the crisis and what should be the form and content of the crisis response: what to say, how to say it, when and where. The theory takes into account the different variables that may influence the perceived organisational reputation of stakeholders and the attribution of crisis responsibility made by stakeholders, thus focusing

more on the receiver perspective. Both of this theories consider all stakeholders as a single homogeneous group of receivers.

The Internet enables organisations in crisis to communicate regularly about crisis events to the public and according to Cornelissen (2011) internet can act as a trigger for crises, as an enabler but it can also be a channel in which stakeholders can consult information. Furthermore, consumers have the opportunity to respond to the organisation's posts about the crisis. According to González-Herrero and Smith (2008), social media is one of the most popular ways for organisations to communicate with key stakeholders, and it is transforming the practice of corporate communications and public relations. Contrary to the two most influential theories in crisis communication presented earlier (Frandsen & Johansen, 2017) posits that the rise of internet technologies such as social media has empowered citizens to interact and communicate in new forms, allowing them to engage in interactive conversations with organisations and raising multiple voices which can be either positive or negative. The authors purposed a more updated approach to understand and study the complexity and dynamic nature of social media and crisis communications, the Rhetorical Arena Theory (RAT), rather than focusing exclusively on the perspective of organisations like previous theories, considers the multiple voices that participate in crisis communications (Johansen and Frandsen, 2007) (as cited by Frandsen & Johansen, 2010b). According to Coombs (2013) interpretation on the theory, the rhetorical arena is a space that opens up during a crisis, and within it, more than one individual or group can engage in crisis communication, supporting or contesting the organisation's crisis responses. Frandsen and Johansen, (2017) chosen to brand this theory with the keyword "*arena*" because the purposed theory posits that a social space opens up during a crisis in which a diversity of voices start communicating, taking different sides and forcing the company to interact with enemies and friends. Therefore an Arena is "*a place or scene of activity, debate, or conflict*". (Oxfordictionaries, 2018). The Rhetorical Arena is very similar to an actual gladiator arena in which different individuals and groups might fight in support to one another, against one another and past one another, except in the rhetorical arena individuals don't use melee weapons but rather word-of-mouth. (Frandsen & Johansen, 2010a; Johansen et al., 2016).

The authors Coombs and Holladay (2014), have explored the RAT in one of their studies and argue that the rhetorical arena is composed of several subarenas where people discuss the crisis. The authors, therefore, purpose the concept of "*subarena*", which is described as "*a limited space where a message is "heard" and potentially responded to by a restricted set of actors*." (Coombs & Holladay, 2014: 44). One method of distinguishing sub-arenas is by considering

different social media channels. Coombs, Holladay, Frandsen and Johansen (2013) (as cited by Coombs & Holladay, 2014). The previous authors further expand this idea by purposing that due to the interactive nature and aggregation of different communities of interest, both a company's blog and the company's social media page can be considered subarenas, the authors even defend that *"Online news stories can create a forum to discuss the crisis and the organization's response to the crisis (a subarena),... if a story generates a large number of responses a subarena is created and provides an opportunity to informally appraise how people are reacting to the organization's crisis responses."* (Coombs & Holladay, 2014: 41)

Monitoring how the reactions of the different actors evolve in these various subarenas is relevant because as different subarenas are populated with different communities of people and the crisis communication messages can be effective in one subarena and ineffective in another, (Coombs & Holladay, 2012). Johansen et al. (2016) studied the RAT by conducting a crisis communications case study related to the Norwegian telecommunications company, Telenor. In the case study, the authors studied the different forms of attacks and response strategies used during a customer complaint crisis in the company's Facebook page, having drawn a visual representation of the different actors that engaged in crisis communication and their interactions among each other, in the form of online comments.
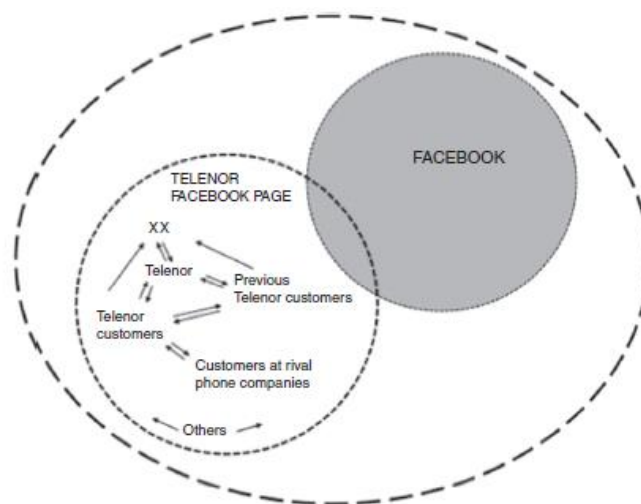
Fig 16. Voices in the Telenor Facebook Subarena, (Johansen et al., 2016)

Within a subarena, the community members can be classified according to the valence of their interactions (Luoma-aho, 2009; Luoma-aho, 2015). Johansen et al. (2016) provided evidence that within the subarena, both *faith-holders* and *hate-holders* engage in crisis communication using different crisis response strategies that can either weaken or strengthen the organisation crisis response.

Faith-holders: Can be described as customers who in a crisis voice their support to a company and protect a product or brand. As (Luoma-Aho,2015: 9) describes it: "*stakeholders who trust the organisation and have frequent personal experiences and contact with the organisation.*"

Hate-holders: are described as "*stakeholders that feel strong distrust or even hate towards the organisation*" (Luoma-Aho, 2009: 5) (as cited by Johansen et al., 2016)

During crisis communication, public professionals should support the faith-holders and engage with the hate-holders (Luoma-Aho, 2015). According (Johansen et al., 2016) crisis communication researchers have not focused so much their studies in understanding the role of faith-holders as crisis communicators and the dynamics that transpire between the organisation, faith-holders and hate-holders. Therefore it is imperative to consider these agents in order to understand more clearly crisis communication dynamics. Based on the previous literature presented on the WOM and crisis communication section, we purpose the following hypothesis:

> **H1: Faith-Holders responses to other community members complaints decrease the likelihood of observing consumers voicing negative word of mouth**

> **H2: Hate-Holders responses to other community members complaints increases the likelihood of observing consumers voicing negative word of mouth**

> **H3: Faith-Holders responses to other community members complaints increases the perceived organisational reputation of observing consumers**

> **H4: Hate-Holders responses to other community members complaints decrease the perceived organisational reputation of observing consumers**

It is important to keep in mind we refer to observing consumers, as consumers that are exposed to a particular piece of content and read the information it contains.

2.3 Webcare as a response strategy during a customer complaint Paracrisis

2.3.1 Online customer complaints as a form of negative word-of-mouth

While negative word-of-mouth is described as a response to dissatisfaction that involves the communication of negative content to other consumers (Hirschman, 1970; Richins, 1983), complaints are seen as a specific form of NWOM, in which consumers express harmful content in order to achieve a specific goal, such as venting emotions or achieving a resolution to a specific problem (Kowalski, 1996). Customer complaints are critical events for organisations

because they can change the relationship customers have with organisations for better or worse. (Blattberg, Kim, & Neslin 2008) (as cited by Knox & Oest, 2014).

However due to the growing adoption of new technologies such as social media, complaints and negative experiences can be communicated and distributed instantly within a vast public network of other consumers, which can severely damage the company's reputation and sales (Van Laer & De Ruyter, 2010; Van Noort & Willemsen, 2012). Social media has changed the way organisations, and consumers interact, as publics post their complaints directly in SNSs branded pages (Grégoire, Salle, & Tripp, 2015; Dijkmans et al., 2015). Therefore due to the interactive features of SNSs and the public nature of this type of channels, organisations are using SNS as a way to meet stakeholder's, engage in dialogues and as an extension of the institution customer service (Kerkhof et al., 2011), as it enables organisations to respond more quickly to customer criticism (Kirat, 2007) (as cited by Kerkhof et al., 2011). Traditionally, in customer satisfaction literature complaining refers to one-way communication between the complainant and the organization, however nowadays as consumers share their complaints in social media they become of public nature, therefore "*complaining has shifted into triadic communication, involving not only the complainant and the organization but also other stakeholder groups observing the complainant's voice behavior towards the organization.*" (Van Noort et al., 2014: 79). Thus as the authors suggest, in the social media context, NWOM and complaint behaviour mutate together, as a certain complaint can have negative implications not only to the consumer satisfaction but also to its image and reputation. This idea is also embraced by Einwiller and Steilen (2015) which defend that an effective response to complaints in social media is important not only to the complainant but also to protect the organisational reputation. The authors posit that due to the public nature of complaints in SNSs, complainants have the power to spread the dissatisfaction among other users, potentially achieving support from those who are dissatisfied with the organisation. (Balaji et al., 2016) provides evidence that users are using SNSs as complaint channels, by sharing their negative experiences and requesting organisations to respond to their complaints. Thus organisations are encouraged to monitor and respond to NWOM in social networking sites (SNSs), in order to preserve customer satisfaction and protect the organisation from NWOM. Hence in social networking sites, customer complaints can become a form of NWOM as other users can view and be influenced by it. A good example of this type of situation is given by (Grégoire, Salle, & Tripp, 2015), in 2009 a famous Canadian musician Dave Carroll's took a flight in United Airlines and due to careless handling of the luggage by employees, his 3500 dollar guitar was broken, after the

service failure and a series of customer care failures, in which the organization didn't address his complaint promptly and denied any responsibility for the event, the musician decided posted a video on YouTube with a song he made protesting about the situation and suggesting he should have flown with another airline company the song gain popularity assembling 5 million views in just one month and quickly escalated into a crisis. Another example of a customer complaint paracrisis is given by Pfeffer et al. (2014), in 2012 Mcdonalds implemented a brand activation campaign by challenging its customers to share their heart-warming stories about Happy Meals in twitter, using the hashtag #McDStories, after only a couple of hours McDonald's had to stop the campaign, because consumers were using the hashtag to share their past negative experiences with McDonald's and insults thus generating huge amounts of public NWOM that threatened the company reputation.

2.3.2 Using webcare to reduce negative word-of-mouth

Complaints are a daily reality of business in any industry and how they are managed marks "*the acid test of a firm's customer orientation*" (Homburg & Furst 2005: 95), when complaints are ignored or aren't adequately addressed, consumers may perceive the firm's actions as insults to their value as customers (Ward & Ostrom, 2006), yet many institutions don't always know how to respond to complaints in the online environment (Kelleher, 2009).

Due to the damaging effects and reach NWOM can cause in organisations reputation, if let unresolved complaints can have dreadful consequences for organisations and if resolved in a manner that boosts customer satisfaction and demonstrates to other stakeholders that the company is taking care of their needs, companies might be able to minimize NWOM and even transform it into PWOM (Hong & Lee, 2010; Willemsen et al., 2013). To counter the damaging effects of negative EWOM, some companies have established webcare teams to monitor and intervene in online discussions with complaining consumers in order to resolve the issues presented and addressing consumer feedback (Van Noort & Willemsen, 2012). The desired outcome of webcare is that complainants stop spreading NWOM messages in social media and potentially start sharing PWOM about their positive experiences with the organisation (Willemsen, Neijens, & Bronner, 2013). As (Van Noort et al., 2014: 79) describes it, the goal of webcare is "*To prevent dissatisfying customer experiences from reaching others, and/or having negative effects on a larger audience of stakeholder groups*". Therefore webcare teams are most active in SNSs and target not only complaining consumers in the online environment but also the larger audience that might read those comments. A satisfactory webcare response

is vital not only as a way to ensure customer retention but also to protect corporate reputation which is influenced by other online users judgement on the complaint and the complaint resolution. (Breitsohl, Khammash & Griffiths, 2010). Thus by serving multiple audiences, webcare serves multiple goals that are related to three different perspectives.
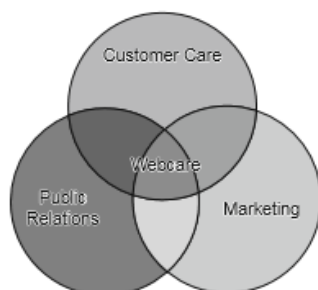

Fig 17. Webcare as an integrative organisational tool (Van Noort et al., 2014:80)

To understand the webcare from a customer care perspective we need to take into account that customers are using SNSs as a complaint channel (Kerkhof et al., 2011; Balaji et al., 2016) and by engaging in webcare, organisations can provide a response to the consumer complaint, in order to assure customer satisfaction and prevent customer churn. (Breitsohl, Khammash & Griffiths, 2010; Van Laer & De Ruyter, 2011). Organisations need to swiftly identify customer problems with products and services and address them in order to provide a successful service recovery that can result in the customers stopping to post negative comments or even sharing their positive experience with the recovery (Van Noort et al., 2014).

From a public relations perspective, webcare also plays a crucial role in protecting the reputation of organisations, as presented in the previous chapters of the literature review, online comments in SNSs are public and therefore can influence consumer behaviour and potentially escalate into a crisis (Pfeffer et al., 2014; Grégoire, Salle, and Tripp, 2015), therefore organisations should monitor SM and identify issues early on in order to prevent negative comments from mutating into a crisis (Einwiller & Steillen, 2015; Van Noort et al., 2014).

From a marketing perspective, the insights taken from SNSs can be precious because consumers are being authentic about what they are saying and organisations can use those insights to improve their products and services (Willemsen, Neijens, & Bronner, 2013).

Social media offers the chance to redefine the delivery of service to customers, changing the way the consumers engage with brands. 71% of consumers who have had a good social-media service experience with a brand are likely to recommend it to others, and 70 % of companies are trying out social customer care in some form. (BenMark, 2014). Corporate responses to

online complaints, commonly facilitate the building of a more trustworthy relationship with the consumer (Lee & Song, 2010). As "*Consumers evaluate a brand more favourably in a situation where the focal brand responds to NWOM than in a situation in which the brand remains silent.*" (Noort & Willemsen, 2012: 138). Also according to research provided by (Willemsen, Neijens, & Bronner, 2013), a webcare response is more effective than no response at all. Thus when a complainant exposes a complaint, the organisation should reply Demmers et al. (2013). Therefore organisations need to be prepared to respond effectively to complaints as they can have a significant impact on customers purchasing behaviour and a significant role in preventing customer churn (Knox & Oest, 2014). Responding to complaints in social media in a manner that satisfies the complainants is relevant for organisations because it will shape the stakeholder's perceptions and corporate reputation (Einwiller & Steillen, 2015). Thus responding to complaints in social media is a best case practice, as it helps to protect organisations reputation and to ensure good customer satisfaction. Also given the public nature of SM is essential for responses to be visible for all users to see. Therefore organisations should avoid bringing the conversations to private channels Van Noort et al., (2014).

Empirical research studies also suggest that customers take into consideration not only the outcomes of complaint handling but also the methods used to achieve the final result (Thibaut & Walker, 1975; Lind & Tyler, 1988). Thus both, what is being said in the response (the content of the response), and how is it being said (the tone of voice) are dimensions that play a crucial role during the webcare intervention. (Kerkhof et al., 2011). By considering both this dimensions and using adequate webcare response strategies organisations can effectively minimise the impact NWOM. (Dens et al., 2015).

2.3.3 What should be the content of the organisational responses to complaints in SNSs (what to respond)

Several studies have been conducted in the public relations and customer service literature with the intent of identifying what are the most effective response strategies to online complaints and also the key variables that contribute to the restoration of customer satisfaction, reduction of negative word-of-mouth and organisational reputation.

In public relations literature, Kerkhof et al. (2011) identified three types of strategies, apologizing, denial and no response, the authors research suggests that not responding to negative comments, negatively affects corporate credibility, whereas, between apologizing and denial, the first one leads to a higher perceived corporate credibility but will also result in a

higher perceived responsibility for the crisis, which is a negative effect for the organization. In order for organisations to craft effective responses to consumer complaints, it is essential to adapt the responses according to the valence of consumer comments. According to research provided by (Purnawirawan et al., 2012) if the comments present in social media are mostly positive no response is needed, if the valence of comments is neutral the most effective response is an apology combined with a promise that the organization will develop corrective measures and if the valence is predominantly negative, the best way to respond is by combining multiple response strategies, such as apologizing, a promise that the failure it will not happen again and compensation in order to regain trust of consumers. According to a study developed by Huibers and Verhoeven (2014) (as cited by Van Noort et al., 2014), that used content analysis to discover how organisations respond to consumers when facing a negative comment, found there are three types of response strategies that are most common when engaging in webcare; 1) Apologizing and corrective action; 2) Justification and denial; 3) Information, sympathy, and compensation. Cambra-Fierro et al. (2015), focused their research on the impact different response strategies have in the enhancement of customer profitability and argue that there are three different variables that positively influence the organizational responses, 1) Timeliness which is the time the company takes to respond to the complainant, 2) Compensation, monetary compensation offered, 3) Communication, which can take the form of an apology or recognition of the error committed by the company.

One of the most pivotal studies in customer service literature was a meta-analysis of 87 empirical studies on complaint handling conducted by Gelbrich and Roschk (2011), building upon the research provided by Estelami (2000) and Davidow (2003) the authors also identified three key variables that influence the organizational responses to customer complaints. Compensation, favourable employee behaviour and organisational procedures, as seen in fig. 17. In a paper presented by Van Noort et al. (2014), the authors argue that the findings provided by (Gelbrich & Roschk, 2011) can and should be applied to a webcare context. Thus organisations should respond to complaints by using: 1) Corrective action and apologies in the cases in which are justified; 2) Be attentive and empathic in their messages; 3) Respond promptly and facilitate the complaint handling.

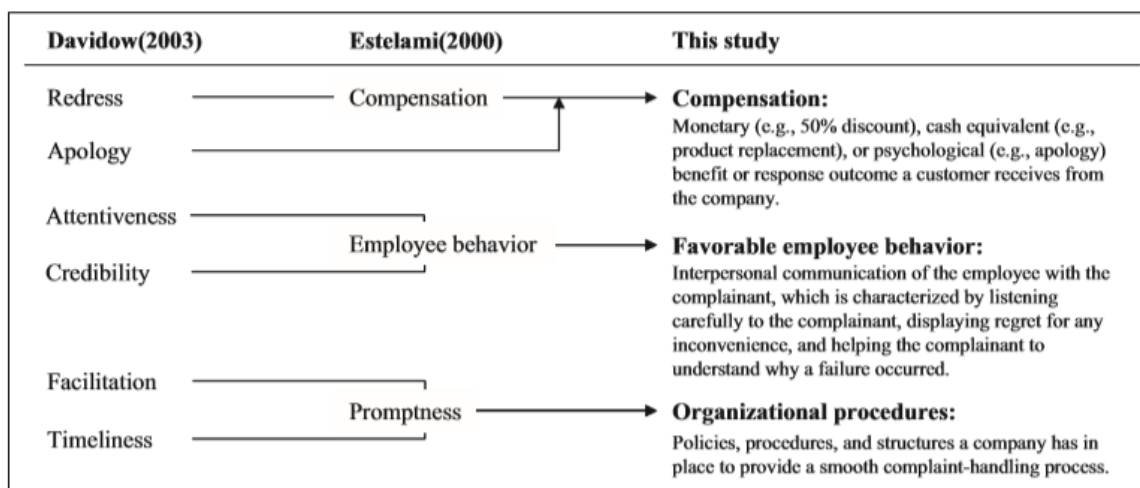| Davidow(2003)	Estelami(2000)	This study
Redress	Compensation	**Compensation:** Monetary (e.g., 50% discount), cash equivalent (e.g., product replacement), or psychological (e.g., apology) benefit or response outcome a customer receives from the company.
Apology		
Attentiveness	Employee behavior	**Favorable employee behavior:** Interpersonal communication of the employee with the complainant, which is characterized by listening carefully to the complainant, displaying regret for any inconvenience, and helping the complainant to understand why a failure occurred.
Credibility		
Facilitation	Promptness	**Organizational procedures:** Policies, procedures, and structures a company has in place to provide a smooth complaint-handling process.
Timeliness		

Fig 18. Description of organisational responses (Gelbrich & Roschk, 2011)

2.3.3.1 Corrective action

Estelami, (2000), describes compensation as being a monetary prize that is attributed to complainants in the form of refunds, product replacements and discounts. Davidow, (2003) further expanded the previous concept by morphing it into the concept of redress, defending that the benefits a consumer receives in order to compensate for a service failure, can be given not only in the form of financial mediums but also through physiological compensation and the most effective way to achieve such type of compensation is by apologizing. Gelbrich & Roschk (2011) in their comprehensive study merged this two concepts into a single construct that was defined as compensation. In line with the previous author's findings, (Balaji et al., 2016), also defend that organisations in order to prevent NWOM, should acknowledge the service failure, provide an apology, compensations and a promise that the service failure will be redressed. The authors stress that due to the social nature of SNSs it is essential to apologise in a public manner for other users to visualise the organisation is commited to treating fairly the organisation.

2.3.3.2 Favorable Employee Behaviour

In the online context, organisations need to provide a timely response to online complaints, in order to recover the complainant satisfaction and contain NWOM that can be generated by other consumers who visualise the complaint (Hong & Lee, 2005). According to Balaji et al. (2016), it is vital for organisations to provide a timely response to negative comments with the intent to help resolve issues as fast as possible since a lack or delay in the response can negatively affect the image of the organisation and foster more negative comments. Timing plays a critical role, as in SNSs people are watching, organisations need to provide a quick response, usually

one hour could be viewed as a reasonable timeframe to provide a response with the aim of acknowledging a concern, to understand what is the problem and how can the organization solve it (Grégoire et al., 2014). As Istanbulluoglu (2017) research suggests that online complainants expect organisations to respond to their negative comments in SNSs within 1-3 h on Twitter and within 3-6 h on Facebook.

2.3.3.3 Organizational procedures

Estelami (2000) suggests that favourable employee behaviour is the set of behaviours interpersonal behaviours employees have when resolving complaints, suggesting that the positive valence of this variable can be signalled by employees by showing an empathic, friendly, informative and credible (e.g., explaining the problem) style of communication. According to Gelbrich and Roschk, (2011), favourable employee behaviour can be signalled by showing attentiveness and credibility, by showing the complainant that the organisation is listening carefully to his concerns and explaining the reasons behind their decisions.

Thus based on the word-of-mouth, crisis communication and webcare literature, the following hypothesis are purposed:

H5: Organizational responses to online complaints that signal webcare elements (corrective action, favourable employee behaviour and organisational procedures) are more likely to decrease the observing consumer's negative word of mouth intentions than responses that don't signal webcare elements

H5: Organizational responses to online complaints that signal webcare elements (corrective action, favourable employee behaviour and organisational procedures) are more likely to increase the observing consumer's perceived organisational reputation than responses that don't signal webcare elements

To help identify each type of response, for this study, the responses that signal the three webcare elements identified in the literature will be referred as webcare responses, whereas responses that don't signal these elements will be referred as neutral responses. In this study we refer to observing consumers, as consumers who are exposed to content related to their service provider, and don't participate in the conversation, they only observe.

2.3.4 How organisations should respond to complaints in social media (Tone of voice)

In online communications, there are two-tone of voices organisations can adopt when engaging in conversations with users. Organisations can adopt either a "*corporate tone of voice*", a tone of communication in which organisations speak as one voice and demonstrate a single identity or they can adopt a "*conversational human voice*" (CHV), in which institutions use a more human voice Locke et al. (2001). Conversational Human voice is defined as "*an engaging and natural style of organisational communication as perceived by an organisation's public based on interactions between individuals in the organisation and individuals in public*" (Kelleher, 2009: 177). According to Kelleher (2009) (as cited by Dijkmans et al., 2015) organisations can demonstrate high levels of CHV if they demonstrate a welcoming tone, provide quick feedback to users, address criticism directly and uncritically, use sense of humour, admit mistakes and more importantly treat users as human beings.

During a crisis, due to the social media informal nature, organisational responses that embrace a more personal tone of voice tend to be more effective than the ones that employ a corporate tone of voice (Solis & Breakenridge, 2009). Kerkhof et al. (2011) further explored the concept of CHV by applying it to the context of online crisis in social media, according to the authors findings, using a personal tone of voice especially relevant in SNSs such as Facebook, as it may lead to a higher relational commitment and CHV, thus the public tends to perceive the companies responses as being more open and honest. Research provided by Dijkmans et al. (2015) suggests there is a positive relationship between the use of personalisation and organisational reputation, furthermore in SNSs consumers increasingly expect to share their thoughts and ideas with organisations in human style conversations. Thus personalisation has become a hygiene factor for consumers.

According to Einwiller & Steilen (2015) during a crisis personalised responses are an effective strategy for handling complaints allowing companies to engage in a more personal way with complainants and other users that may visualise the response. Crijns et al. (2017) findings suggest that a personalised organisational response to a consumer negative comment on an organisational crisis message post positively affect the organisational reputation through higher perceptions of conversational human voice (CHV). Thus personalising the response is advisable in order to protect organisational reputation. Crijns et al. (2017) identified four cues that organisations can use in order to communicate a personalised response to consumers:

"*Name personalisation*": In order for organisations to provide personalisation, it is necessary to incorporate one or more recognisable individual characteristics in the response and

mentioning the name of the receptor in the message is one way of achieving it (Dijkstra, 2008). Research provided by Li and Liu (2017) also demonstrated that a personalised message (e.g., addressing the consumer by name) is more effective than a standardised message.

"Obvious claims of customisation": Including statements that are customised to each comment, (e.g., if you have any other questions or remarks, don't hesitate to contact me)

***"Pronouns ''i'' ''we'' ''us''"*:** In computer-mediated communications, using pronouns in the first person helps to build a more personal relationship with consumers, expressing information as beliefs rather than facts (Pollach, 2005). Therefore by using personal pronouns organisations show they are listening and want to engage in a human conversation. (Kwon & Sung, 2011).

***"Identify employee"*:** In the SNSs employees can respond in the organisation's name using brands social media profile and can also identify the name of the employee who is responding in the organisation's name (Rybalko & Seltzer, 2010). Organisations that reveal the real human beings that are managing the organisations' Facebook branded page to show their commitment to engage in more personal communication with consumers. Thus the following hypothesis will be considered:

H7: Using a personalised tone of voice in the responses to consumers complaints posted in the organisations Facebook branded page, will be more likely to increase the observing consumer's perceived organisational reputation than using a corporate tone of voice

3 Purposed model and scope of the study

In order to better organise the scope of this study and provide a more intuitive form of visualising how the hypothesis link together with each construct identified in the literature, we purpose the following visual representation of our study, in fig. 19.
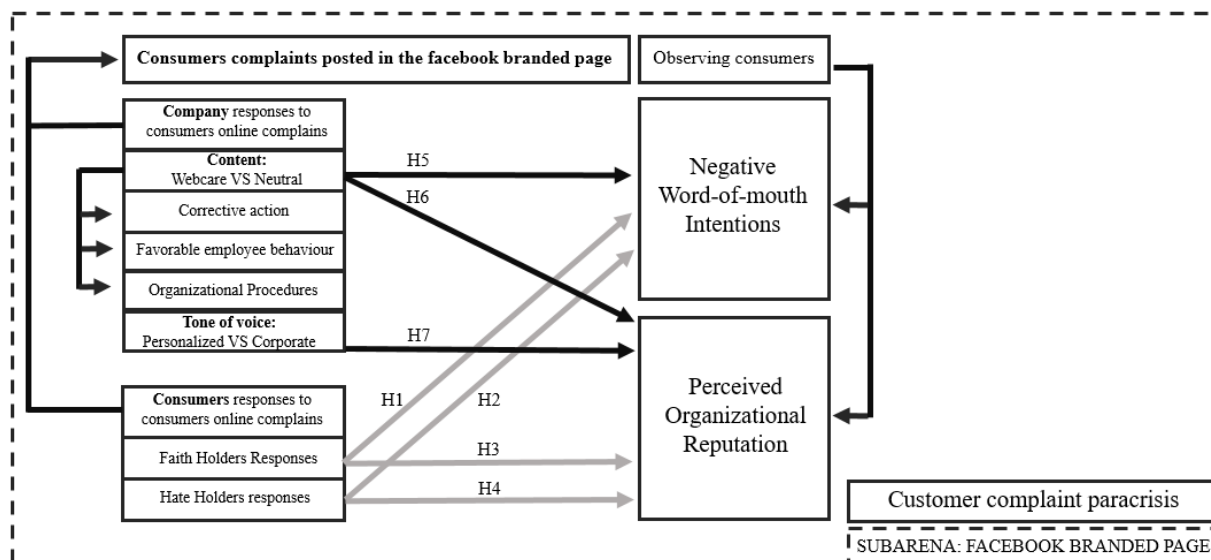

Fig 19. Research model purposed; Source: Developed by the author

This is an innovative approach to the topic, being a research that uses an exploratory framework, to discover what are the possible effects, organisations and consumer's responses can have on the consumers who read that content, regarding their own telecommunications service provider. The objective is to understand how those consumers negative word-of-mouth intentions and perceived organisation reputation is influenced by reading those responses.

In order to compare the different effects, a control group, with only complaints and no responses was used, 1 (Control group: Consumer complaints), furthermore to study the consumer's responses, both the faith and hate-holders' responses were considered, 2 (Valence of consumer responses to complaints: positive vs negative). Concerning the organisational responses, both the effects of content and the tone of voice used in the response were considered. In order to measure the impact the previous variables mentioned have on the dependent variables, it was important to compare how a response that uses webcare elements differs from neutral responses that don't signal any of those elements. This comparison is relevant because according to (Costa, 2017), in the Portuguese telecommunication sector, only 62,5% of the responses to Facebook complaints, signal factors such an explanation or apology directly on the comment of the answer, with the remaining percentage not showing any explanation or apology. Therefore there is a high number of responses in the Portuguese telco sector that don't signal

webcare elements in the responses, and it is important to understand if just by replying with a neutral response, the organisations will get the same effects or not. Also, we will compare how a response that contains a personalised tone of voice will differ from a response that non-personalized response, which we refer to the corporate tone of voice. This knowledge is relevant because it can help the Portuguese telecommunication companies to understand what kind of cues in the responses is more effective when managing a customer complaint paracrisis. Thus the study of the organisation's responses included four type of possible responses, that result from the combination of the two dimensions: 2 (content of response: webcare vs neutral) x 2 (tone of voice: personalised vs corporate). This comparison allowed to isolate better the size of the effects caused by each variable and also to determine what the optimal response is.

As social media is composed by a range of channels as described in the literature review, we purpose to focus the scope of the study in a specific social networking site where consumers frequently engage on negative word of mouth, companies are known for replying to the consumer complaints, consumer has an active participation and where subarenas usually open up during a paracrisis situation, Swaminathan and Mah (2016) and Araujo et al. (2015), Twitter and Facebook argue that Twitter and Facebook are the best contenders. Since the focus of this study is on a Portuguese industry, it is more relevant to focus on Facebook rather than Twitter, because according to a study by (Marktest, 2018), 95,1% of Portuguese social media users have an active facebook account which is the largest social network in the country, whereas only 24,3% of users use Twitter, which is the social networking site with the lowest penetration in Portugal, among eight social networks considered in the report. Therefore the present study was conducted on the specific context of a Facebook-branded page subarena, which opens up during a paracrisis. This means the scope of the study focus on complaints and interactions posted on the facebook branded page of the telecommunications service providers.Thus this research allows to understand, firstly how consumer's online complaints in Facebook impacts the NWOM intentions and perceived organizational reputation of consumers who visualize that content; regarding their own service provider. Secondly to understand the impact of consumer's reactions to those complaints on observing consumers and the variables mentioned before; Thirdly to identify the effects of different types of company's responses to the same variables and public mentioned before. By understanding this effects, it will be possible to shine a light on what can be the best type of responses organisations can deploy, when facing a customer complaint paracrisis in order to minimise the public negative word of mouth intentions and shield the organisational reputation of the company.

4 Method

4.1 Research design and sampling procedure

To better understand and examine the subject being researched it is vital to adopt an array of different techniques and instruments, with the ultimate objective to answer the research question and current literature review concerns. To investigate the hypotheses, a quantitative approach was used by developing an experimental design between subjects that was developed through a questionnaire to better answer the hypothesis proposed. Therefore the experimental study consisted in 1 (Control group: Consumer complaints) + 2 (Valence of consumer responses to complaints: faith-holders positive reactions vs hate-holders negative reactions) + 2 (Company response strategies to complaints: webcare vs neutral) x 2 (Tone of voice of company responses to complaints: personalized vs corporate). totaling an amount of 7 different groups, which were tested by exposing different groups of respondents to each different condition. To ensure comparability between groups respondents were assigned randomly to each group.

The method chosen was inspired in studies such as the ones conducted by (Kerkhof et al., 2011) and (Crijns et al., 2017), that used an experimental design to test the effects of different company responses in the context of crisis communications in Facebook. Despite using a research design used on previous studies, the present research aims to solve an ambiguous problem by connecting knowledge from different research streams and exploring a specific context and problem that has never been explored before, with an innovative experiment. Thus the study can be considered has having a high degree of exploratory research, since it can help to establish new research priorities on the topic (Mooi, & Sarstedt, 2011).

The experimental research design was conducted through an online questionnaire which was considered appropriate for this type of study since it enabled the distribution of the experiment for a large number of people that are participants of the same phenomena (Evans & Mathur, 2005). The survey, present in section *"8.2.1"* and *"8.2.2"* of the appendixes, was developed using the online software Qualtrics, due to its superior features that allowed to display distinct scenarios randomly to different groups of respondents, and the programmable settings that allowed to display certain stimuli if certain conditions were met. Using Qualtrics software allowed to quickly reach a high amount of respondents and mainly facebook users.

To select the sample, specific criteria were defined. The target population of the investigation had to be Facebook users that were simultaneously customers of any Portuguese telecommunication company that provides services to households. The respondents had to obey

this two main conditions, and no other demographic limitation was taken into account. The target sample size was around 100 or more responses for each group (Hair et al., 2006). Since the target population was Portuguese users, the questionnaire and stimuli presented in the questionnaire were made entirely in Portuguese language.

To collect the data, two main channels were explored, Facebook and data collection near some brick and mortar stores of Portuguese telecommunication companies. The online questionnaire was shared in online platforms such as Facebook and also among friends and family, this was a relevant channel because the contacts of this networks are composed by people from different, age, gender and regions, and since the study is related with Facebook usage, it allowed to reach a higher amounts of Facebook users. To collect further data from Portuguese telecommunication customers, we did several onsite data collections in different shopping malls in the two regions with the highest population density in Portugal, Lisbon and Porto. This sites proved to be valuable for the data collection, because the visited shopping malls contained telecommunication stores form the leading mobile operators in the country, MEO, NOS and Vodafone, and thus was possible to contact customers that were entering in and out in the stores and invite them to fill the questionnaire by providing them with a tablet connected to the internet. This helped to gather data from customers of different Portuguese telecommunication service providers, and reach a higher number of people with heterogeneous, age, gender, qualifications, internet usage and with different telecommunication services.

4.2 Questionnaire structure and experiment design

The data collection was made by inquiring several customers of different Portuguese telecommunications service providers. However the respondents when answering the questionnaire were always responding in regard to situations that occurred with their own service provider (e.g., A Vodafone consumer only responded to questions and was exposed to stimuli that were related to Vodafone).

To perform the present study a questionnaire with four sections was developed in order to conduct the experiment. In the first section, respondents had to answer a set of questions that aimed to check if they were Facebook users and if they had a telecommunication service provider at home; those questions were set as eliminatory answers since respondents who didn't meet this criterion, wouldn't be able to understand correctly the thematic approached. To characterize the Facebook usage, respondents were asked about the frequency of usage of this social network, if they follow brands on this platform and if they ever had ever posted a

complaint into a Facebook brand page to complain about an unsatisfactory experience. To characterize the type of consumer, respondents were presented with a list of the four main Portuguese brands (MEO, NOS, NOWO, Vodafone) and were asked to select what was their service provider. Only one brand could be selected, and it was specified on the question that if individuals had more than one service provider, they had to choose the most frequently used. Based on the respondents answer to this question the questionnaire afterwards would adapt to the selected brand and assumed it as the respondent telecommunication provider. Thus the questionnaire was built with automatic systems that ensured that respondents would only see the stimulus regarding their own service provider. In section one, respondents were also asked to evaluate how long they maintained that relationship with the service provider, how satisfied they were with the service, if they had a loyalty contract, and also several items were used to evaluate the respondent brand attitude towards the service provider, in order to latter control the different effects these variables had on respondents answers. We decided to include brand attitude as a control variable because the experiment uses stimuli related with existing brands. Therefore it is essential to use a measure that evaluates consumer identification with the brand (Crijns et al., 2017). Brand attitude reflects the consumer's evaluations of a particular brand and it is composed by the judgements and connections consumers have towards the brand (Keller (1993). After assessing respondents brand attitude, the questionnaire asked questions regarding the frequency of usage of Facebook, if respondents follow facebook company pages and if they had ever posted a complaint. These variables are also to be used as control variables.

The aim of the second section of the questionnaire was to simulate a customer paracrisis scenario, in the Portuguese telecommunication industry. Similar to what was made in the studies of (Kerkhof et al., 2011) and (Crijns et al., 2017), respondents were first exposed to a fictitious scenario, by being shown a news article that explained the crisis situation. To simulate such scenario, respondents were asked to read carefully two facebook posts made by two reputable Portuguese newspapers brands, "*Público*" and "*Expresso*" that displayed fictitious news article about a series of complaints posted by displeased consumers on the respondents own telecommunication service provider. We decided to show two different news in order to show respondents that this wasn't a sporadic news cover made by a single media company, but rather a serious event that was originated due to massive complaining in social media, that was escalating quickly and harnessing considerable media attention in a short period of time, which aimed to increase the realism of the crisis scenario presented. In order to further increase the credibility of the crisis scenario certain details were taken into account, such as, 1) the posts

were made to be as realistic as possible by following the same visual style used by the two newspapers on their official Facebook posts; 2) respondents weren't told the news were fictitious; 3) the news, depending on the respondents service provider, referred to one of the existing telecommunication brands (MEO; NOS; Vodafone; NOWO), in the cases respondents had selected at the beginning of the questionnaire, their service provider as being "other", the same news appeared but instead of using the brand name, the news referred to the service provider as "*your telecommunications service provider*". In order to control, if the respondents were reading and understanding correctly the first two stimuli presented, there were two questions that were mandatory for all respondents in which only one option was the correct answer. The first question asked if the news were related to respondent's service provider or if it was related to a competitor or a company in another sector. The second one asked what were the issues of the complaints, and from the several options provided, only one was correct.

The third section of the questionnaire initiated after users finished reading the news posts and answering the filter questions. In this section respondents were assigned randomly to one of possible 7 groups, that always contained 3 complaints which were the same for all groups, and depending on the group they were informed that either other consumers were reacting to the complaints posted on the Facebook or that the webcare team of their service provider was replying to complaints, or in the case of the control group, no mention was made to reactions from other agents. Each respondent was shown the same three complaints for all seven groups, and the six groups excluding the control group always featured three reactions, one for each complaint whose content varied between groups. We decided to display more than one type of complaint and reaction, in order to increase the validity of the study and ensure the respondents really understood what type of content was being shown.

Control	Other consumers reactions		Company responses			
Group 1 Control group	**Group 2** Faith-holders reactions	**Group 3** Hate-holders reactions	**Group 4** Neutral & Corporate	**Group 5** Neutral & Personalized	**Group 6** Webcare & Corporate	**Group 7** Webcare & Personalized
STIMULUS PRESENTED						
3x user complaints	3x user complaints	3x user complaints	3x user complaints	3x user complaints	3x user complaints	3x user complaints
. . .	3x user (+) responses	3x user (-) responses	3x company response	3x company response	3x company response	3x company response

Tab 2. Subgroups and stimulus presented; Source: developed by the author

By adding to the complaint the different types of responses from other consumers, the faith and hate-holders and by and the responses by the respondents telecommunication's service provider webcare team, it was possible to isolate the effects each group stimuli had on respondents NWOM intentions and how the perceptions of organizational reputation changed among the different groups of respondents.

In group 1 after users were exposed to the stimuli, they had to answer questions regarding the valence of each user complaint, in order to ensure respondents properly read the posts and understood them. Afterwards, there was a set of questions that aimed to understand what were the effects on the NWOM intentions and organizational reputation. In group 2 and 3 also the same questions were asked, but in addition, respondents had also to respond according to their level of agreement regarding the valence of the user reactions, this questions aimed to act as filter questions to ensure, respondents understood both the complaints and user reactions. In group 4,5,6 and 7, the same questions regarding the three complaints valence were asked. In addition, to control if respondents correctly understood the responses presented by the organization, for this four groups respondents add to evaluate their level of agreement regarding if the organization was apologizing, trying to solve the problem and offering corrective action. Since there were obvious cues on the stimuli that signalled the presence or not of this features, users, who didn't correctly identified this signals were considered to not be reading carefully or understanding well the reactions of the organization. Besides this control question, there were also added questions to assess user's perceptions on other webcare features such as favourable employee behaviour, organizational procedures and also one question with three items to evaluate the perceptions of personalization on the company responses were made. Afterwards, respondents had to respond the same questions asked in other groups to evaluate NWOM intentions and perceptions on the organizational reputation regarding the respondent's telecommunication service provider. After responding to the three sections, respondents had to answer a fourth and final section of the questionnaire, which contained questions to assess their demographic statuses, such as age, gender, educational qualifications and occupation.

4.3 Stimuli

In this study respondents were always answering the questionnaire regarding situations that occurred with their own telecommunications service provider, and in order to increase the credibility of the simulated scenario, the stimuli were set to automatically be displayed based on the respondent's telecommunication service provider, which could be either MEO; NOS; Vodafone; NOWO or Other. The news post stimuli presented were always referring to news

regarding the respondents own service provider and inside each randomly assigned group respondents were exposed to the same conditions, however the stimuli were also related to the respondents own service provider (e.g., A NOS respondent assigned to group 5 would see the same content as a VODAFONE respondent assigned to group 5, but the logo of the service provider and the name of the brand presented, would change according to the respondent service provider). In the case respondents selected at the beginning of the questionnaire, the option "Other" regarding their service provider, there wasn't a logo on the stimuli, and the name of the brand used was "*your telecommunications service provider*". In order to expose the respondents with the correct version of the stimuli, 115 images were created [(2 news posts x 5 service providers) + (7 groups x 3 stimuli x 5 service providers)], all images were then uploaded to Qualtrics and series of if conditions were programmed in the questionnaire to display the stimuli version that corresponded to the respondents service provider. In the stimuli where complaints and user comments responses appeared, real names were used in order to increase the realism of the scenario, but instead of maintaining the first name and surname that appears by default on Facebook website, only the first name of the users was maintained in order to minimize possible bias by the respondent. (e.g., If a respondent has a friend with the name "*Peter Parker*", and visualizes a comment from a user with the same name he may be more likely to have a biased interpretation of the comment, since he may unconsciously be thinking about his friend).

To test if the stimuli were perceived as it was expected, by respondents, a pre-test was done by subjecting respondents to an almost final version of the questionnaire, with different control questions, the pre-test results and control questions used to validate the stimuli are in section *"4.5 Pretest to test the manipulations of the stimuli"* and " *5.1 Measuring Instrument"*.

4.3.1 News post stimuli

The first two stimuli presented to respondents were the same for all respondents, but the questionnaire was programmed to automatically show the news, adapted to the respondent telecommunication service provider, hence the content was the same, but it changed the logo of the provider and the name presented on the title.

To design such posts, we consulted similar methods used on research by (Kerkhof et al., 2011) and (Crijns et al., 2017), even though the researchers didn't describe thoroughly the criteria used to manipulate the news displayed, they provided interesting descriptions of the simulated posts. To do the manipulation of the posts, similarly to what was done by previous researchers,

we started by consulting real news posts made in Facebook by Portuguese newspapers about consumer complaints in the telecommunication industry and used images that were found on real news posts about the topic. The manipulated news posts for this study as seen in fig 19 to 22 contained thumbnail images with visual cues that allowed respondents to quickly identify that the posts were related to telecommunications, the paracrisis situation and the service provider to which the news referred to.

Fig 20 & 21. News article about NOS; Source: developed by the author

Fig 22 & 23. News article about MEO; Source: developed by the author

The criteria used to manipulate the content of the post, was based on the descriptions and examples of a customer complaint paracrisis, provided by Coombs (2015), the author's research doesn't quantify what is the minimum amount of complaints or timing of a customer complaint paracrisis, the author suggests however that customer complaint paracrisis occurs when an abnormal amount of complainants are posted in SNSs in a short period of time, and it starts gaining the attention of several stakeholders, including media attention. Therefore to manipulate the news posts we included cues on the post that showed that several fellow customers of the respondent's service provider were unsatisfied with the company and were massively posting complaints, also referring in the content what were the main reasons why the complainants were posting complaints. In one of the titles it was mentioned a huge number of complaints "3700" and in the other were used words such as "*consumers invaded the facebook page with complaints*", suggesting to readers that this was an event that had occurred recently, was a situation in which the service provider was receiving mass complaints and was becoming a dangerous threat to the organization.

The stories, presented in both news posts, mentioned that the respondent telecommunication service provider had been receiving a massive amount of complaints in a short period of time, that was triggered due to generalized complaints related with the slow speed of internet, failures in the TV service and failure to effective handle the problems presented in the complaints, we chose to refer this main motives of complaints in the news because according to research done by Costa (2017), in the Facebook pages of the Portuguese telecommunication brands, approximately 70% of the main motives for complaints mention problems related to the product or service provided by the organization, such as slow speed of internet and issues with the TV service and 30% of complaint posts are related with the company inability to offer proper resolution to the problem and poor customer service. Thus the manipulated news posts mention three main reasons for consumers discharging mass complaints in the respondent's service provider, two of which are related to problems with the product or service provided (the slow speed of internet and issues with TV service) and one problem related with the inability for the company to adequately address and solve the issues exposed on some of the complaints.

To further signal to respondents, that this event was a customer complaint paracrisis, the description of both news also contained phrases like "*if the situation isn't properly handled, it can escalate into a reputational crisis*", this phrase intended to show respondents that the situation was still ongoing and if it wasn't properly handled could escalate, which is one of the main characteristics of a paracrisis (Coombs, 2015). Both news contained the same key

messages in order to simplify the readers understanding of the information and do not create confusion. Furthermore, despite not existing a consensus on what is the minimum number of reactions a Facebook post needs to achieve to become viral (Chen et al. 2015), each news posts manipulated for this study contained a huge number of likes, comments and shares, which were intended to show readers, the content was becoming viral and was gaining a lot of attention by users. We chose the numbers of reactions for each post, by visually inspecting some facebook news posts of newspapers that posted content related to mass customer complaints.

4.3.2 Group 1 (Control Group)

The content of the three fictional complaints presented to respondents was developed based on the research developed by (Costa, 2017), which collected data about telecommunication customers complaint behaviour in Portugal and used a complaint management framework proposed by Kelley, Hoffman, and David (1993) adapted and complemented by Cambra-Fierro, Melero, and Sese (2015), to analyze the most common types of complaints developed posted by users in the telecommunication companies facebook branded pages.

Fig 24, 25 & 26. Complaints presented to respondents (Group 1); Source: developed by the author

The content of both complaints was related to the most common motives of complaints presented in the news posts, discussed in the previous section. The first complaint was related to failures in the internet service with the complainant threatening to switch to another service provider if the situation remained unresolved. The second complaint referred to the constant failures that were happening with the TV service and mentioned that the complainant was paying for a service that wasn't working properly, asking for a quick resolution of the problem.

The third complaint showed that the complainant was made with the slow speed of internet and the inability of the service provider to solve the issue, ending the complaint by insulting the company. These three complaints were presented to all respondents of the questionnaire despite the groups they were allocated.

4.3.3 Group 2 & 3 (Positive user reactions vs Negative user reactions)

In group 2 and 3, the same three complaints of group 1 were shown, but each of those complaints was followed, depending on the group by either positive or negative comment made by either faith or hate-holders of the telecommunication service provider. In order to manipulate the consumer's reactions, we developed the stimuli, in accordance with similar studies made by Purnawirawan, De Pelsmacker, and Dens (2012) and Crijns et al. (2017). We started by creating a positive consumer comment for each of the three complaints. Afterwards, the same comments were reformed only by changing some keywords into their negative equivalent. This was made on purpose in order to generate similar reactions to either positive or negative comments and ensure the length of the reactions were as similar as possible in order to avoid bias by the reader, since according to (Chevalier & Mayzlin, 2006) (as cited by Crijns et al., 2017), the length of a reaction may influence to some degree the judgement of the reader.
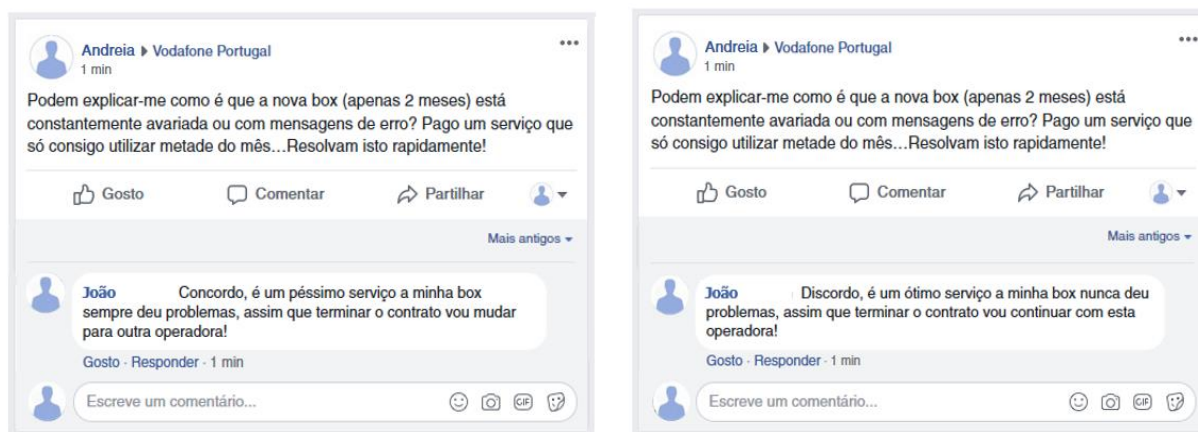
Fig 27 & 28. Example of complaint followed by a positive comment by a faith-holder (group 2), on the left Example of complaint followed by a negative comment by a hate-holder (group 3) on the right; Source: developed by the author

4.3.4 Group 4, 5, 6 & 7 (Content of company responses to complaints: Webcare vs Neutral) x 2 (Tone of voice of company responses to complaints: personalized vs corporate)

The content of the response of group 4 and 5 was made to be as neutral as possible, therefore to don't signal any of the following webcare features identified previously on the literature review, corrective action, favourable employee behaviour and organizational procedures. In order to achieve a neutral response, the responses made for this group often would ignore the problem and recommend the complainant to contact other customer service channel in order to solve their problem. The answers of this groups were made to be as standardized as possible, in order for respondents to perceive them as being neutral regarding webcare features. To manipulate the content of the response of group 6 and 7, several signals were made on the response to signal the webcare features mentioned earlier.

To signal corrective action two main attributes were included in the answer, an apology which is a form of physiological compensation and other types of compensation that usually are given through the repairing, replacement or financial redress. To communicate apology, some key phrases were included in all of the three responses (e.g., 1: We apologize for the reported inconvenience; e.g., 2: we regret the occurrence; e.g., 3: We apologize for the occurrence). After offering an apology, the responses would then signal compensation by showing how the organization would solve or compensate for the problem, using phrases like (e.g., 1: Please restart the equipment and try to reaccess it. If the error messages continue to appear, indicate the customer nº, so we eventually may substitute the device; e.g., 2: Please indicate the customer nº through private message, in order for us to quickly verify what is happening and repair the internet connection; e.g., 3: Please indicate the customer nº so we can schedule a free visit from a technician and identify the cause of the problem).

In order to signal favorable employee behavior in the messages, the responses always contained keywords to signal attentiveness such as "*please*", when a request was made to the consumer and "*thank you*" at the end of response, in addition, the company responses always addressed the specific issue presented in the complaint, showing the readers the company was listening carefully to their issues and explaining the reasons behind their decisions. By examining the previous examples presented in the signals of corrective action, it is possible to see those phrases also signal cues of favourable employee behaviour.

To signal organizational procedures and show the organization had procedures in place to deliver a smooth and timely handling of complaints, the responses given to complainants always addressed the issue directly on the message and didn't tried to redirect the consumer to other channel without showing what was being done to solve the complaint, also to show the company

was trying to solve the problem as fast as possible, some keywords were put in the responses to reinforce that idea (e.g., 1: To quickly verify what is happening; e.g., 2: We will solve the situation as quickly as possible").

Groups 4 and 5 had a neutral content of response thus this two groups had the same content in the response they only were different regarding the tone of voice used. The same thinking applies to group 6 and 7, except contrary to the previous groups the content of the response is intended to signal webcare features. In order to manipulate a personalized tone of voice in the responses given in groups 5 and 7, the complainants were always addressed by their name and making use of personal pronouns in the text when possible. Also in order to personalize the message even more and differentiate it from a standardized message, when possible the response would contain a certain keyword mentioning a distinct feature the complainant had referred in the message (e.g., By referring in the response the name of the region or the service which had been mentioned in the complaint). Furthermore, the webcare team employee who replied to the complainant always signed their name in the end. The cues added, aimed to hint personalization, but they were done discreetly in order to not create significant differences between the lengths of the responses with a different tone of voice.
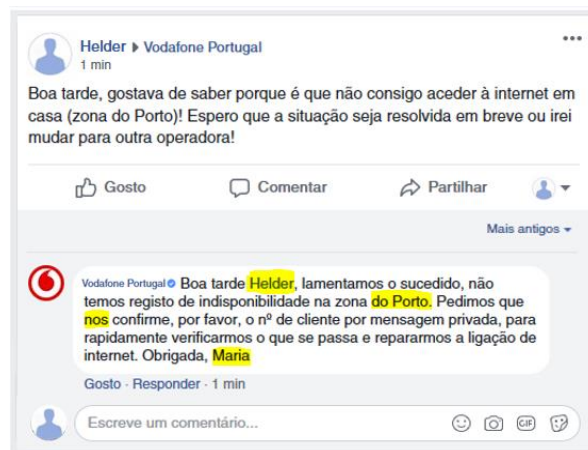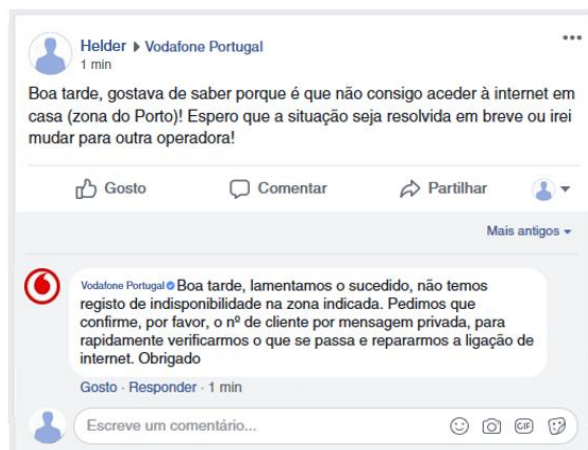
Fig 29, 30, 31 & 32. Example of complaint followed by a neutral response with a corporate tone of voice (Group 4) on the upper left. On the upper right, is an example of a complaint followed by a neutral response with a personalized tone of voice (Group 5). On the lower left is an example of a complaint followed by a webcare response with a corporate tone of voice (Group 6). On the lower right is an example of a complaint followed by a webcare response with a personalized tone of voice (Group 7). The yellow marks the cues added to manipulate personalization; Source: developed by the author

4.4 Measures

To measure certain constructs different groups of scales drawn from previous studies were used, as seen in table 3. Some of the items were semantically adapted in order to maintain the coherence of the study. All dimensions presented were used to test the hypotheses, with the exception of brand attitude, which was used to test comparability of groups, on section "*5.4*".

Author	Dimension	Item
Spears and Singh (2004)	**Brand attitude**	**BAT1:** Unappealing/appealing **BAT2:** Bad/Good **BAT3:** Unpleasant/pleasant **BAT4:** Unfavorable/favourable **BAT5:** Unlikeable/likeable
Van Noort et al. (2014); Gelbrich and Roschk, (2011)	**Webcare elements**	**CA1:** Your operator apologizes for the incident and informs it will take corrective action, offering some form of compensation by repairing or replacing the problem. **FEB2:** Your operator listens carefully to the problem presented by the consumer, explains the reasons behind its decisions, and has an attentive treatment. **OP3**: Your operator simplifies the complaint process and tries to solve the problem quickly and efficiently.
Crijns et al. (2017); Maslowska et al. (2011)	**Personalization**	**PERS1:** The reaction of the webcare team is personally addressed to the consumer. **PERS2:** The reaction of the webcare team is specially created for the consumer. **PERS3:** The webcare team talks to the consumer in a personal way
Blodgett, Hill, and Tax (1997)	**Negative Word-of-Mouth**	**NWOM1:** If this had happened to me I would complain to my friends and relatives about this service provider. **NWOM2:** If this had happened to me I would make sure to tell my friends and relatives to not purchase products or services from this service provider. **NWOM3:** How likely would you be to warn your friends and

		relatives not to purchase products or services from this service provider.
Crijns et al. (2017); Fombrun,Gardberg, and Sever (2000)	**Organizational Reputation**	**OR1:** I trust my service provider **OR2:** I have a good feeling about my service provider **OR3:** My service provider develops innovative products and services **OR4:** I admire and respect my service provider **OR5:** My service provider stands behind its products and services **OR6:** My service provider offers products and services of high quality **OR7:** My service provider offers products and services that give good value for money **OR8:** My service provider shows excellent leadership

Tab 3. Likert Scales and respective items; Source: developed by the author

All the items presented for each construct were measured using 7-point Likert type scale, with, 1 being "*completely disagree*"; 2 *"disagree"*; 3 *"Somewhat disagree"*; 4 *"Neither agree nor disagree"*; 5 *"Somewhat agree"*; 6 *"agree"*; 7 *"completely agree",* with the exception of the variable Brand attitude which used a bipolar scale.

Since the study focused on the examination of existing Portuguese telecommunication brands, the brand attitude was used as a control variable. To measure this construct a Likert scale composed of 5 items, each one measured with a bipolar scale ranged from 1 to 7 was used (Spears & Singh, 2004). To check the respondent's perceptions of the presence of webcare elements such as corrective action, favourable employee behaviour and organizational procedures, in the organizational response, a 3 item scale was developed. Each item of the scale was based on the definitions presented for the respective webcare elements in the studies of Van Noort et al. (2014) and Gelbrich and Roschk (2011). To check the level of perceived personalization of the organizational response offered by the respondent's service provider the same Likert scale used on the studies of Crijns et al. (2017), and Maslowska et al. (2011), was employed for this research. Furthermore, to study negative word-of-mouth intentions, a 3 item scale was used adapted from the scale purposed by Blodgett, Hill, and Tax (1997). At last to study the respondents perceived organizational reputation of the service provider, a shortened version of the scale purposed by Fombrun, Gardberg, and Sever (2000) which was adapted by Crijns et al. (2017), was used.

4.5 Pretest to test the manipulations of the stimuli

Before launching the final version of the questionnaire and in order to test if the stimuli produced based on the literature review, were perceived by the respondents in the right way, and to identify possible errors before the data collection, we conducted a pretest (n=44), with at least 6 respondents per group, via a convenience sample. This method is useful to researchers, because it helps to validate the coherence of the questionnaire, and ensure respondents understand the questions asked (Malhotra and Birks, 2006). At the end of the questionnaire, it was also asked all participants a qualitative feedback regarding their experience with the questionnaire, and how they perceived the stimuli and the questions. In addition, some of the respondents of this test were observed as they were responding to the questionnaire, to further examine if they were understanding the control questions related with the stimuli, and if they were confused or not when responding certain parts of the questionnaire.

To test the successful manipulation of the stimuli, respondents were asked to answer an almost final version of the questionnaire, which had several control questions to measure if respondents were perceiving correctly the stimuli, the control questions used in the pre-test were the same used in the final questionnaire, which are explored in section, "*5.1 Measuring Instrument*". Regarding the manipulation of the first 2 online news posts stimuli, more than 90% of respondents passed on the control question, which aimed to assess if respondents understood the message of the news posts, and the ones who didn't pass was due to not reading carefully the stimuli, therefore we decide to use this stimuli in the final version of the questionnaire. In order to check respondent's perceptions on the valence of manipulated complaints and the user's reactions which depending on the groups were either positive or negative, we verified that almost all respondents correctly passed the control questions, as they perceived correctly the valence of complaints and each user comment, therefore we decided to maintain in the final version of the questionnaire the 3 manipulated complaints shown to all groups and to also maintain the user reactions presented in group 2: "Faith-holders *positive user reactions*" and group 3: "*Hate-holders negative user reactions*" because they were also perceived correctly regarding their valence. In order to check if the respondents were able to correctly perceive the content of the responses and the tone of voice regarding the presence of "*webcare elements* and "*personalization*" present in the organizational responses, respondents were subjected to the same set of questions, that were also latter used in the final version of the questionnaire, which can be consulted in table 3, in the previous section "*4.4 measures*". The questions were measured in a 1 to 7 likert type scale. After finishing collecting the data for the pre test, for each construct "*webcare elements*" and "*personalization*", the mean of the responses associated with

each group (group 4, 5, 6 and 7) was calculated and compared. Regarding the content of response of the groups with neutral content of response, group 4 (M= 4,16) and group 5 (M=4,33) showed the respondents perceived the content of the response as being neutral regarding the presence of webcare elements. Whereas the groups that contained webcare elements shown a superior mean, with group 6 (M=4,8) and group 7 (M=5,04), which meant the respondents were showing a higher level of agreement regarding the presence of webcare elements in the responses of this two groups stimuli. Even though the means of the webcare groups were slightly higher than the means of the neutral groups, since the means of the groups were not so distant from the central value, 4, using qualitative feedback from respondents, some improvements were made to the stimulus in order to turn the responses presented in the neutral groups even more neutral and to reinforce the cues of webcare elements in the webcare groups, a final revision was then made in order to check if the improved stimuli were signalling or not, the webcare elements identified in the literature review. To analyze perceptions respondents had on the level of personalization of organizational responses, we used the same process as before and looked at the means of the groups with a corporate tone of voice, group 4 (M=3,33) and group 6 (M=3,00), and concluded the stimuli were perceived as being less personalized than the groups which employed a personalized tone of voice in the stimuli, group 5 (M=5,33) and group 7 (M=4,94). Therefore we decide to maintain the same cues to signal personalization in the stimuli presented in the final version of the questionnaire. The qualitative insights gathered by discussing with respondents and the qualitative analysis of the means of the responses of the pretest helped to identify improvements on the stimuli, correct minor errors, and also to improve the order and the phrasing of some questions. All the corrections made helped the respondents of the final version of the questionnaire to better understand the survey, the stimuli and the responses asked.

4.6 Data analysis procedure

After collecting an adequate amount of data in the online questionnaire, the questionnaire was closed preventing more answers to be added. Since we had already programmed the coding of each question using Qualtrics tools, before launching the final questionnaire, we started by checking again if all the questions were adequately coded in order to find possible coding incongruences. Then we started performing several analysis using the filter features of Qualtrics, in order to identify and eliminate invalid answers that could compromise the dataset. The procedure is explained in much more detail in the section "*5.1*" of the results analysis. After making sure only valid answers remained (N=707), the dataset was exported in an SPSS file to

the statistic software SPSS 25.0 where we classified each variables according to their scale, the items that were used to categorize data were set up as variables with nominal scale whereas the likert type items used to measure constructs were classified has having ordinal scale. There is a lot of dispute among scholars about the classification of likert type scale data, some assume it might be treated as continuous while many others strongly defend it is an ordinal type of data (Laerd Statistics, 2015). For the purpose of this study, we decided to take a conservative approach and considered the likert type items has being ordinal variables, since it provides information about the order of the observations, and we cannot know if the differences in the order are equally spaced. Even though we can rank the values and we know the difference between the coded values are the same, we cannot accurately quantify what is the actual difference between each level of the scale (e.g., we cannot say that "agree" is twice as positive as "somewhat agree"), (Mooi, & Sarstedt, 2011). No items were reverse coded, in order to facilitate future analysis, a variable called "groups" was created in order to label each respondent set according to their respective group, this was made with the intention to later be able to make comparisons between groups. This nominal variable was coded the following way, "*1=Control Group*"; "*2=Positive user reactions*"; "*3=Negative user reactions*"; "*4=Neutral & corporate*"; "*5=Neutral & personalized*"; "*6= Webcare & corporate*"; "*7=Webcare & Personalized*". After finishing the preparation of the dataset, we started by doing an initial descriptive analysis to understand the number of entries per each group and how the different demographic variables are distributed among each group.

In order to audit if the internal consistency of the items used to measure each construct purposed on the section "*4.4 Measures*", reliability of scale analysis was conducted using Cronbach's alpha model (Mooi, & Sarstedt, 2011). Furthermore, a principal components analysis using Kaiser´s criterion was also performed, to identify if the items used to measure each construct hold up together and from a statistical point of view appear to be measuring the same construct (Malhotra and Birks, 2006). The results of this tests will be explored in further detailed in the section "*5.3 Validation of measures*".

Afterwards, to check if the groups were comparable, we checked for statistically significant differences between the groups, regarding different control items that were assessed before the users were exposed to the stimuli. The control items measured demographic variables, the relationship respondents had with the service provider, in which brand attitude is included, and the respondent's Facebook behaviour. The goal of the analysis was to prove the groups didn't have statistically significant differences between each other regarding this variables, thus

proving the groups are comparable. Therefore any difference that is later discovered between the groups, regarding the constructs being studied, can only be explained by the different manipulations made on the stimuli and cannot be attributed to differences in the respondent's characteristics between the groups. Since the data being analyzed uses both ordinal and nominal scales items of measurement, different statistical techniques, such as Kruskal-Wallis, Chi-Square of homogeneity and Chi-Square of independence, were used.

To test the hypothesis we used the Kruskal-Wallis H test which is generally considered the nonparametric alternative to the one-way ANOVA. In practice, Kruskal-Wallis H is a test of stochastic equality and a useful method to determine if there are differences in the distributions of three or more groups (Vargha & Delaney, 1998). We used this specific non-parametric test to analyze the data instead of the one-way ANOVA, because the data of the present study failed to meet two crucial assumptions required to perform the ANOVA, amid other assumptions. The dependent variables aren't continuous, which is a crucial assumption to perform the test and also the data isn't normally distributed, because the dependent variables of this study were measured using likert type scales from 1 to 7, which are variables of ordinal nature, and cannot be normally distributed (Laerd Statistics, 2015), thus violating another important assumption to perform the ANOVA. The best course of action was to proceed with a nonparametric equivalent to one-way ANOVA to evaluate the hypothesis, the Kruskal-Wallis H test. To perform this test there are three assumptions that need to be met, 1) The dependent variables must be either continuous or ordinal, 2) The independent variable must have two or more categorical, independent groups and 3) There must be independence of observations, which means that there is no relationship between the observations in each group. Therefore taking in consideration how the study was conducted and the organization of the dataset, we conclude that the present data is in conformity with the previous assumptions and it is suitable to perform a Kruskal-Wallis H test. Besides the previous assumptions, there is also a 4th one that has to be taken into consideration since it can influence the interpretation of the results (Vargha & Delaney, 1998). This fourth assumption, considers whether the distribution of scores for each group of the independent variables have or not the same shape of distributions (having the same shape also means having the same variability). If the variables have the same shape and therefore assumption four is met, we can measure the differences between groups identified by the Kruskal-Wallis H test by analyzing the difference in medians. This would be preferable because it would be more aligned with the Kruskal-Wallis H test being used as an alternative to the one-way ANOVA, since both tests would then use a measure of central tendency, "mean" for one-

way ANOVA and "median" for the Kruskal-Wallis H test. In the case the fourth assumption isn't met, the Kruskal-Wallis H test can still be performed, however, the results of each test cannot be interpreted with the median, but rather by comparing the mean ranks produced. The mean ranks are relevant for the analysis of the test because they provide an indication on how the dependent variable values are different between groups (e.g., by comparing higher or lower values) (Vargha & Delaney, 1998). The fourth assumption can be assessed by visually analyzing the boxplots of distributions produced by each Kruskal-Wallis test and check if they are or not similar for all groups. We validated if this assumption is met or not, individually for each Kruskal-Wallis H test. Furthermore to follow-up on the results of this method, whenever the results were found significant, we decided to conduct post hoc tests by analyzing each pair of groups using Kruskal-Wallis with pairwise comparisons, which is the equivalent to running individual Man-Whitney U test for each possible pair comparisons of groups.

The data analysis procedure for hypotheses validation was made in three stages, the first one focused checking the differences among the control group and the groups that contained user responses, group 2 and 3, validate hypothesis 1 to 4. Therefore in this stage, 2 Kruskal-Wallis tests were conducted, one for each variable plus 3 pairwise comparisons were made.

The second step of the analysis focused on checking if the groups manipulations done for the organizational response groups, group 4,5,6 and 7 were successfully made, by checking if there statistically significant differences between the groups regarding the variables "*webcare elements*" and "*personalization*", this allowed to check if the groups were perceived differently by respondents regarding this variables. Thus 2 Kruskal-Wallis tests were made followed up by 6 pairwise comparisons for each variable. This step allowed to prove the groups were perceived differently among each other regarding their content of response and tone of voice used.

The third part of the analysis aimed to validate the hypothesis 5, 6 and 7 two Kruskal-Wallis H tests were conducted to investigate statistical significant differences between the organizational response groups regarding the variables "*Negative word-of-mouth*" and "*Organizational Reputation*", this allowed to check if the groups were statistically significantly differently regarding this variables. Afterwards 2 Kruskal-Wallis H tests were made followed up by 10 pairwise comparisons for each variable.

In the hypotheses testing a total of 44 statistical tests were made, 6 Kruskal-Wallis H tests to check significance among the groups of interest mentioned before regarding the variables under analysis. Following the results of the previous tests, several post hoc analysis were done by

performing 38 pairwise comparisons, using Dunn's (1964) procedure with a Bonferroni correction, to compare group's differences one to one, in order to assess which pair of groups are different. Pairwise comparisons using Kruskal-Wallis H test is the equivalent to running individual Man-Whitney U tests for each possible pair comparisons of groups (Sheskin, 2011).

Furthermore in marketing when conducting research into unexplored fields with a high degree of exploratory research, it is appropriate to consider a significance level, up to 0,1 (Mooi, & Sarstedt, 2011). Thus as it was done in the research of (Kerkhof et al., 2011), we signal the significant differences ($p < 0,05$) and marginal significant differences ($p<0,1$) that might exceed slightly that level, to identify potential evidences that might be relevant to pursue in the context of the literature and to help future researchers and organisations determine and refine research.

5 Results

5.1 Measuring Instrument

The online questionnaire had a total of 918 responses, from those responses 49 were unfinished questionnaires and were therefore removed from the sample. From those 869 completed answers, there were 10 people that responded negatively to the question: "*Are you currently a client of any telecommunication company?*" and 14 people that responded negatively to the question: *"What is your mobile phone service provider?",* both questions were eliminatory, and therefore upon giving such response the survey automatically ended, preventing these respondent to proceed further into the experiment, because respondents with no recent Facebook experience and/or within the services provided by this type of companies aren't able to correctly understand the subjects approached. Therefore both groups' responses were eliminated from the survey, remaining 845 completed responses. In order to detect the respondents who weren't paying attention when filling the questionnaire, by reading carefully the questions and the stimulus presented, several filters were applied to further skew the data and identify wrong answers that could compromise the validity of the study.

The first filter aimed to identify from the total number of respondent, which were the ones that didn't read correctly the first two stimuli presented, the Facebook Posts that contained online news from two different Portuguese newspapers, the filter gathered the respondents who answered at least one question incorrectly 29 invalid answers were identified and eliminated from the database. The second filter was applied for all 7 groups, all of the groups asked for respondents to confirm the valence of the three complaints they were shown, respondents who classified at least one complaint has having a positive or neutral valence, were eliminated from the survey, thus 42 wrong answers were identified. The third filter applied was only for group 2 (Complaint + faith holder reaction) and group (3 Complaint + hate holder reaction), and it used the control questions that measured valence of user reactions to check if respondents correctly read the reactions. Respondents who evaluated at least one negative reaction as positive and respondents who evaluated at least one positive reaction as negative were eliminated. Also respondents who classified at least one reaction has having neutral valence were also eliminated. Therefore 9 wrong answers were identified. The fourth filter applied was only for the groups in which there was a company reaction following the complaint, thus group 4 (Complaint + Company response: Neutral and Corporate); group 5 (Complaint + Company response: Neutral and Personalized), group 6 (Complaint + Company response: Webcare and Corporate), group 7 (Complaint + Company response: Webcare and Personalized). The control

question used to identify if respondents correctly read and understood the answers was the question, "*Your operator apologizes for what happened and informs it will take corrective action by offering some form of compensation such as repairing or replacing the problem*", which respondents had to classify their level of agreement. In group 4 and group 5 the three company responses following the complaints didn't show any signs of apology and didn't mentioned any form of corrective action by attempting to repair or compensate the problem, therefore the respondents who answered, for this two groups, by showing some level of agreement were considered invalid and eliminated. For group 6 and group 7, since the three company answers do show clear cues of apology and of corrective measures through the reparation or replacing of the problem, the respondents who shown some level of disagreement or classified the answer as neutral were considered invalid and eliminated. Thus 58 respondent's data were eliminated.

Due to the high number of stimulus and attention required to complete the questionnaire, there was a significant number of responses that had to be eliminated, which required the collection of more data to reach the target of responses a total of 211 responses didn't pass the criteria above and therefore were eliminated. The final target sample is made of (N=707) valid responses, the distribution of the data entries can be further inspected in table X.

Control	Other consumers reactions		Company responses				Total
N = 110	N = 209		N = 388				N = 707
N = 110	N = 103	N = 106	N = 98	N = 98	N = 103	N= 89	N = 707
Group 1 Control group	**Group 2** Positive user reactions	**Group 3** Negative user reactions	**Group 4** Neutral & Corporate	**Group 5** Neutral & Personalized	**Group 6** Webcare & Corporate	**Group 7** Webcare & Personalized	**7 Groups**

Tab 4. Nº of respondents per group; Source: developed by the author

5.2 Sample Characterization

The sample is composed of 46,8% male individuals and| 53,2% females. The age of respondents was measured in five intervals, most of the respondents are relatively young, with 41% of respondents having between 18 and 24 years old and respondents with 25-34 accounting for 31,4% of the sample and people with more than 35 years old account for 27,6% of the sample. Thus the sample cannot be seen as a representative sample of the Portuguese Facebook users, since according to (Statista, 2017 b) users between 18 to 24 years old account for 41% of all Facebook users, whereas people that have between 35 and +55 years old, account for 55% of all users. Regarding the qualifications of respondents, 17,6% have the high school completed,

46,8% have a Bachelor's degree and by 30,4% stated to hold a Master's degree. Most respondents of the sample are workers accounting 58,7% of the sample, 24,7% of respondents are students and 10% have the status of student-workers. Regarding the telecommunications service provider, the sample is well balanced between the main players under analysis, with the following distribution: *MEO* (31,3%), *NOS* (30,7%) and *Vodafone* (28,1%), NOWO (9,8%), despite the sample not matching the exact market share in volume of each operator, the sample reflects almost perfectly the distribution companies have in the market, MEO is the nº 1 player, closely followed by NOS, with Vodafone accounting for less than 20% of the market and with NOWO having around 5% of the market (Anacom, 2017). The duration of the relationship among respondents is also well balanced, as it is possible to see in appendix nº1, in section "8.2.3". Consumers in general are satisfied with their telecommunication service providers with the mean of responses being 4,96, measured from 1 to 7, which means consumers are in general satisfied with their services. Regarding the loyalty contracts, 71,1% of respondents confirmed they were affiliated to a service provider, whereas 28,9% reported they didn't had any legal obligation to keep with the operator. Regarding the Facebook usage of respondents, 76% of respondents reported to follow brands on Facebook, and only 19,1% of respondents confirmed they ever complained in social media.

The sample was also analyzed considering the seven groups of exposure and can be consulted on table 5 on the appendix in section "*8.2.3*" since the attribution of each group was attributed randomly, the distributions of each variable are fairly similar across the groups.

5.3 Validation of measures

To validate the measures, we started by applying the Cronbach's alpha model (Mooi, & Sarstedt, 2011). In order to validate the reliability of the scale for each construct purposed, in table 3 in the section "*4.4 Measures*". In the table below is possible to see the Cronbach alpha measure for all the measured variables is above 0,8 which indicates a high level of internal consistency between the items used to measure each construct under analysis (Marôco, 2014; Hair et al., 2006).

In order to check the dimensionality and validate the reliability of the scales purposed, a first principal components analysis was conducted, with several items associated with the 3 variables that were assessed across all groups (N=707), brand attitude, negative word-of-mouth intentions and organizational reputation. In order to identify how many components to consider, we used three criteria to make our decision, as recommended by Mooi, & Sarstedt (2011). Firstly we

considered the Kaiser's criteria, which recommends the extraction of principal components with eigenvalues equal to or greater than 1, secondly we considered the % of the variance of the initial variables explained by the extracted principal components, a minimum of 70% to 80% is recommended, and lastly we visually inspected the scree plot to check when the line starts becoming horizontal. The first principal component analysis found evidence there are 3 different principal components, with eigenvalues superior to 1 and 78,9% the variance of the initial variables explained.

Valid cases: (N=707) of a total of (N=707)	Factor Loadings				
Constructs	1	2	3	Cronbach's Alpha	Cronbach's Alpha if Item Deleted
Organizational Reputation:				,951	
OR1:	**,831**	,266	-,108		,943
OR2:	**,839**	,268	,133		,943
OR3:	**,760**	,241	-,005		,950
OR4:	**,854**	,216	-,068		,943
OR5:	**,837**	,255	-,104		,943
OR6:	**,836**	,273	-,108		,941
OR7:	**,767**	,280	-,120		,948
OR8:	**,815**	,221	-,064		,946
Brand Attitude				,965	
BAT1:	,253	**,857**	-,033		,967
BAT2:	,327	**,889**	-,099		,953
BAT3:	,308	**,899**	-,069		,953
BAT4:	,302	**,899**	-,066		,953
BAT5:	,312	**,878**	-,077		,953
Negative Word-of-Mouth				,830	
NWOM1:	-,086	-,012	**,837**		,807
NWOM2:	-,092	,068	**,901**		,681
NWOM3:	-,133	-,117	**,825**		,796

Tab 6. PCA values from the rotated component matrix using varimax rotation and Cronbach Alpha values; Source: developed by the author

Furthermore to evaluate if the variables measured exclusively for group 4, 5, 6 and 7, "*webcare elements*" and "*personalization*" could be factored in principal components, we developed an PCA analysis using those two variables (N=388), in addition, we also considered the variables measured in the first test, to investigate if any of the items associated with those variables would load together with the items affiliated with the new variables being considered for the test. Using the same criteria as the previous test, we found without surprise the second PCA analysis,

found evidence that items can be organized in five different principal components, since all of them have eigenvalues superior to 1 and 80,3% the variance of the initial variables explained.

Valid cases: (N=388) of a total of (N=707)	Factor Loadings					Cronbach's Alpha	Cronbach's Alpha if Item Deleted
Constructs	**1**	**2**	**3**	**4**	**5**		
Organizational Reputation:						,951	
OR1:	**,832**	,229	,119	,105	-,120		,943
OR2:	**,828**	,278	,136	,055	-,145		,943
OR3:	**,765**	,235	,019	,093	-,001		,950
OR4:	**,839**	,211	,143	,061	-,050		,943
OR5:	**,820**	,241	,107	,134	-,097		,943
OR6:	**,852**	,274	,040	,095	-,130		,941
OR7:	**,780**	,333	,057	,112	-,122		,948
OR8:	**,826**	,173	,109	,106	-,073		,946
Brand Attitude						,965	
BAT1:	,343	**,822**	-,056	,031	-,067		,967
BAT2:	,321	**,889**	,020	,030	-,108		,953
BAT3:	,320	**,898**	,008	,019	-,079		,953
BAT4:	,296	**,902**	,025	,033	-,067		,953
BAT5:	,297	**,883**	,001	,016	-,080		,953
Webcare elements						,910	
CA1:	,126	-,018	**,892**	,184	-,108		,864
FEB2:	,161	-,031	**,874**	,205	-,142		,859
OP3:	,123	,036	**,871**	,185	-,136		,883
Personalization						,857	
PERS1:	,121	-,049	,221	**,854**	-,152		,760
PERS2:	,102	,000	,303	**,807**	-,136		,810
PERS3:	,196	,037	,088	**,855**	-,056		,831
Negative Word-of-Mouth						,830	
NWOM1:	-,066	-,061	-,135	-,141	**,814**		,807
NWOM2:	-,111	-,103	-,105	-,048	**,892**		,681
NWOM3:	-,194	-,111	-,119	-,125	**,806**		,796

Tab 7. PCA values from the rotated component matrix using varimax rotation and Cronbach Alpha values; Source: developed by the author

In both tests it is possible to consult on tab. 6 and 7 all the values produced by the varimax rotation, are above 0,7, which is excellent according to Marôco, (2014). The KMO of both PCA tests revealed a (KMO>0,8), which according to Marôco (2014), is a good value. Therefore we

decided to use the arithmetic mean formula to compound each item associated with each construct into five single variables that were used on the hypothesis analysis.

5.4 Checking if groups are comparable

In order to check if resulting differences between the groups regarding the constructs under analysis in the hypothesis testing are resulting of the manipulation done to the stimuli and aren't caused by the characteristics of respondents present in each group, we checked if the groups were statistically significant differences regarding the following characteristics, present in the tables below.

Demographic Variables			
Age	Gender	Academic habilitations	Current occupation

Facebook behaviour		
Frequency of usage	Follow brands on Facebook	Ever complained on Facebook

Relationship with the service provider				
Telecommunication company	Duration of relationship	Satisfaction	Loyalty contract	Brand attitude

Tab 8, 9 and 10. Control variables to test for comparability (Source: developed by the author)

Considering that the items mentioned in the tables are categorical data that are in either ordinal, nominal form, in order to test for statistically significant differences, different tests had to be applied according to the nature and scales of data Mooi, & Sarstedt (2011). To compare ordinal variables, across the different levels of groups, 6 Kruskal-Wallis test were made, one for each of the following ordinal variables: age, academic habilitations, and frequency of Facebook usage, duration of relationship, satisfaction and brand attitude. The assumptions to perform the Kruskal-Wallis test that was discussed on the section, "*4.6 - Data analysis procedure*", were met for all items used. In tab. 11 and 12 is possible to consult the SPSS output of Kruskal-Wallis H test made, using the variable "Groups" in every test to categorize the groups in combination with one of the six ordinal variables mentioned previously. For every test, there aren't any statistically significant differences between the group's distributions, regarding the variables under analysis.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of Age is the same across categories of Groups.	Independent-Samples Kruskal-Wallis Test	,678	Retain the null hypothesis.
2	The distribution of Academic_Habilitations is the same across categories of Groups.	Independent-Samples Kruskal-Wallis Test	,299	Retain the null hypothesis.
3	The distribution of Frequency of facebook usage is the same across categories of Groups.	Independent-Samples Kruskal-Wallis Test	,180	Retain the null hypothesis.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
4	The distribution of Duration of relationship is the same across categories of Groups.	Independent-Samples Kruskal-Wallis Test	,256	Retain the null hypothesis.
5	The distribution of Satisfaction is the same across categories of Groups.	Independent-Samples Kruskal-Wallis Test	,425	Retain the null hypothesis.
6	The distribution of BAT_TOTAL is the same across categories of Groups.	Independent-Samples Kruskal-Wallis Test	,457	Retain the null hypothesis.

Tab 11 & 12. Kruskal-Wallis results, each row corresponds to a single pairwise comparison test. (Source: SPSS Output)

In order to compare nominal variables that have two independent groups, also known as a dichotomous variable, across the different levels, we performed 4 Chi-Square tests of homogeneity using (R x 2 table). We chose this test because chi-square test of homogeneity is considered an appropriate test for research designs, from which a single sample is taken, and afterwards respondents are randomly assigned to groups (Agresti, 2007). This test allows to determine whether the proportions are statistically significantly different in the different groups, or in other words if the proportions in each group are equal in the population. The test was designed to work with dichotomous variables only. Therefore variables that match the criteria to perform this test are gender, follow brands on Facebook, ever complained on facebook and loyalty contract.

Regarding the Chi-Square Test of homogeneity (R x 2), we started by verifying five assumptions that are required to perform the test (Agresti, 2007; Laerd Statistics, 2015). 1) the dependent variables used for each test is a nominal item with two categorical independent groups (dichotomous); 2) the independent variable which in this specific case is "Groups" is a nominal variable with three or more categorical groups; 3) There are independence of observations 4) The sample design collects a single sample, from which respondents are randomly assigned to groups, without requiring to have equal sample sizes between groups; 5) According to Wickens, (2009), no more than 20% of the cells of the contingency table should have an expected count equal to or less than 5 in regard to the expected frequencies, if this is verified then we can assume we have a sufficiently large sample size to perform the test. In table 13, presented below is possible to inspect the test results of test 1,2,3 and 4 and for each test, it is possible to conclude there aren't any statistically significant differences in the distributions of each variable presented in the table, across the different groups.

The remaining variables "current occupation" and "telecommunication company", are of polytomous nature, which means they have three or more categorical levels. In order to compare if those two variables are independent or not of the variable groups which are also polytomous variables, we had to run an alternative Chi-Square test of independence using (R x C) tables which is a variation of the previous test performed (Agresti, 2007). Both tests share the same fundamental assumptions and same methodology, the main difference is, that while the Chi-Square tests of homogeneity was developed to test statistically significant differences between a nominal dichotomous variable and a nominal polytomous variable, allowing to assess if the

proportions in each group are equally distributed across the different groups. The Chi-Square tests of independence also known the Chi-Square tests of associations was built to test if there is an association or not, between two nominal variables of polytomous nature (Agresti, 2007). Two chi-square test of independence for the variables under analysis was conducted, and no more than 20% of expected cell counts were less than five. Thus the assumption of significant sample size was validated. No statistically significant association was found between the variable "groups" and either the variable "Telecommunication company" and "Current occupation", therefore, there are reasons to believe the variables are not associated to each other. In table 13, presented below is possible to inspect the test results.

Valid cases: (N=707) | Pearson Chi-Square Test					
Test nº	Dichotomous variables	Nº of cells (%) with expected count less than 5	Value	Df	Asymptotic Significance (2-sided)
1	Gender	0 (0,0%)	6,428	6	,377
2	Follow Brands on Facebook	0 (0,0%)	5,226	6	,515
3	Ever complained on Facebook	0 (0,0%)	6,506	6	,369
4	Loyalty contract	0 (0,0%)	10,180	6	,117
5	Telecommunication Company	7 (20,0%)	15,715	24	,898
6	Current Occupation	4 (14,3%)	20,771	24	,291

Tab 13. Pearson Chi-Square test of Homogeneity (Rx2) was done for test 1 to 4. From test 5 to 6 a Pearson Chi-Square test of Independence (RxC) was done. Significance level 0,1 (Source: SPSS Output)

In conclusion, since no statistically significant differences were found in either of the tests performed in this section, there isn't reason to believe that possible differences that are identified in the hypothesis testing, regarding the variables "Webcare elements", "Personalization", "Negative word-of-mouth intentions" and "Organizational reputation", may be caused due to differences in the characteristics of the respondents present in each group. Since no statistically significant differences were found regarding the distribution of demographic variables, facebook behaviour and the relationship with the service provider. Therefore any differences that might be identified in the hypothesis testing will be result of the manipulations made to the stimuli.

5.5 Hypothesis testing

5.5.1 Checking differences between groups 1, 2 and 3, Negative Word-of-Mouth intentions and Organizational Reputation

In order to validate the first four hypothesis, which are related to the impact of consumer responses in observers NWOM intentions and perceived organizational reputation, we need to understand if group 1, 2 and 3 (N=319) are statistically significantly different from each other regarding the variables negative word-of-mouth intentions and organizational reputation. Therefore, we conducted two Kruskal-Wallis H tests, one for each independent variable, using as the grouping variable, the variable, "groups", only using data from group 1,2 and 3. Test results can be seen in tab. 14 and in appendix nº1 and 2 of section "*8.2.4*".

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of NWOM_TOTAL is the same across categories of Groups.	Independent-Samples Kruskal-Wallis Test	,001	Reject the null hypothesis.
2	The distribution of OR_TOTAL is the same across categories of Groups.	Independent-Samples Kruskal-Wallis Test	,016	Reject the null hypothesis.

Asymptotic significances are displayed.

Tab 14. Kruskal-Wallis H test results for the variable NWOM intentions and for Organizational Reputation, to test differences in distributions between group 1,2 and 3 (Source: SPSS output)

The Kruskal-Wallis H tests nº1, as seen in tab. 14 proves there are statistically significant differences between the three groups, $\chi2(2) = 14,520$, $p < 0.001$, regarding the variable "negative word of mouth". The Kruskal-Wallis test nº 2 also shows statistically significant differences between the groups under analysis, $\chi2(2) = 8,216$, $p = 0.016$, regarding the variable "organizational reputation". Therefore at least one pair of the three groups is different among each other, in order to find which the different pairs are a post hoc test is needed.

Since, there are statistically significant differences among the groups, after launching both tests in SPSS, we evaluated for each test the distributions scores, by visual inspection of the boxplot produced for each test that can be consulted in appendix 1 & 2 in section "*8.2.4*" and concluded that they were not similar for all groups. Therefore no possible inferences about differences in medians between groups can be made. However it is still possible to investigate differences in the mean distributions, in order to identify the lower higher scores of the mean ranks. Afterwards, a post hoc analysis was done for both tests to identify which pair of groups are statistically significantly different by making a pairwise comparison which was performed using Dunn's (1964) procedure with a Bonferroni correction for multiple comparisons. Adjusted p-values are presented in tab.15. The post hoc analysis for the first variable revealed statistically significant differences in "negative word-of-mouth intentions" scores for the pair of groups faith-holders positive reactions (mean rank = 137,38) and hate-holders negative reactions (mean

rank = 184,87) with (p < 0.001). Also marginally significant differences were also detected between the control group (mean rank = 157,21) and hate-holders negative reactions (mean rank = 184,87) with (p = 0.075). As it was discussed in the section "*4.1 Research design and sampling procedure*" and "*4.6 Data analysis procedure*" it is relevant to signal marginally significant differences that might be slightly higher than the significance level of 0,05 and lower than than 0,1 (Mooi, & Sarstedt, 2011; kerkhof et al., 2011).

Sample1-Sample2	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj.Sig.
Positive user reactions-Control group	19,830	12,418	1,597	,110	,331
Positive user reactions-Negative user reactions	-47,484	12,530	-3,790	,000	,000
Control group-Negative user reactions	-27,654	12,327	-2,243	,025	,075

Each row tests the null hypothesis that the Sample 1 and Sample 2 distributions are the same.
Asymptotic significances (2-sided tests) are displayed.
Significance values have been adjusted by the Bonferroni correction for multiple tests.

Tab 15. Kruskal-Wallis H test results with pairwise comparisons for the variable Negative word-of-mouth, each row corresponds to a test in which groups are compared one to one (Source: SPSS output)

Therefore, the hypothesis n°1 has to be rejected since it was not detected any significant difference between the control group and the group exposed to the complaints followed by faith-holders positive reactions. However the hypothesis n° 2 is confirmed, complaints followed by hate-holders responses increases the likelihood of other members voicing NWOM which can be seen by analyzing the mean rank for this group (mean rank = 184,87), which is much higher than any of the other groups.

Regarding the post hoc test done for variable "organizational reputation", there were also found a statistically significant difference, between: hate-holders negative user reactions (mean rank = 147,27) and faith-holders positive user reactions (mean rank = 181,17) with (p = 0.023); Also marginally significant differences were found between the control group (mean rank = 152,45) and faith-holders positive user reactions (mean rank = 181,17) with (p = 0.069), (Mooi, & Sarstedt, 2011; kerkhof et al., 2011).

Sample1-Sample2	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj.Sig.
Negative user reactions-Control group	5,177	12,529	,413	,679	1,000
Negative user reactions-Positive user reactions	33,901	12,736	2,662	,008	,023
Control group-Positive user reactions	-28,724	12,622	-2,276	,023	,069

Each row tests the null hypothesis that the Sample 1 and Sample 2 distributions are the same.
Asymptotic significances (2-sided tests) are displayed.
Significance values have been adjusted by the Bonferroni correction for multiple tests.

Tab 16. Kruskal-Wallis test results with pairwise comparisons regarding the variable organizational reputation each row correspond to a test in which groups are compared one to one (Source: SPSS output)

Regarding hypothesis nº3, we have substantial evidence that it can be approved since there is a significant statistical difference between the mean rank of the faith-holders positive user reactions group (mean rank = 181,17) and the mean rank of any of the other groups. Hence is possible to conclude that complaints that are followed by a faith holder's positive reactions result in a higher evaluation of the organizational reputation, by the consumers who observe that content. Notwithstanding, hypothesis nº4 is rejected, because there is not a significant statistical difference between the negative user comment group and the control group, therefore there is no evidence that hate-holders responses to other community members complaints decrease the corporate perceived reputation, of consumers who observe that content.

5.5.2 Checking if the perceived Webcare elements and Personalization of the response were perceived differently among groups

Before validating the hypothesis, we need to take into consideration that we don't know yet if the groups that contained company responses (N=388), group 4, group 5, group 6 and group 7, were perceived differently regarding the perception of webcare elements and the level of personalization of the responses, which is a fundamental assumption of some of the purposed hypothesis. Therefore in order to validate if the stimuli presented in these groups was valid and therefore able to cause statistically significant differences in the perception of webcare elements (content of response) and the personalization (tone of voice), we started by running two Kruskal-Wallis H tests, using two independent variables "Webcare elements" and "Personalization" whereas the dependent variable chosen to categorize the groups was "Groups". The distributions scores for each test were not similar for all groups, as assessed by visual inspection of the boxplot produced by appendix nº 3 and 4 in section "*8.2.4*". Therefore it is possible to investigate differences in distributions, in order to identify the lower higher scores of the mean ranks.

Hypothesis Test Summary

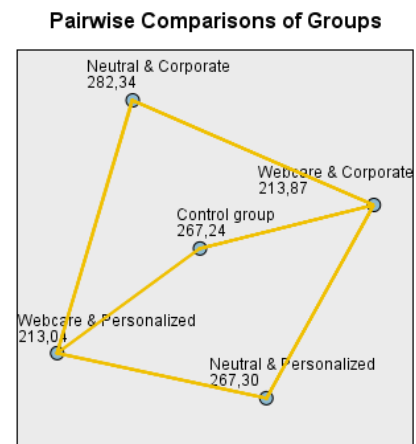|	Null Hypothesis	Test	Sig.	Decision
1	The distribution of WEBCARE_ELEMENTS_TOTAL is the same across categories of Groups.	Independent-Samples Kruskal-Wallis Test	,000	Reject the null hypothesis.
2	The distribution of PERS_TOTAL is the same across categories of Groups.	Independent-Samples Kruskal-Wallis Test	,000	Reject the null hypothesis.

Asymptotic significances are displayed.

Tab 17. Kruskal-Wallis H test results, for the variable Webcare elements and Personalization, to test differences between group 4,5,6 and 7. (Source: SPSS output)

Further analyzing the Kruskal-Wallis H tests output for the "webcare elements" as seen in tab. 17 it is possible to determine that at least one pair of groups is statistically significantly different regarding the variable "webcare elements", $\chi2(3) = 285,411$, (p < .001) Afterwards the test was followed by post hoc analysis, by making a pairwise comparison which was performed using Dunn's (1964) procedure with a Bonferroni correction for multiple comparisons. Adjusted p-values, mean ranks and relationships between the variables are presented in tab. 18 and fig. 33. This post hoc analysis revealed statistically significant differences in "Webcare Elements" scores between four pair of groups:

Sample1-Sample2	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj.Sig.
Neutral & Corporate-Neutral & Personalized	-6,179	15,951	-,387	,698	1,000
Neutral & Corporate-Webcare & Corporate	-188,065	15,756	-11,936	,000	,000
Neutral & Corporate-Webcare & Personalized	-201,606	16,349	-12,331	,000	,000
Neutral & Personalized-Webcare & Corporate	-181,886	15,756	-11,544	,000	,000
Neutral & Personalized-Webcare & Personalized	-195,427	16,349	-11,953	,000	,000
Webcare & Corporate-Webcare & Personalized	-13,541	16,159	-,838	,402	1,000

Each row tests the null hypothesis that the Sample 1 and Sample 2 distributions are the same.
Asymptotic significances (2-sided tests) are displayed.
Significance values have been adjusted by the Bonferroni correction for multiple tests.

Tab 18. Kruskal-Wallis H test results with pairwise comparisons regarding the variable Webcare elements, each row corresponds to a test in which groups are compared one to one (Source: SPSS output)

Pairwise Comparisons of Groups
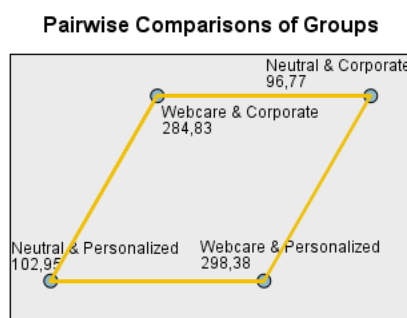
Each node shows the sample average rank of Groups.

Fig 33. Kruskal-Wallis H test results with pairwise comparisons regarding the variable Webcare elements. The yellow lines represent statistical significant relationships between the groups (Source: SPSS output)

Between the two pairs, Neutral & Corporate and Neutral & Personalized and the Webcare & Corporate and Webcare & Personalized no statistically significant differences were found, which makes sense because both these pairs contain the same content on the response, they only

vary regarding the tone of voice. Therefore the groups that contained Webcare elements in the organizational responses, groups Webcare & Corporate and Webcare & Personalized were the ones that had higher mean ranks, which means the manipulations of the stimuli was successful, and the perceptions of respondents regarding the level of webcare elements present in this type responses were much higher than when compared to the neutral groups, Neutral & Corporate and Neutral & Personalized.

The same procedure was carried out to regarding the variable "personalization" as seen in tab. 17, tab. 19 and fig 34 and we concluded that the mean ranks of "personalization" scores were also statistically significantly different between groups, $\chi2(3) = 131,712$, ($p < 0.001$), therefore we proceeded with the same post hoc analysis done in the previous test, which revealed statistically significant differences in "personalization" scores between five pair of groups:

Sample1-Sample2	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj.Sig.
Neutral & Corporate-Neutral & Personalized	-102,189	15,960	-6,403	,000	,000
Neutral & Corporate-Webcare & Corporate	-103,579	15,765	-6,570	,000	,000
Neutral & Corporate-Webcare & Personalized	-186,634	16,358	-11,409	,000	,000
Neutral & Personalized-Webcare & Corporate	-1,390	15,765	-,088	,930	1,000
Neutral & Personalized-Webcare & Personalized	-84,445	16,358	-5,162	,000	,000
Webcare & Corporate-Webcare & Personalized	-83,056	16,168	-5,137	,000	,000

Each row tests the null hypothesis that the Sample 1 and Sample 2 distributions are the same.
Asymptotic significances (2-sided tests) are displayed.
Significance values have been adjusted by the Bonferroni correction for multiple tests.

Pairwise Comparisons of Groups

Neutral & Personalized 200,57
Neutral & Corporate 98,38
Webcare & Personalized 285,0?
Webcare & Corporate 201,96

Each node shows the sample average rank of Groups.

Tab 19. Kruskal-Wallis H test results with pairwise comparisons regarding the variable "personalization", each row corresponds to a test in which groups are compared one to one (Source: SPSS output); Fig 34. Kruskal-Wallis test results with pairwise comparisons regarding the variable "personalization". The yellow lines represent statistical significant relationships between the groups (Source: SPSS output)

The pairs of groups 1) Neutral & Corporate and Neutral & Personalized, contain the same content and only vary in the personalization of the response, were found to have statistically significant differences in their mean ranks, the same happens with pair of groups 5) Webcare & Corporate and Webcare & Personalized, which means the manipulation of the tone of voice between each pair was successful with users perceiving the personalized responses as having a higher level of personalization than the responses that employee a corporate tone of voice, which can be observed by looking at the mean ranks. However some unexpected statistically

significant differences were found in the pair of groups 2) Neutral & Corporate – Webcare & Corporate 4) Neutral & Personalized – Webcare & Personalized, these pair of groups have different content of the responses, but their tone of voice was the same, so is surprising to find that regarding the level of personalization they were perceived differently. When we look for example to the mean ranks of the groups Neutral & Personalized and Webcare & Corporate, they are really close to each other, despite one of the groups being manipulated with personalization cues while the other isn't, there isn't a statistically significant difference between the levels of perceived personalization among this groups, which is also unexpected.

It is important to recall that there is a significant difference in how the stimuli were manipulated, the ones that have a content of response that employs Webcare elements have a significantly different length and content that the ones that use Neutral content. Thus this differences in the perceived personalization might occur because either the responses have a different length (Chevalier & Mayzlin, 2006) (as cited by Crijns et al., 2017), or some respondents perceived some of the Webcare elements in the content of the response as being a form of personalization.

5.5.3 Checking differences between groups 4,5,6 & 7, Negative Word-of-Mouth intentions and Organizational Reputation

To assess the remaining three hypothesis, two Kruskal-Wallis tests were conducted, using the control group (n=110) and groups 4 (n=98), 5 (n=98), 6 (n=106) and 7 (n=89) and the dependent variable and "*Negative Word-of-Mouth Intentions*" and "*Organizational reputation*" as the independent variable. The test allowed to determine that the distributions of both "negative word-of-mouth intentions and organizational reputation scores were not similar for all groups, as assessed by visual inspection of a boxplot, in appendix nº 5 and 6 in section *"8.2.4"*. The scores were statistically significantly different between the groups for the variable "negative word-of-mouth" $\chi 2(4) = 21.066$, (p < .001) and the variable "organizational reputation" $\chi 2(4) = 20.804$, (p < 0.001), as seen in tab. 20.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of NWOM_TOTAL is the same across categories of Groups.	Independent-Samples Kruskal-Wallis Test	,000	Reject the null hypothesis.
2	The distribution of OR_TOTAL is the same across categories of Groups.	Independent-Samples Kruskal-Wallis Test	,000	Reject the null hypothesis.

Asymptotic significances are displayed.

Tab. 20 Kruskal-Wallis H test results for the variable NWOM intentions and Organizational Reputation, to test differences between group 4,5,6 and 7. (Source: SPSS output)

Subsequently, pairwise comparisons were performed using Dunn's (1964) procedure with a Bonferroni correction for multiple comparisons as seen in tab. 21. The post hoc analysis for the independent variable "negative word-of-mouth intentions" revealed statistically significant differences between two pair of groups, 1) Webcare & Personalized – Neutral & Corporate (p= 0,008) and 2) Webcare & Corporate Neutral and Corporate (p=0,006). There are also marginally significant differences detected between four pairs of groups presented in the tab. 21 that should be acknowledged. (Mooi, & Sarstedt, 2011; kerkhof et al., 2011).

Sample1-Sample2	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj.Sig.
Webcare & Personalized-Webcare & Corporate	,834	20,445	,041	,967	1,000
Webcare & Personalized-Control group	54,202	20,141	2,691	,007	,071
Webcare & Personalized-Neutral & Personalized	54,262	20,686	2,623	,009	,087
Webcare & Personalized-Neutral & Corporate	69,303	20,686	3,350	,001	,008
Webcare & Corporate-Control group	53,367	19,370	2,755	,006	,059
Webcare & Corporate-Neutral & Personalized	53,427	19,935	2,680	,007	,074
Webcare & Corporate-Neutral & Corporate	68,468	19,935	3,435	,001	,006
Control group-Neutral & Personalized	-,060	19,624	-,003	,998	1,000
Control group-Neutral & Corporate	-15,101	19,624	-,770	,442	1,000
Neutral & Personalized-Neutral & Corporate	15,041	20,182	,745	,456	1,000

Each row tests the null hypothesis that the Sample 1 and Sample 2 distributions are the same.
Asymptotic significances (2-sided tests) are displayed.
Significance values have been adjusted by the Bonferroni correction for multiple tests.

Pairwise Comparisons of Groups

Each node shows the sample average rank of Groups.

Tab. 21. Kruskal-Wallis H test results with pairwise comparisons regarding the variable NWOM, each row corresponds to a test in which groups are compared one to one (Source: SPSS output) ; Fig 35. Kruskal-Wallis H test results with pairwise comparisons regarding the variable NWOM, the yellow lines represent statistical significant relationships between the groups (Source: SPSS output)

Group 6: Webcare & Corporate and group 7: Webcare & Personalized, which were perceived as having a higher presence of Webcare elements in the organizational responses, as proved in a previous Kruskal-Wallis test in section 5.5.2, in this test were found to have statistically marginally significantly different effects in the negative word-of-mouth intentions when comparing to the neutral groups and the control group. Their mean ranks are lower than any other group which indicates that they may contribute to a reduction of the Negative word-of-mouth intentions of the observing consumers. Therefore there is some evidence that organizational responses to online complaints that signal webcare elements (corrective action, favourable employee behaviour and organizational procedures) may be more likely to decrease the likelihood of observers voicing negative word of mouth, than responses that don't employ webcare elements, thus hypothesis 5 can be accepted. The groups that contained a neutral

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content of response, both the group 4: neutral & corporate and the group 5: neutral & personalized were not found to be statistically significantly different from the control group, which can be seen by looking at the pair comparisons in tab. 21, which means this types of responses do not contribute to a reduction of negative word of mouth, by observing consumers. Furthermore in the previous Kruskal-Wallis tests in section "5.5.2" we have successfully proved that the webcare groups, group 6 and 7 were perceived differently regarding the personalization of the response, however when we look at the present test, there isn't a statistically significant difference between these two groups effects on the negative word of mouth perceptions of observing consumers, the mean ranks produced by both groups are relatively similar, this data seems to suggest that using a personalized tone of voice in the responses will not have influence in the observers NWOM intentions.

Regarding the post hoc analysis for the independent variable "organizational reputation" there was found statistically significant differences between two pair of groups, as we can see in the image below:

Sample1-Sample2	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj.Sig.
Neutral & Corporate-Neutral & Personalized	-27,449	20,524	-1,337	,181	1,000
Neutral & Corporate-Control group	34,922	19,956	1,750	,080	,801
Neutral & Corporate-Webcare & Corporate	-66,585	20,273	-3,284	,001	,010
Neutral & Corporate-Webcare & Personalized	-85,450	21,036	-4,062	,000	,000
Neutral & Personalized-Control group	7,473	19,956	,374	,708	1,000
Neutral & Personalized-Webcare & Corporate	-39,136	20,273	-1,930	,054	,536
Neutral & Personalized-Webcare & Personalized	-58,001	21,036	-2,757	,006	,058
Control group-Webcare & Corporate	-31,664	19,698	-1,607	,108	1,000
Control group-Webcare & Personalized	-50,528	20,483	-2,467	,014	,136
Webcare & Corporate-Webcare & Personalized	-18,865	20,792	-,907	,364	1,000

Each row tests the null hypothesis that the Sample 1 and Sample 2 distributions are the same.
Asymptotic significances (2-sided tests) are displayed.
Significance values have been adjusted by the Bonferroni correction for multiple tests.

Tab 22. Kruskal-Wallis H test results with pairwise comparisons regarding the variable Organizational Reputation, each row corresponds to a test in which groups are compared one to one (Source: SPSS output)

Neutral & Corporate – Webcare & Corporate (P=0.010) and Neutral & Corporate – Webcare & Personalized (P< 0.001). Also, a marginally significant difference was found between Neutral & Personalized – Webcare & Personalized (P=0.058). However, in the present test, none of the four groups that contain complaints followed by organizational responses was found to have statistically significantly different effects on organizational reputation when compared

to the control group. As proven , in section "*5.5.2*" Webcare groups despite being perceived as having a higher presence of Webcare elements in the organizational responses, than the neutral groups, their effects aren't statistically significantly different on organizational reputation. Therefore hypothesis 6 is rejected since there this test shows evidence that organizational responses to online complaints that signal webcare elements (corrective action, favourable employee behaviour and organizational procedures) aren't more likely to increase the perceived organizational reputation of observing consumers. Despite successfully proven, in a previous test that group 5: Neutral & Personalized was perceived as having a higher personalization than group 4: Neutral & Corporate, with the same findings, verified for group 7: Webcare & Personalized which has a higher perceived personalization than the group 6: Webcare & Corporate. There isn't statistically significant evidence that suggests this groups might cause different effects on the organizational reputation when each paired is compared and with the control group. Thus hypothesis 6 is rejected, there is no significant evidence that using a personalized tone of voice in the responses to consumer's complaints, will be more likely to increase the observer's perceived organizational reputation than using a corporate tone of voice. In table 23 is possible to see the hypotheses test results.

Hypothesis	Independent variable	Result
H1: Faith-holders responses to other community members complaints decreases the likelihood of observing consumers voicing negative word of mouth	NWOM Intentions	Reject
H2: Hate-holders responses to other community members complaints increases the likelihood of observing consumers voicing negative word of mouth	NWOM Intentions	**Accept**
H3: Faith-holders responses to other community members complaints increases the perceived organizational reputation of observing consumers	Organizational Reputation	**Accept**
H4: Hate-holders responses to other community members complaints decrease the perceived organizational reputation of observing consumers	Organizational Reputation	Reject
H5: Organizational responses to online complaints, that signal webcare elements (corrective action, favourable employee behaviour and organizational procedures) are more likely to decrease the observing consumer's negative word of mouth intentions than responses that don't signal webcare elements	NWOM Intentions	**Accept**
H6: Organizational responses to online complaints, that signal webcare elements (corrective action, favourable employee behaviour and organizational procedures) are more likely to increase the observing consumer's perceived organizational reputation than responses that don't signal webcare elements	Organizational Reputation	Reject
H7: Using a personalized tone of voice in the responses to consumers complaints posted in the organisations Facebook branded page, will be more likely to increase the observing consumers perceived organizational reputation than using a corporate tone of voice	Organizational Reputation	Reject

Tab 23. Hypotheses test results (Source: Developed by the author)

6 Conclusions

No organization is immune to crisis, even the most resourceful organisations, are often bombarded with customer complaints and if the situation is mismanaged, it can escalate into a crisis situation as the event gathers more public attention, posing a serious threat to organisations reputation (Pfeffer et al., 2014; Coombs, 2015). Paracrisis or social media firestorms are crisis that originates in social media and in which consumer's negative word of mouth plays a crucial role, creating short term and long term negative effects on brands perceptions. (Hansen, et al., 2018). Organisations need to be prepared to face customer complaint paracrisis and understand how they can effectively neutralize negative word-of-mouth intentions of consumers and how they can protect the organization reputation (Coombs, 2013; Einwiller & Steilen, 2015; Crijns et al., 2017). All research streams of literature presented in this study, converge towards to the same idea, that one of the most significant disruptions caused by social media, is how the communication between consumers and organisations, shifted from a one-to-one communication to a many-to-many communication, (Litvin et al., 2008; Kozinets et al., 2010; Patterson, 2012; Coombs & Holladay, 2014; Daugherty & Hoffman, 2014; Johansen et al., 2016; Frandsen an Johansen, 2017). However, there is still a lack of empirical studies on how the different voices of consumers and organisations influence the perceived corporate reputation and NWOM intentions of consumers, during a customer complaint paracrisis in Facebook (Coombs, 2015; Luoma-Aho, 2015; Frandsen & Johansen, 2017). Furthermore, researchers have not investigated how organizational responses and consumer reactions to online complaints, influence the perceptions of consumer who read such content (Dens et al., 2015).

Thus the purpose of the current study was to understand how consumers and brand responses to complaints posted in the Facebook-branded page of a certain company, during a customer complaint paracrisis context, influence the consumers who read that type of content, regarding their negative word-of-mouth intentions and perceived organizational reputation, towards their current telecommunications service provider. The study was applied to the Portuguese telecommunications sector. To understand the phenomena a model that included both consumers and organizational responses effects on the variables NWOM intentions and organizational reputation was created and between-subjects experimental design (N=707), was conducted. First, all respondents were exposed to two facebook news posts from two reputable Portuguese newspapers, about the respondent's telecommunications service provider. The news alerted that the service provider was being targeted with a series of mass complaints posted by

unsatisfied consumers, suggesting there was a potential crisis situation being created. Afterwards respondents were randomly assigned to one of possible 7 groups, and were exposed to 3 complaints, which were the same for all respondents, in each group the reactions to the complaints varied according to the following conditions: 1 (Control group: Consumer complaints) + 2 (Valence of consumer responses to complaints: positive vs negative) + 2 (Content of company responses to complaints: Webcare vs Neutral) x 2 (Tone of voice of company responses to complaints: personalized vs corporate), afterwards respondents evaluated their NWOM intentions and perceived organizational reputation.

The study revealed that faith and hate holder's responses to customer complaints during a customer complaint paracrisis may influence the perceptions of customers who read that content in different forms. The faith-holders responses to complaints didn't prove to decrease the negative word-of-mouth intentions of users (H1) however we found evidence that these respondents interactions may be more likely to increase the perceived organizational reputation of readers (H3). This evidence can possibly be explained by PWOM being more memorable and more frequently shared for brands consumers already use, than NWOM (Kimmel, 2014). Thus PWOM generated by faith-holders can be an essential tool to enhance perceived corporate reputation (Williams et al., 2012; Luoma-Aho, 2015), as these users are prepared to defend the organization by confronting the complaining consumers (Johansen et al., 2016).

Regarding the hate-holders reactions, in this study the opposite effect was found, these users responses seem more likely to increase the user's negative word-of-mouth intentions (H1), but don't seem to cause any significant effect in the perceived corporate reputation of reader's telecommunication service provider (H4). These findings seem to corroborate the study of Daugherty and Hoffman (2014) argue that consumers usually focus more on NWOM than PWOM when viewing social media content. Thus readers are more likely to voice NWOM when exposed to negative comments than to positive ones. In contrast, Kimmel (2014) suggest that readers tend to resist NWOM that regard brands they are likely to choose, which could explain why readers in the present study are more likely to voice negative word-of-mouth in such context, but not perceive the organizational reputation in an unfavourable form. Williams et al. (2012) alerts that despite the belief that NWOM effects on organizational reputation are stronger than PWOM, it is not always the case, as WOM is a complex construct that depends on the context.

The findings regarding faith and hate-holders are relevant and support the ideas advocated by Frandsen and Johansen (2017) and Coombs and Holladay (2014) who defend that consumers are important crisis communicators and that companies should deal with their input to influence organizational reputation, in crisis situations. On one hand the present research s that faith-holders comments play an important role in protecting the organizational reputation during customer complaint paracrisis and on another hand, that the higher the amount of negative comments by hate-holders in the facebook page of brands, the higher is the likelihood of respondents voicing NWOM, during a customer complaint paracrisis.

Regarding the content of organizational responses to complaints, the study revealed that signalling webcare elements in the content of response (corrective action, favourable employee behaviour and organizational Procedures), may be more likely to reduce negative word of mouth intentions of observing consumers (H5). In both responses that contained this type of content, respondents NWOM intentions were statistically significantly lower than the respondents who were exposed to the control group and the responses that didn't signal these elements in the content of response. These findings corroborate the research done by Van Noort et al. (2014) and Balaji et al. (2016) as it shows that if organisations respond publicly to complaints using webcare elements, readers will be less likely to voice NWOM. The findings seem to support research by, (Purnawirawan et al., 2012; Dens et al., 2015) which defend that in case the valence of consumer comments is predominantly negative, the best way to respond is by combining multiple response strategies that deploy several webcare elements. The study also suggests that just responding to complaints regardless of the content won't cause any positive effect on readers NWOM intentions, as it can be seen in the results section, neutral responses didn't cause any significant effect when compared to the control group, thus, choosing the right content of response is essential. These findings corroborate research on NWOM by Sundaram (1998), which defend that if organisations fail to properly solve the problem when engaging in complaint handling, it will encourage consumers to express their frustrations, increasing their NWOM intentions. As Einwiller & Steilen (2015) posit, in order to decrease users NWOM intentions, it is more important to give a response that helps the complainant to solve his problem than an impulsive response that doesn't help to solve the problem. Therefore we argue that just responding to the complainant in a customer paracrisis context, is not enough, if the response doesn't signal webcare elements it won't be effective in reducing users NWOM intentions and therefore it will have the same outcome as a no response.

Regarding the effects of organizational responses in the organizational reputation, contrary to what was expected, neither using content of response with webcare elements or using a personalized tone of voice had any significant effect on reader's perceived organizational reputation (H6; H7). Regarding the content of response, despite webcare literature suggesting such responses can be used as public relations tool protect the organizational reputation Van Noort (2014), the findings of this research suggest that consumers who read such responses, don't change their perceived organizational reputation when compared to users who didn't read any organizational response or read a different type of response. The personalized tone of voice doesn't seem either to have an impact in organizational reputation, challenging the findings presented by Crijns et al. (2017). This may be due to different reasons, on the one hand in the present study both the content and tone of voice of response was manipulated, some respondents may have perceived the content as a form of personalization, as it can be seen in section *"5.2.2"*, some responses that contained the same tone of voice, and only varied regarding their content, were perceived differently regarding their level of personalization. Since some webcare responses showed the organization was listening to the complainant, explicitly addressing the issue the complainant was exposing, despite not using a personalized tone of voice, this responses might have been perceived by users as offering some degree of personalization, and thus it was more challenging to evaluate the impact personalization on organizational reputation. However, the main reason that may explain the different findings of this study when compared to the ones presented by Crijns et al. (2017) is the context of the study. The context is different from the one done by the previous author, this study focuses on the specific scenario of customer complaint paracrisis rather than an accidental type of crisis scenario, thus as different types of crisis, require different response strategies (Coombs, 2015), using personalized responses can have different effects depending on the crisis scenario. Also the research of Crijns et al. (2017) focused on organizational responses given to consumer feedback posted in a single crisis post in facebook, that contained an official statement of the organization, rather than individual organizational responses given to online complaints, in the Facebook-branded page of the respondent's service provider, has it was done in the present study. According to (Coombs & Holladay, 2014) the Facebook-branded page of an organization and a news post published by the organization can be considered two different types of subarenas, and therefore have different crisis communicators engaging in conversations with distinct information. Thus there is reason to believe that the effect of the tone of voice used on the organizational responses can vary depending on the subarena and crisis type. Furthermore, the perceived reputation for each individual is shaped by the past actions, and historic the

company has with the consumer and it can be influenced by new information and experiences consumers have with the organization (Lange et al. 2011; Coombs and Holladay, 2012). Therefore the present study seems to suggest that using webcare elements and personalization in the organizational responses to facebook complaints, during a customer complaint paracrisis, isn't enough piece of information to influence the reader's perceived organizational reputation.

6.1 Marketing and Managerial Implications

There is a lack of research and guidelines for managers to accurately know, how organisations should neutralize a customer complaint paracrisis and how the multiple voices that engage in crisis communications, influence consumers, in such context (Coombs & Holladay, 2014). The present study connects knowledge from word-of-mouth, crisis communications and webcare research streams, to produce innovative insights for crisis communications practitioners and customer care managers, who seek to understand how the company can effectively neutralize negative word-of-mouth and protect the organizational reputation, during a customer complaints paracrisis, while factoring the effects of both consumers and organization responses to consumer's Facebook complaints.

Firstly this research project is the first one, as far as we know, to study the effect of faith-holders and hate-holders reactions to consumer complaints, on the consumers who read that content. Managers are aware that PWOM contributes to enhancing reputation however they aren't sufficiently knowledgeable on what they can do to influence it (Williams et al., 2012). The present research suggests that organisations should incentivize faith-holders to share their positive experiences with other consumers publicly, since it may increase the reader's perceptions on the organizational reputation. Therefore has also is defended by Luoma-aho, (2015), organisations should encourage actively the participation of faith-holders in the brand community, focusing efforts and resources in nurturing relationships with this agents, so they can be called upon to defend the brand in moments of need. It is essential to keep this type of consumers engaged, as they are the best way for the organization to directly influence the perceived organizational reputation in this context. If good relationships are maintained with this users, they are more likely to proactively defend the brand, by commenting on positive experiences and challenging the comments posted by hate-holders. Thus it is recommended for organisations to put the effort in developing loyalty and ambassador programs to nurture relationships with faith-holders and to use social listening tools to detect who are the users that play the role of faith-holders and hate-holders (Johansen et al. 2016).

Secondly, the study shows that hate-holders pose a severe threat to organisations when engaging with complainants, increasing the readers NWOM intentions, creating a snowball effect in which readers are more likely to post comments about their negative thoughts towards the brand and consequently encouraging other readers to do the same. Thus it is vital for organisations to address not only the complaints posted on the Facebook-branded page of the company but also to address hate-holders comments posted on the page. Alternatively, Facebook also provides for Facebook-branded pages a unique feature designed to minimize the effects of NWOM publics. This feature allows hiding specific undesired comments regardless of the content. Organisations can make a comment disappear for most of the public viewing the page without the user who posted knowing it was deleted (Smith, 2016). After hiding a comment only the organization community manager, the user who posted the comment and the user friends can still visualize the comment. Therefore the user and his friends aren't likely to know that the comment has been hidden. Furthermore, organisations can automatically choose a set of most frequent keywords used by complainants and hate-holders on the comments and automatically hide any comment containing those predefined keywords. This tools Facebook provides organisations can be mighty weapons to hide negative comments and hate-holder reactions, reducing significantly the number of people who are exposed to such content.

Thirdly the findings suggest that webcare efforts should be made visible to the public and shouldn't be shifted to private communication channels, as also was suggested by Van Noort et al., (2014). As it can be seen in stimuli of neutral responses in section 8.21 and 8.22" of the appendixes, the neutral organizational responses, don't signal webcare elements and tried to shift the conversation to other customer service channels, thus the readers who saw such responses might have perceived this type of responses as the company ignoring the complaint and not making an effort to solve the problem, which resulted in higher NWOM intentions, when compared to the responses that signalled webcare elements in the response.

Fourthly the findings also suggest that the content of response plays a key role in influencing readers NWOM intentions, the responses that signaled webcare elements, such as corrective action, favorable employee behavior and organizational procedures were much more effective in reducing readers NWOM intentions, when compared to neutral responses thus completing even more the research provided (Purnawirawan et al., 2012; Van Noort et al., 2014; Dens et al., 2015; Einwiller & Steilen, 2015). This is a relevant finding because, as explained before customer complaint paracrisis, tend to gain momentum as more complaints are posted publicly,

thus the most effective form to prevent them from escalating into a full crisis, is to stop as much as possible, consumers from sharing NWOM publicly.

Lastly despite not finding direct evidence that organizational reputation is influenced by the content or tone of voice of organizational responses, by decreasing NWOM intentions of the public, organisations are likely to protect organizational reputation as the higher the volume of NWOM is on Facebook the higher the threat to organizational reputation (Kerkhof et al., 2011; Williams et al., 2012; Coombs, 2015). Thus we argue that managers can protect the organizational reputation by focusing their efforts and resources in reducing the volume of NWOM posted in the Facebook-branded page during a customer complaint paracrisis.

6.2 Limitations and directions for future research

Although the present study produced innovative findings and clues for both academics and professionals specialized in the fields of word-of-mouth, crisis communications and webcare. There are some limitations regarding the scope of the study and opportunities for future research that need to be acknowledged.

Despite having identified some significant statistical evidences (<0,05) between the groups in the pairwise group's comparisons, in some cases, the differences found were marginally significant (<0,1). Due to the exploratory nature of this study, signalling this marginally significant differences allowed to identify specific effects between constructs that can be useful to help researchers set priorities on further future research about the topic. Furthermore, it is of interest to replicate the study in order to obtain greater accuracy in certain decisions.

The sector under analysis in this research has particular characteristics that aren't common to most sectors, it is a mass market with few choices regarding the service provider, in which consumers usually have long-term relationships, due to the contractual business model applied in this sector, and as a result consumers don't have much flexibility to try and switch to a new service provider and change back again rapidly. Thus the results of this experiment cannot be extrapolated to every other sector, it would be of interest for scholars and managers, to have the same type of study conducted for another industry with different characteristics in order to understand how the effects of the experiment would vary. The airline industry, would be attractive because it is often targeted with consumer complaints on SNS, but unlike the telecommunications sector, it has a lot of players on the market operating. Thus the switching costs for consumers are lower. Another interesting contender for such research, is the restaurants and hospitality sector, since there are an enormous number of services providers on

the market, the switching costs for the consumer are low and consumer behaviour in this sector is greatly influenced by online comments and reviews (Philips et al., 2016 & Yang & Hu, 2018). Also the present study focus on the Portuguese consumer and companies operating in Portugal, it can be interesting to replicate such study in other markets, to check if cultural differences, and different internet usage levels can influence the results differently (Anderson, 1998).

This research scope focused on understanding how the stimuli influenced observing consumers perceptions and didn't explore how organisations should engage in conversations with both hate-holders and faith-holders and the possible effects of doing so, thus it is of value for researchers study how the organizational responses can influence this types of consumers NWOM intentions and how this user's responses influence each other. Furthermore in order to isolate the effects of the responses on consumer's perceptions as much as possible, in this study consumers were exposed to a single response per complaint. In a real environment, during a customer complaint paracrisis, a single complaint it is likely to receive various reactions that can be both positive and negative. Thus a forum of discussion can be created in a single complaint post (Coombs & Holladay, 2014). It is also likely consumer who initially posted the complaint might respond back to the organization, engaging in a public conversation (Johansen et al., 2016). In such cases, it is critical to understand if using series of organizational responses of the same type to respond back to the complainant and the different hate-holders who posted in the complaint post, will be perceived by observant consumers as inauthentic responses and create variations in their NWOM intentions (Van Noort, 2014). Thus the effectiveness of specific responses might depend on the previous response posted. Therefore future research could focus on understanding the organizational responses that signal webcare elements may need to evolve according to the input posted by consumers.

Also the manipulated comments of faith and hate-holders, always mentioned a specific complaint, however people can post all sorts of comments, (e.g.,: hate or trolling comments shunning the brand or even comments criticizing the brand for how the paracrisis is being handled), thus it would be relevant for researchers to also focus on understanding how organisations can respond to comments that are non-related to complaints, during a customer complaint paracrisis.

The present study focused on analyzing the impact consumer and brand responses have on consumers who visualize content regarding their service provider. During a customer complaint paracrisis, several types of consumers engage in conversations such as current customers of the

service provider, previous customers and current customers of competitors (Johansen et al., 2016). Thus it is relevant to develop further research on how content evaluated in this study can influence users who are customers of other service providers and previous customers. Furthermore, while this study was developed in a specific subarena, the Facebook-branded page of companies, it would be relevant to conduct a similar study in other subarenas, such as a specific news post or on other social media sites such as Twitter to compare if the effects are the same as the ones found in this study.

Lastly, during a paracrisis situation, organisations have limited time and resources to contain the situation by engaging in dialogues with consumers, thus in a real situation, the organization may not be able to adequately respond to all complaints posted on the facebook branded page. Therefore more research is needed in order to identify which kind of comments the organization should prioritize when engaging in webcare.

The current study tries to bring new knowledge to the complex context of the multiple voices that communicate with each other during a paracrisis situation and despite its limitations, the current study contributes to a better understanding on how organisations can more effectively diffuse a customer complaint paracrisis situation, by exploring for the first time the possible effects the responses of different crisis communicators, such as the organization, faith-holders and hate-holders may have on observing consumers NWOM intentions and perceived organizational reputation. Results show interesting effects on how word-of-mouth influences observing consumers but also suggests organisations may have the power to neutralize customer complaint paracrisis to some extent, by offering more effective responses to consumer complaints but also by leveraging the relationships they have with faith-holders.

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Appendix

Appendix A: Example of Facebook posts with complaints and responses

Fig. 1: Customer complaint in Vodafone UK facebook page, in which the consumer, 1) says it will stop using the organization's products/services and switch to a competitor, 2) complaint to the organization about a dissatisfying consumption experience and 3) Share it is dissatisfaction with other consumers by making a public complaint. Source: (Morell, 2018)
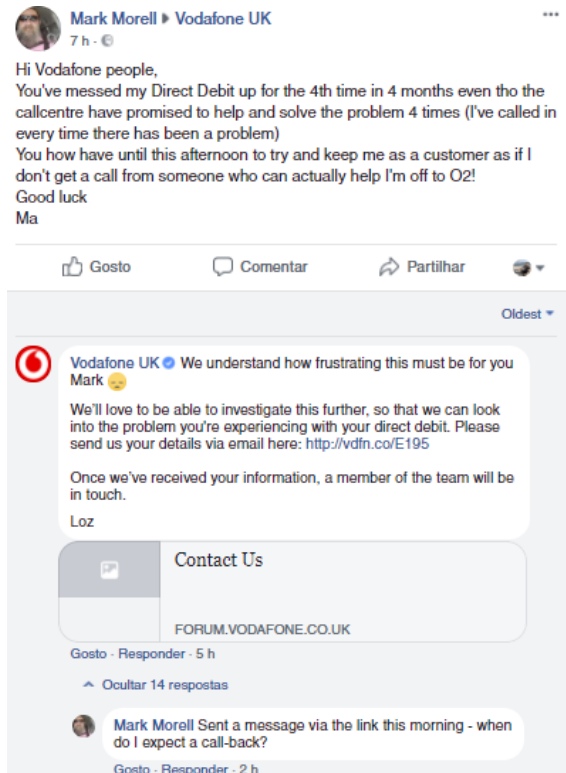
Fig 2. Facebook complaint post by consumer about Uber surge- Source: (Morell, 2018)
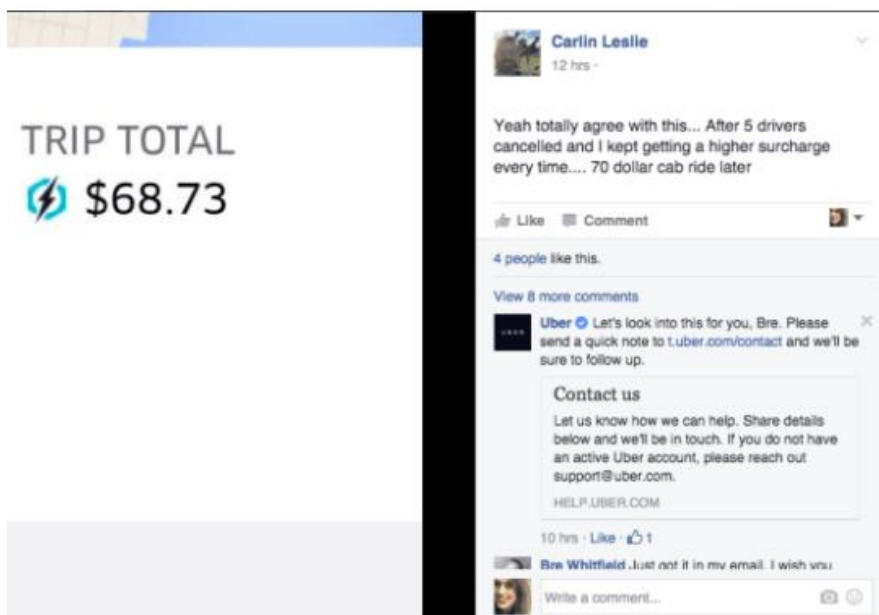
Fig 3. Twitter complaint post by consumer about Uber surge- Source: (Morell, 2018)
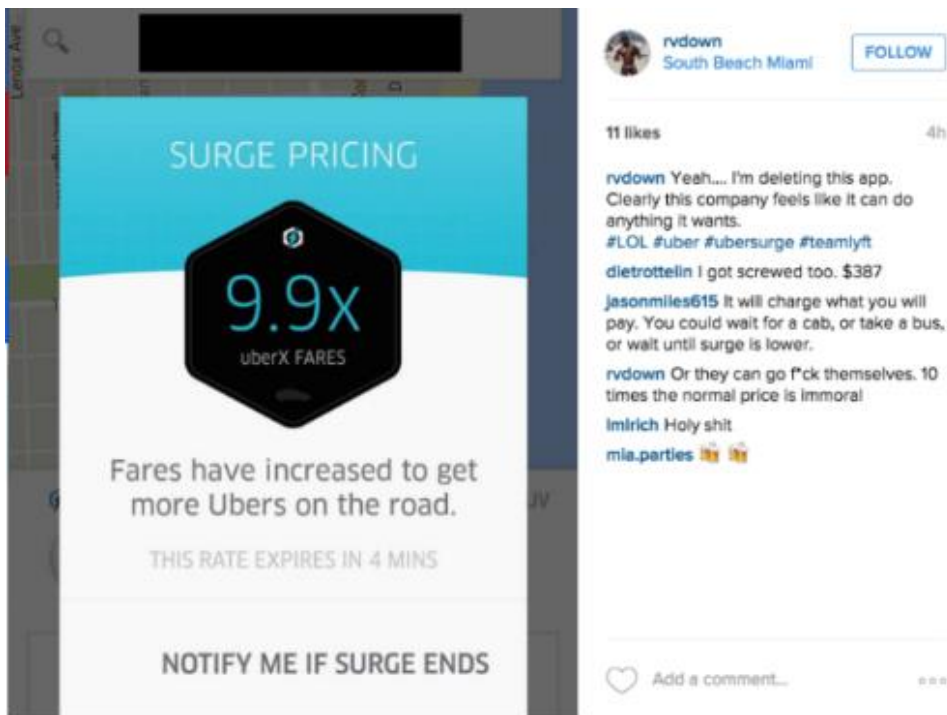
Fig 8. Facebook complaint post by consumer Thomas Andrew and comments (Mcneal, 2016)
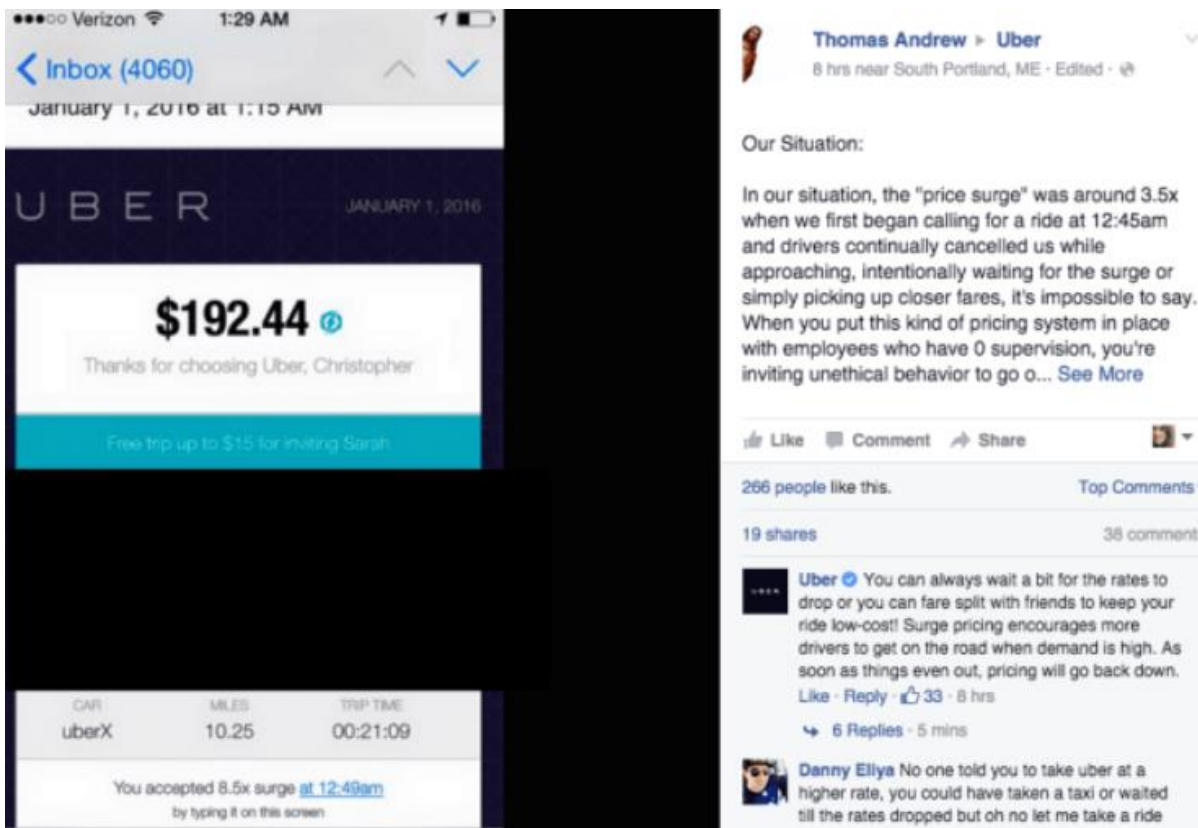
Appendix B: Social media categories

Fig 10. Social media categories (Coombs, 2015)

Table 2.1   Social Media Categories

Social networks	Individual websites from which people share content and communicate with friends (Examples: Facebook, MySpace, Bebo)
Blogs	Online journals where people post content and others can comment on it
Wikis	Web pages where people work together to create and edit content (Example: Wikipedia)
Podcasts	Audio and video content created and distributed through a subscription-based service (Example: The Executive Lounge with Andrew Coffey)
Forums	Online discussions revolving around specific interests and topics
Content communities	Places where people organize themselves around specific content that they create and comment on (Examples: YouTube, Flickr)
Microblogs	Sites on which people share small amounts of information through posts (Example: Twitter)
Aggregators	Tools that collect content (e.g., news stories, blogs) from different sites in one site; content is frequently ranked by popularity and can include comments from users (Example: Reddit or Popurls)
Social bookmarking	Tool with which people share and rate content they have found online (Example: Delicious)

Appendix C: Social media categories

Fig 15.Types of Social Media Crisis and origins of social media crisis, (Coombs, 2015)

Figure 2.2   Source and Types of Social Media Crises
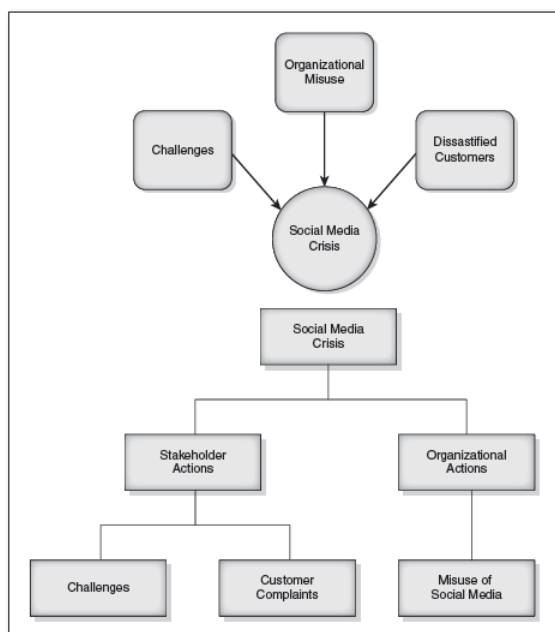
Appendix D: Questionnaire structure

Questionaire structure and flow
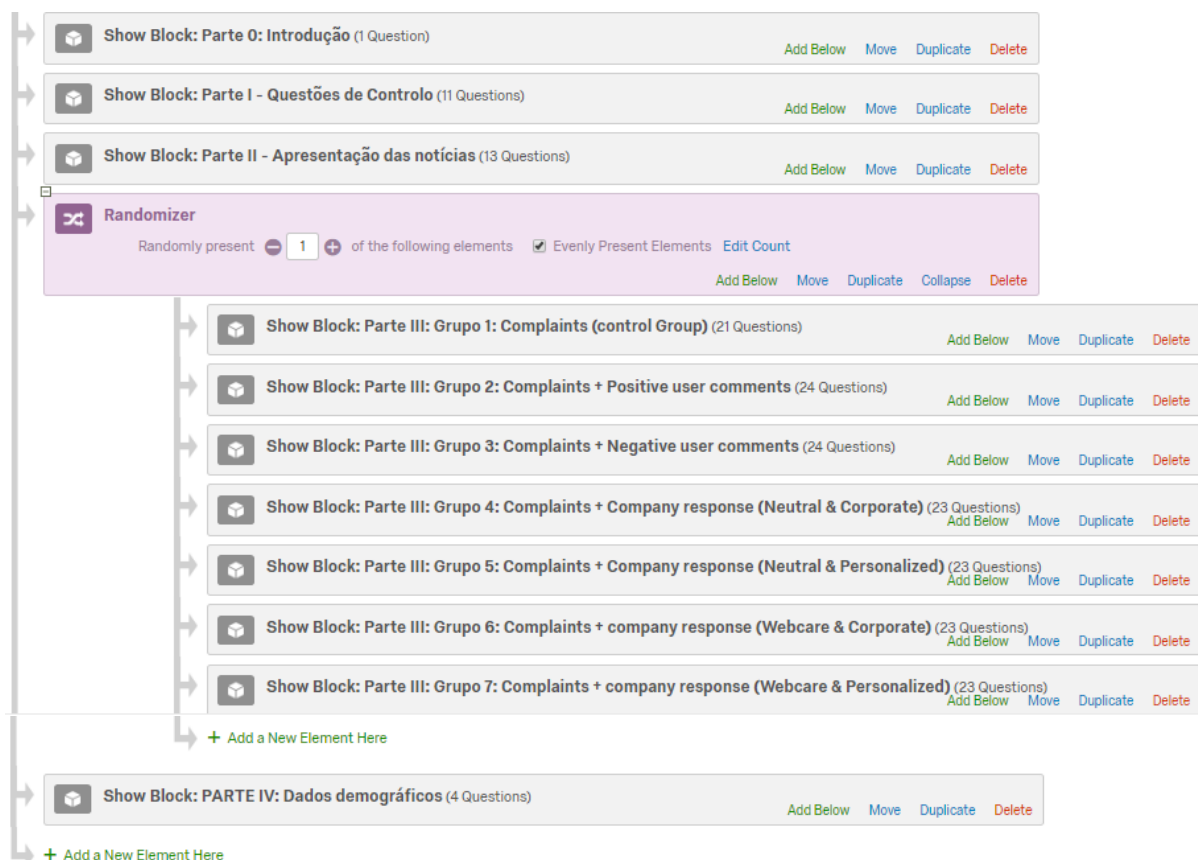
Image retrieved from Qualtrics software. All respondents answered Part 0, Part I, Part II, in Part III each respondent wase assigned a single random group from the possible 7 groups and lastly all respondents were redirected to Part IV.

Appendix E: Online Questionnaire in Portuguese (including manipulations in Portuguese)

Parte 0: Introdução

Bem-vindo/a!

Este questionário destina-se à realização de um estudo para uma tese do Mestrado de Marketing da ISCTE Business School. Preciso da sua ajuda para o conseguir terminar e não deve demorar mais do que 10 minutos. Todas as respostas são anónimas e não serão usadas para outros fins.Se tiver alguma dúvida relativamente ao questionário ou ao estudo, pode enviar-me um e-mail para agcss@iscte-iul.pt

Obrigado! André Gomes

Parte I: Questões de Controlo | (11 questões)

1 - É actualmente cliente de alguma operadora de telecomunicações? Considere serviços de televisão, internet e telefone fixo.

- Sim

- Não

2 - Qual é a sua principal operadora de telecomunicações? Considere serviços de internet, televisão e telefone fixo.

- Cabovisão / Nowo
- Meo
- Nos
- Vodafone
- Outra

3 - Há quanto tempo é cliente desta operadora?

- Menos de 1 ano
- Entre 1 a 2 anos
- Entre 2 a 3 anos
- Entre 3 a 4 anos
- Há mais de 4 anos

4 - Avalie o seu atual grau de satisfação com esta operadora:

- Completamente insatisfeito
- Muito insatisfeito
- Insatisfeito
- Nem satisfeito nem insatisfeito
- Satisfeito
- Muito Satisfeito
- Completamente satisfeito

5 - Avalie a marca da sua operadora, segundo os critérios abaixo:

	1	2	3	4	5	6	7	
Não apelativa								Apelativa
Má								Boa
Desagradável								Agradável
Desfavorável								Favorável
Difícil de gostar								Fácil de gostar

6 - Atualmente, tem algum contrato de fidelização com esta operadora que implique custos monetários, associados ao cancelamento do mesmo?

- Sim
- Não

7 - Utiliza a mesma operadora indicada acima para serviços de telemóvel?

- Sim
- Não

8 – Possui um perfil do facebook?

- Sim
- Não

9 – Com que frequência utiliza o facebook?

- Várias vezes por dia
- Uma vez por dia
- Duas a três vezes por semana
- Uma vez por semana
- Menos do que uma vez por semana

10 – Segue algumas marcas através desta rede social?

- Sim
- Não

11 – Alguma vez publicou uma reclamação na página de Facebook de uma marca?

- Sim
- Não

Parte II: Apresentação das duas notícias | (2 questões)

Imagine agora que está a fazer "scroll" no seu feed de notícias do Facebook e que lhe aparecem os seguintes posts, publicados por jornais online, sobre um acontecimento que ocorreu com a sua operadora de telecomunicações. Leia os posts com atenção e responda as questões.

Condition: IF answer to Question 2 - Qual é a sua principal operadora de telecomunicações?

Is = NOS	*display stimuli Nº1.1 and Nº 2.1.*
Is = MEO	*display stimuli Nº1.2 and Nº 2.2.*
Is = Vodafone	*display stimuli Nº1.3 and Nº 2.3.*
Is = NOWO/Cabovisão	*display stimuli Nº1.4 and Nº 2.4.*
Is = Outra	*display stimuli Nº1.5 and Nº 2.5.*

1ˢᵗ Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her's telecommunications service provider)
Nº: 1.1, 1.2, 1.3, 1.4, 1.5

How the different voices that engage in crisis communications, influence consumers during a customer complaint paracrisis occurring on Facebook

2nd Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her's telecommunications service provider)
Nº: 2.1, 2.3, 2.3, 2.4, 2.5
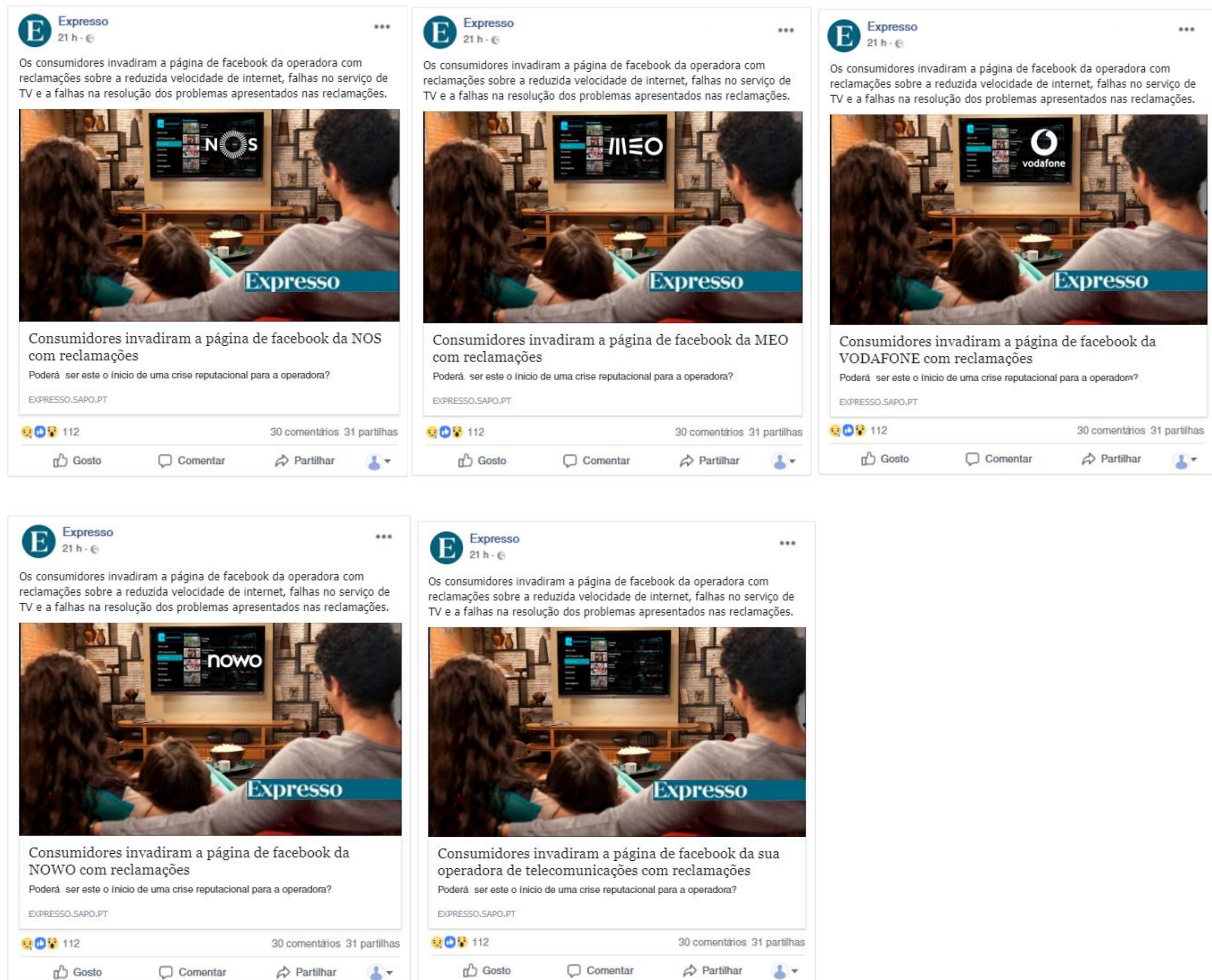
12 – Escolha a opção verdadeira. As duas notícias apresentadas em cima referem-se a uma série de reclamações colocadas por consumidores na página de facebook:

- Da sua operadora de telecomunicações atual
- De uma operadora de telecomunicações concorrente
- De uma companhia aérea´
- Todas as respostas anteriores estão corretas

13 – Escolha a opção verdadeira. Os motivos de reclamação mais frequentes, apresentados na notícia são:

- Falhas no serviço de Internet
- Falhas no serviço de Televisão
- Falha na resolução dos problemas apresentados nas reclamações
- Todas as respostas anteriores estão corretas

Parte III: Grupo 1 - grupo de controlo (3x reclamações sem resposta) | (5 questões)

Imagine que enquanto continua a fazer "scroll" no seu feed de notícias do Facebook, minutos após ter visualizado as notícias apresentadas anteriormente, lhe aparecem as seguintes reclamações colocadas por consumidores na página de facebook da sua operadora de telecomunicações.
Leia os posts com atenção e responda as questões.

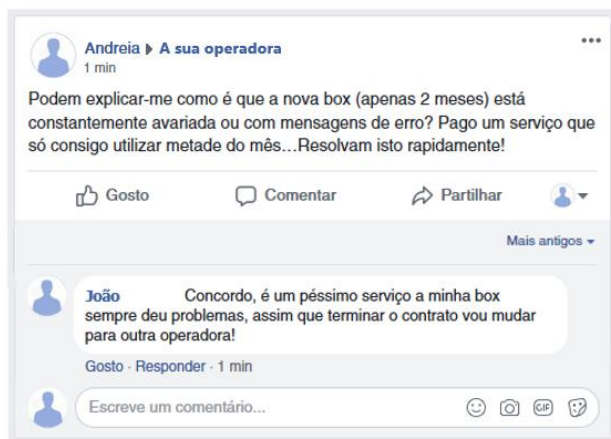| Condition: IF answer to Question 2 - Qual é a sua principal operadora de telecomunicações?	
Is = NOS	display stimuli Nº1.1 and Nº 2.1 and 3.1.
Is = MEO	display stimuli Nº1.2 and Nº 2.2 and 3.2.
Is = Vodafone	display stimuli Nº1.3 and Nº 2.3 and 3.3.
Is = NOWO/Cabovisão	display stimuli Nº1.4 and Nº 2.4 and 3.4.
Is = Outra	display stimuli Nº1.5 and Nº 2.5 and 3.5.

1st Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her telecommunications service provider)
Nº: 1.1, 1.2, 1.3, 1.4, 1.5

1_14 - Como avalia o conteúdo do comentário publicado pela Andreia?

- Muito negativo
- Um tanto negativo
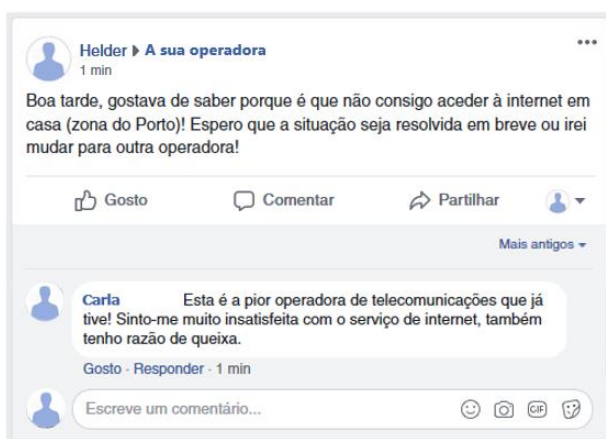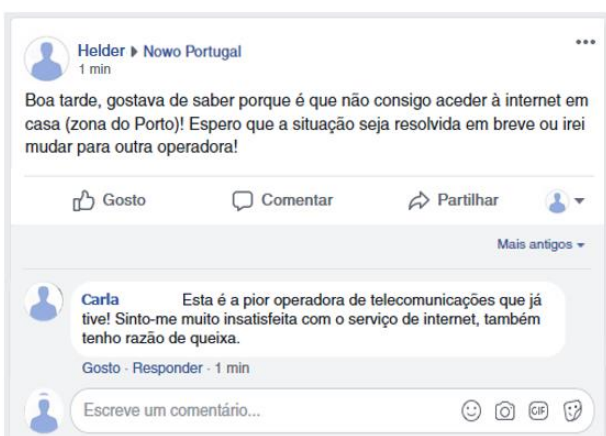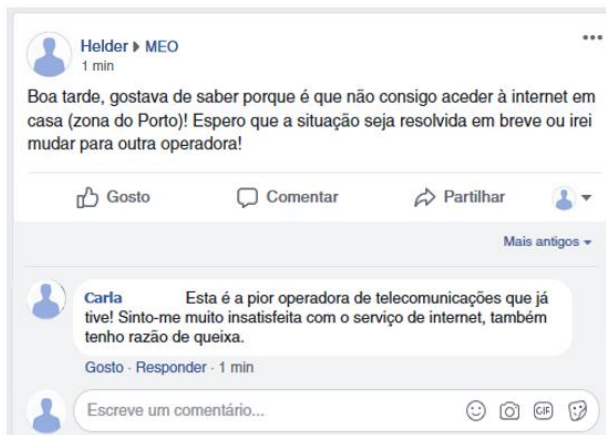- Nem positivo nem negativo
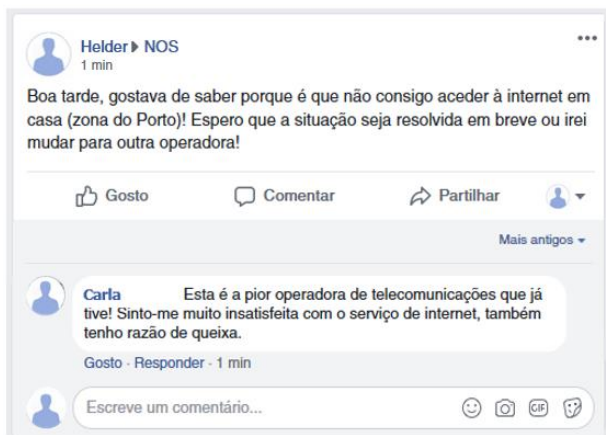- Um tanto positivo
- Muito positivo

2nd Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her telecommunications service provider)
Nº: 2.1, 2.3, 2.3, 2.4, 2.5

1_15 - Como avalia o conteúdo do comentário publicado pelo Hélder?

- Muito negativo
- Um tanto negativo
- Nem positivo nem negativo
- Um tanto positivo
- Muito positivo

3rd Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her telecommunications service provider)
Nº: 3.1, 3.2, 3.3, 3.4, 3.5

1_16 - Como avalia o conteúdo do comentário publicado pela Beatriz?

- Muito negativo
- Um tanto negativo
- Nem positivo nem negativo
- Um tanto positivo
- Muito positivo

1_17 - Com base nos comentários que visualizou, pedimos que responda o seu nível de concordância com as seguintes afirmações:

	Discordo completamente	2	3	Não concordo nem discord	4	5	Concordo completamente
Se estas situações acontecessem comigo eu iria reclamar da minha operadora aos meus amigos e familiares							
Se estas situações acontecessem comigo eu ia garantir que dizia aos meus amigos para não adquirirem produtos/serviços da minha operadora							
É provável que eu alerte os meus amigos e familiares para não adquirirem produtos/serviços da minha operadora							

2 = Discordo parcialmente; 3= Discordo; 4 = Concordo Parcialmente; 5 = Concordo

1_18 - Com base nos comentários que visualizou, pedimos que responda o seu nível de concordância com as seguintes afirmações:

	Discordo completamente	2	3	Não concordo nem discordo	4	5	Concordo completamente
Confio na minha operadora							
Tenho um bom pressentimento sobre a minha operadora							
A minha operadora desenvolve serviços e produtos inovadores							
Admiro e respeito a minha operadora							
A minha operadora apoia os seus produtos e serviços							
A minha operadora oferece produtos e serviços de alta qualidade							
A minha operadora oferece produtos e serviços com uma boa relação qualidade-preço							
A minha operadora demonstra excelente liderança							

2= Discordo parcialmente; 3= Discordo; 4 = Concordo Parcialmente; 5 = Concordo

Parte III: Grupo 2 (3x reclamações + 3x Reações positivas de utilizadores) (8 questões)

Imagine agora que continua a fazer "scroll" no seu feed de notícias do Facebook e que, minutos após ter visualizado as notícias apresentadas anteriormente, lhe aparecem as seguintes reclamações colocadas por consumidores na página de facebook da sua operadora de telecomunicações, assim como reações de outros utilizadores a essas reclamações.

Leia os posts e as respetivas reações com atenção.

Condition: IF answer to Question 2 - Qual é a sua principal operadora de telecomunicações?
Is = NOS   display stimuli Nº1.1 and Nº 2.1 and 3.1.
Is = MEO   display stimuli Nº1.2 and Nº 2.2 and 3.2.
Is = Vodafone   display stimuli Nº1.3 and Nº 2.3 and 3.3.
Is = NOWO/Cabovisão   display stimuli Nº1.4 and Nº 2.4 and 3.4.
Is = Outra   display stimuli Nº1.5 and Nº 2.5 and 3.5.

1st Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her telecommunications service provider)
Nº: 1.1, 1.2, 1.3, 1.4, 1.5

2_14 - Como avalia o conteúdo do comentário publicado pela Andreia?

- Muito negativo
- Um tanto negativo
- Nem positivo nem negativo
- Um tanto positivo
- Muito positivo

2_15 - Como avalia o conteúdo do comentário publicado pelo João?

- Muito negativo

- Um tanto negativo
- Nem positivo nem negativo
- Um tanto positivo
- Muito positivo

2nd Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her telecommunications service provider)
Nº: 2.1, 2.3, 2.3, 2.4, 2.5

2_16 - Como avalia o conteúdo do comentário publicado pelo Hélder?

- Muito negativo
- Um tanto negativo
- Nem positivo nem negativo
- Um tanto positivo
- Muito positivo

2_17 - Como avalia o conteúdo do comentário publicado pela Carla?

- Muito negativo
- Um tanto negativo
- Nem positivo nem negativo
- Um tanto positivo
- Muito positivo

3rd Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her telecommunications service provider)
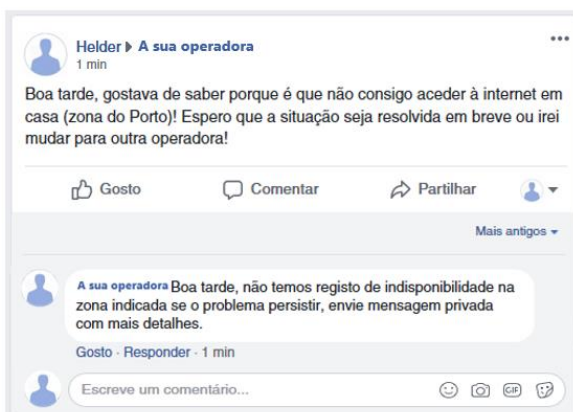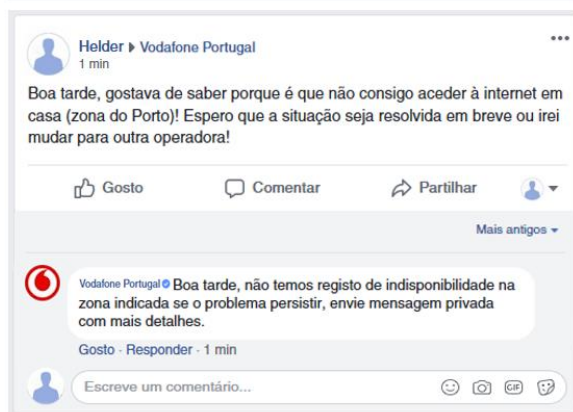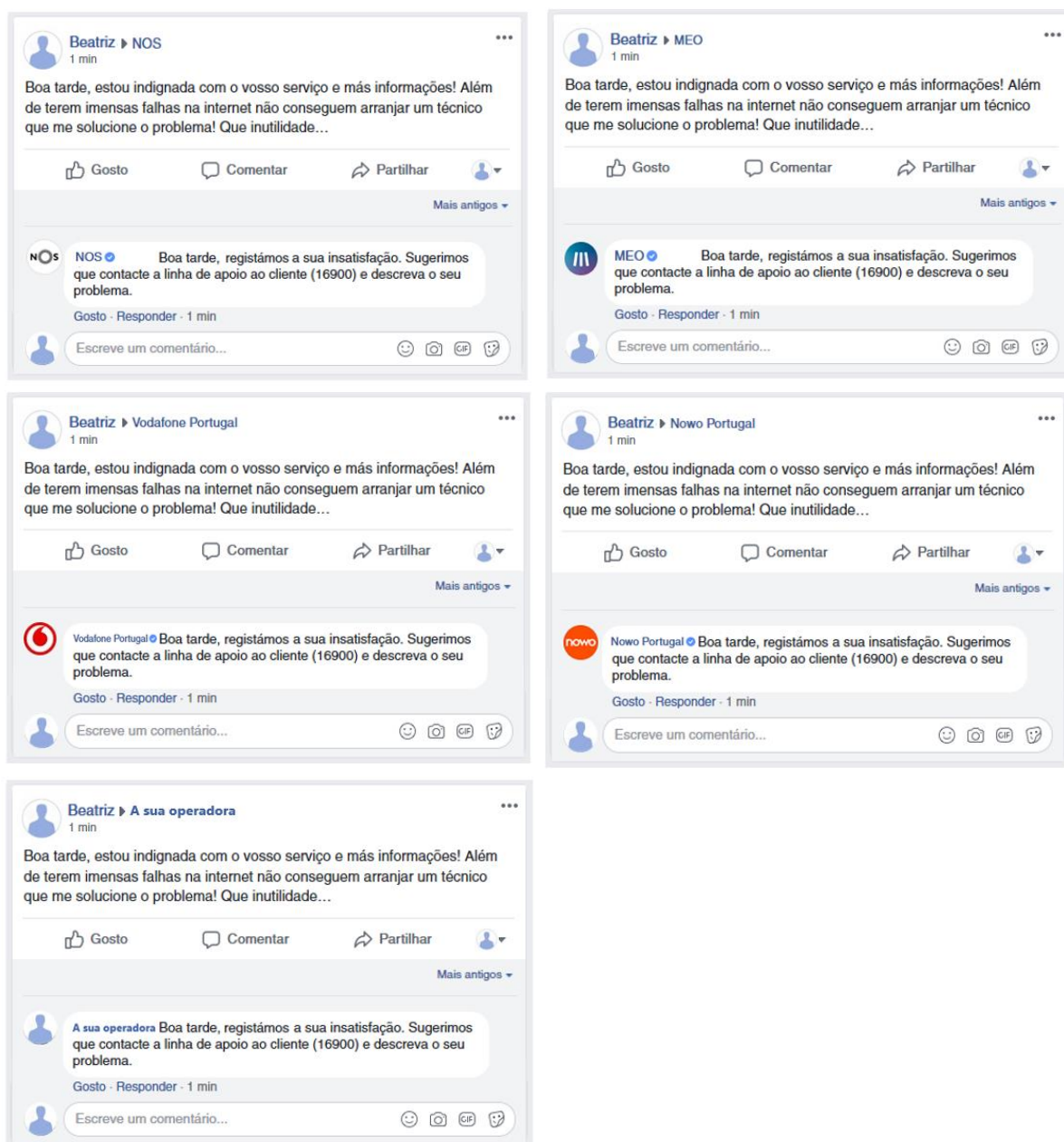Nº: 3.1, 3.2, 3.3, 3.4, 3.5

2_18 - Como avalia o conteúdo do comentário publicado pela Beatriz?

- Muito negativo
- Um tanto negativo
- Nem positivo nem negativo
- Um tanto positivo
- Muito positivo

2_19 - Como avalia o conteúdo do comentário publicado pelo Luís?

- Muito negativo
- Um tanto negativo
- Nem positivo nem negativo
- Um tanto positivo
- Muito positivo

2_20 - Com base nos comentários que visualizou, pedimos que responda o seu nível de concordância com as seguintes afirmações:

	Discordo completamente	2	3	Não concordo nem discord	4	5	Concordo completamente
Se estas situações acontecessem comigo eu iria reclamar da minha operadora aos meus amigos e familiares							
Se estas situações acontecessem comigo eu ia garantir que dizia aos meus amigos para não adquirirem produtos/serviços da minha operadora							
É provável que eu alerte os meus amigos e familiares para não adquirirem produtos/serviços da minha operadora							

2 = Discordo parcialmente; 3= Discordo; 4 = Concordo Parcialmente; 5 = Concordo

2_21 - Com base nos comentários que visualizou, pedimos que responda o seu nível de concordância com as seguintes afirmações:

	Discordo completamente	2	3	Não concordo nem discordo	4	5	Concordo completamente

Confio na minha operadora					
Tenho um bom pressentimento sobre a minha operadora					
A minha operadora desenvolve serviços e produtos inovadores					
Admiro e respeito a minha operadora					
A minha operadora apoia os seus produtos e serviços					
A minha operadora oferece produtos e serviços de alta qualidade					
A minha operadora oferece produtos e serviços com uma boa relação qualidade-preço					
A minha operadora demonstra excelente liderança					

2= Discordo parcialmente; 3= Discordo; 4 = Concordo Parcialmente; 5 = Concordo

Parte III: Grupo 3 (3x reclamações + 3x Reações negativas de utilizadores) (8 questões)

Imagine agora que continua a fazer "scroll" no seu feed de notícias do Facebook e que, minutos após ter visualizado as notícias apresentadas anteriormente, lhe aparecem as seguintes reclamações colocadas por consumidores na página de facebook da sua operadora de telecomunicações, assim como reações de outros utilizadores a essas reclamações.

Leia os posts e as respetivas reações com atenção.

Condition: IF answer to Question 2 - Qual é a sua principal operadora de telecomunicações?
Is = NOS   *display stimuli Nº1.1 and Nº 2.1 and 3.1.*
Is = MEO   *display stimuli Nº1.2 and Nº 2.2 and 3.2.*
Is = Vodafone   *display stimuli Nº1.3 and Nº 2.3 and 3.3.*
Is = NOWO/Cabovisão   *display stimuli Nº1.4 and Nº 2.4 and 3.4.*
Is = Outra   *display stimuli Nº1.5 and Nº 2.5 and 3.5.*

1st Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her telecommunications service provider)
Nº: 1.1, 1.2, 1.3, 1.4, 1.5

3_14 - Como avalia o conteúdo do comentário publicado pela Andreia?

- Muito negativo
- Um tanto negativo
- Nem positivo nem negativo
- Um tanto positivo
- Muito positivo

3_15 - Como avalia o conteúdo do comentário publicado pelo João?

- Muito negativo
- Um tanto negativo
- Nem positivo nem negativo
- Um tanto positivo
- Muito positivo

2nd Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her telecommunications service provider)
Nº: 2.1, 2.3, 2.3, 2.4, 2.5

3_16 - Como avalia o conteúdo do comentário publicado pelo Hélder?

- Muito negativo
- Um tanto negativo
- Nem positivo nem negativo
- Um tanto positivo
- Muito positivo

3_17 - Como avalia o conteúdo do comentário publicado pela Carla?

- Muito negativo

- Um tanto negativo
- Nem positivo nem negativo
- Um tanto positivo
- Muito positivo

3rd Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her telecommunications service provider)
Nº: 3.1, 3.2, 3.3, 3.4, 3.5

3_18 - Como avalia o conteúdo do comentário publicado pela Beatriz?

- Muito negativo
- Um tanto negativo
- Nem positivo nem negativo
- Um tanto positivo
- Muito positivo

3_19 - Como avalia o conteúdo do comentário publicado pelo Luís?

- Muito negativo
- Um tanto negativo
- Nem positivo nem negativo
- Um tanto positivo
- Muito positivo

3_20 - Com base nos comentários que visualizou, pedimos que responda o seu nível de concordância com as seguintes afirmações:

	Discordo completamente	2	3	Não concordo nem discord	4	5	Concordo completamente
Se estas situações acontecessem comigo eu iria reclamar da minha operadora aos meus amigos e familiares							
Se estas situações acontecessem comigo eu ia garantir que dizia aos meus amigos para não adquirirem produtos/serviços da minha operadora							
É provável que eu alerte os meus amigos e familiares para não adquirirem produtos/serviços da minha operadora							

2 = Discordo parcialmente; 3= Discordo; 4 = Concordo Parcialmente; 5 = Concordo

3_21 - Com base nos comentários que visualizou, pedimos que responda o seu nível de concordância com as seguintes afirmações:

	Discordo completamente	2	3	Não concordo nem discordo	4	5	Concordo completamente
Confio na minha operadora							
Tenho um bom pressentimento sobre a minha operadora							
A minha operadora desenvolve serviços e produtos inovadores							
Admiro e respeito a minha operadora							
A minha operadora apoia os seus produtos e serviços							
A minha operadora oferece produtos e serviços de alta qualidade							
A minha operadora oferece produtos e serviços com uma boa relação qualidade-preço							
A minha operadora demonstra excelente liderança							

2= Discordo parcialmente; 3= Discordo; 4 = Concordo Parcialmente; 5 = Concordo

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Parte III: Grupo 4 (3x reclamações + 3x respostas da organização com o conteúdo de resposta NEUTRAL e tom de voz CORPORATE) (7 questões)

Imagine agora que continua a fazer "scroll" no seu feed de notícias do Facebook e que, minutos após ter visualizado as notícias apresentadas anteriormente, lhe aparecem as seguintes reclamações colocadas por consumidores na página de facebook da sua operadora de telecomunicações, assim como as respostas dadas pela equipa de apoio ao cliente da sua operadora.
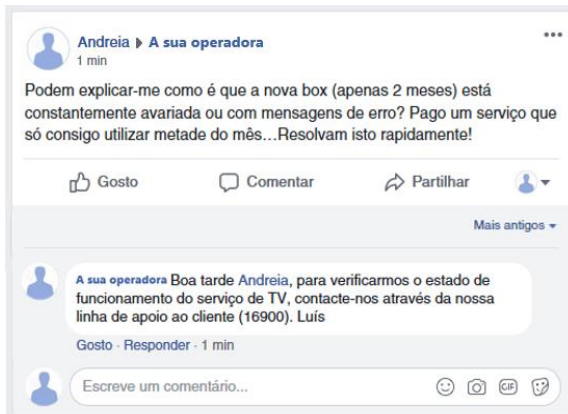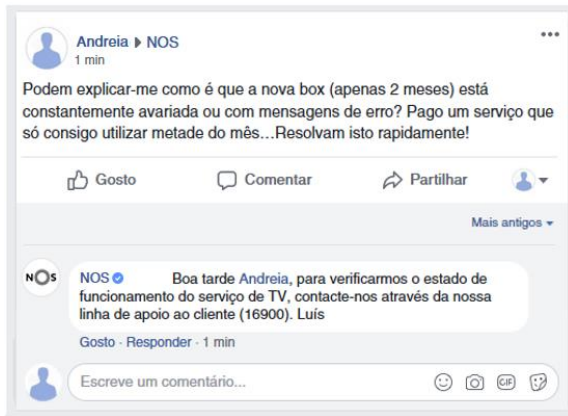
Leia os posts e as respetivas reações com atenção.

Condition: IF answer to Question 2 - Qual é a sua principal operadora de telecomunicações?
Is = NOS   display stimuli Nº1.1 and Nº 2.1 and 3.1.
Is = MEO   display stimuli Nº1.2 and Nº 2.2 and 3.2.
Is = Vodafone   display stimuli Nº1.3 and Nº 2.3 and 3.3.
Is = NOWO/Cabovisão   display stimuli Nº1.4 and Nº 2.4 and 3.4.
Is = Outra   display stimuli Nº1.5 and Nº 2.5 and 3.5.

1ˢᵗ Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her telecommunications service provider)
Nº: 1.1, 1.2, 1.3, 1.4, 1.5

4_14 - Como avalia o conteúdo do comentário publicado pela Andreia?

- Muito negativo
- Um tanto negativo
- Nem positivo nem negativo
- Um tanto positivo
- Muito positivo

2nd Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her telecommunications service provider)
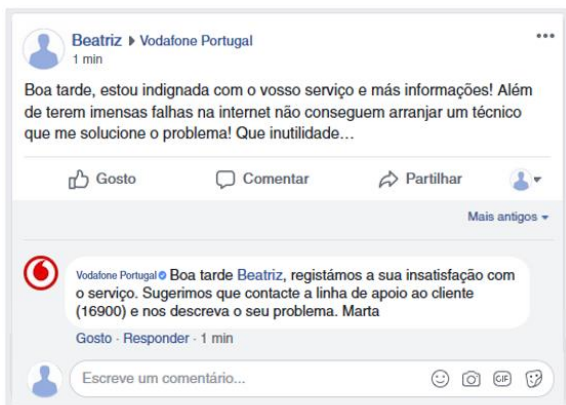Nº: 2.1, 2.3, 2.3, 2.4, 2.5

4_15 - Como avalia o conteúdo do comentário publicado pelo Hélder?

- Muito negativo
- Um tanto negativo
- Nem positivo nem negativo
- Um tanto positivo
- Muito positivo

3rd Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her telecommunications service provider)
Nº: 3.1, 3.2, 3.3, 3.4, 3.5

4_16 - Como avalia o conteúdo do comentário publicado pela Beatriz?

- Muito negativo

- Um tanto negativo
- Nem positivo nem negativo
- Um tanto positivo
- Muito positivo

4_17 - Com base nos comentários que visualizou e nas respostas publicadas pela sua operadora de telecomunicações, pedimos que responda o seu nível de concordância com as seguintes afirmações:

Para responder à questão poderá voltar a consultar os posts apresentados anteriormente!

	Discordo completamente	2	3	Não concordo nem discord	4	5	Concordo completamente
A sua operadora pede desculpas pelo sucedido e informa tomar medidas corretivas, oferecendo alguma forma de compensação através da reparação ou substituição do problema							
A sua operadora escuta atentamente o problema do consumidor, explica as razões por trás das suas decisões e é atenciosa no tratamento							
A sua operadora simplifica o processo de reclamação e tenta resolver o problema de forma rápida e eficiente							

2 = Discordo parcialmente; 3= Discordo; 4 = Concordo Parcialmente; 5 = Concordo

4_18 - Com base nos comentários que visualizou e nas respostas publicadas pela sua operadora de telecomunicações, pedimos que responda o seu nível de concordância com as seguintes afirmações:

Para responder à questão poderá voltar a consultar os posts apresentados anteriormente!

	Discordo completamente	2	3	Não concordo nem discordo	4	5	Concordo completamente
As respostas da sua operadora são dirigidas pessoalmente ao consumidor							
As respostas da sua operadora são especialmente criadas para o consumidor							
A sua operadora dirige-se ao consumidor de forma personalizada							

4_19 - Com base nos comentários que visualizou, pedimos que responda o seu nível de concordância com as seguintes afirmações:

	Discordo completamente	2	3	Não concordo nem discord	4	5	Concordo completamente
Se estas situações acontecessem comigo eu iria reclamar da minha operadora aos meus amigos e familiares							
Se estas situações acontecessem comigo eu ia garantir que dizia aos meus amigos para não adquirirem produtos/serviços da minha operadora							

		2	3	Não concordo nem discordo	4	5	
É provável que eu alerte os meus amigos e familiares para não adquirirem produtos/serviços da minha operadora							

2 = Discordo parcialmente; 3= Discordo; 4 = Concordo Parcialmente; 5 = Concordo

4_20 - Com base nos comentários que visualizou, pedimos que responda o seu nível de concordância com as seguintes afirmações:

	Discordo completamente	2	3	Não concordo nem discordo	4	5	Concordo completamente
Confio na minha operadora							
Tenho um bom pressentimento sobre a minha operadora							
A minha operadora desenvolve serviços e produtos inovadores							
Admiro e respeito a minha operadora							
A minha operadora apoia os seus produtos e serviços							
A minha operadora oferece produtos e serviços de alta qualidade							
A minha operadora oferece produtos e serviços com uma boa relação qualidade-preço							
A minha operadora demonstra excelente liderança							

2= Discordo parcialmente; 3= Discordo; 4 = Concordo Parcialmente; 5 = Concordo

Parte III: Grupo 5 (3x reclamações + 3x respostas da organização com o conteúdo de resposta NEUTRAL e tom de voz PERSONALIZED) (7 questões)

Imagine agora que continua a fazer "scroll" no seu feed de notícias do Facebook e que, minutos após ter visualizado as notícias apresentadas anteriormente, lhe aparecem as seguintes reclamações colocadas por consumidores na página de facebook da sua operadora de telecomunicações, assim como as respostas dadas pela equipa de apoio ao cliente da sua operadora.
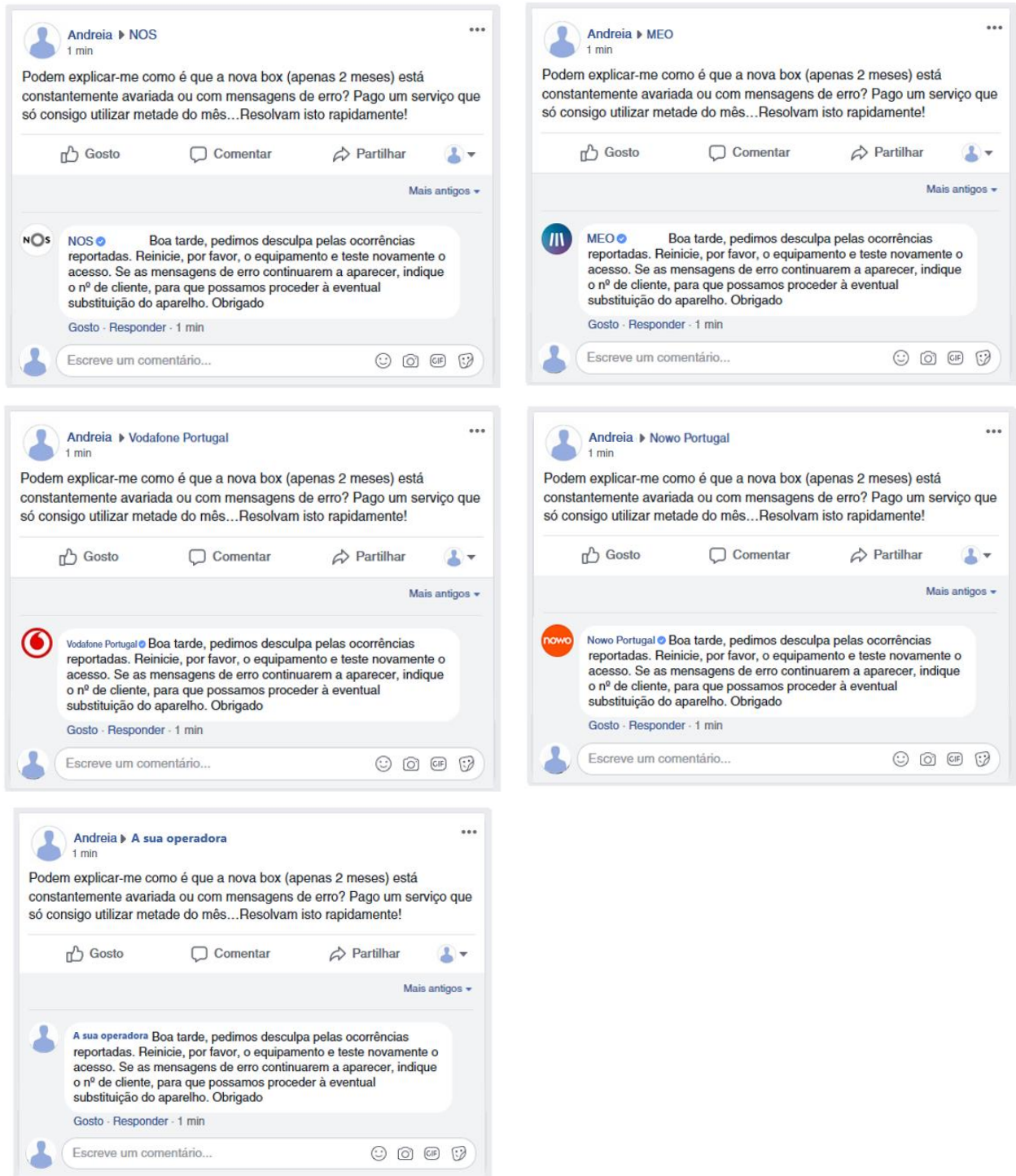
Leia os posts e as respetivas reações com atenção.

Condition: IF answer to Question 2 - Qual é a sua principal operadora de telecomunicações?
Is = NOS   display stimuli Nº1.1 and Nº 2.1 and 3.1.
Is = MEO   display stimuli Nº1.2 and Nº 2.2 and 3.2.
Is = Vodafone   display stimuli Nº1.3 and Nº 2.3 and 3.3.
Is = NOWO/Cabovisão   display stimuli Nº1.4 and Nº 2.4 and 3.4.
Is = Outra   display stimuli Nº1.5 and Nº 2.5 and 3.5.

1st Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her telecommunications service provider)
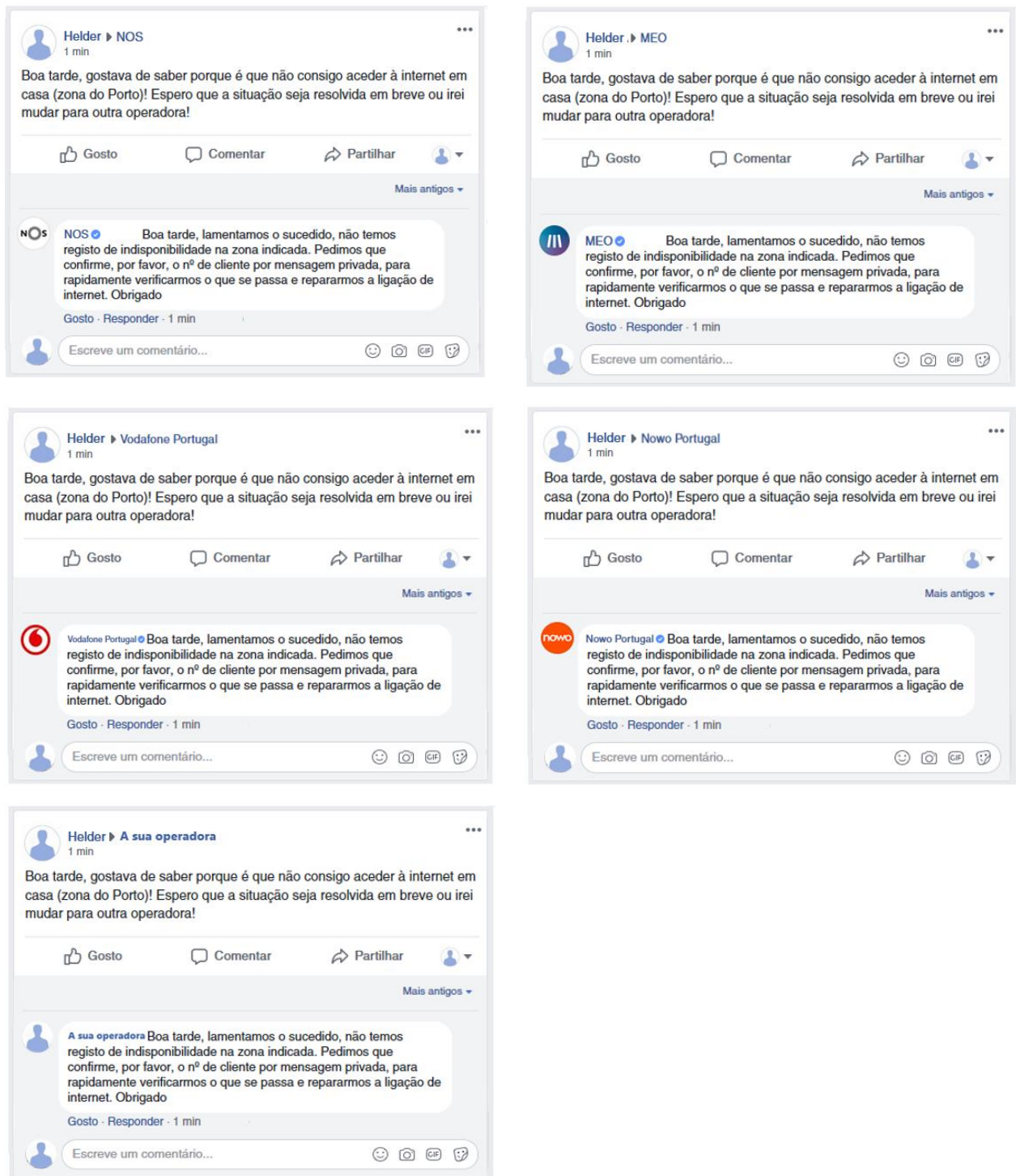Nº: 1.1, 1.2, 1.3, 1.4, 1.5

5_14 - Como avalia o conteúdo do comentário publicado pela Andreia?

- Muito negativo
- Um tanto negativo
- Nem positivo nem negativo
- Um tanto positivo
- Muito positivo

2nd Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her telecommunications service provider)
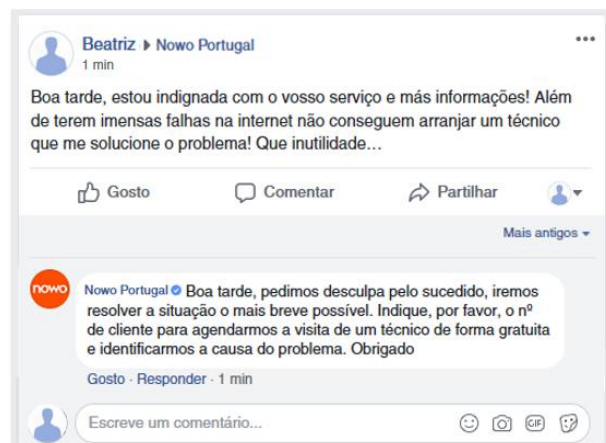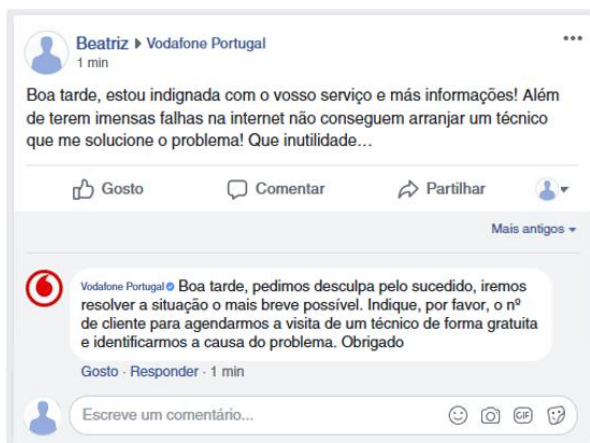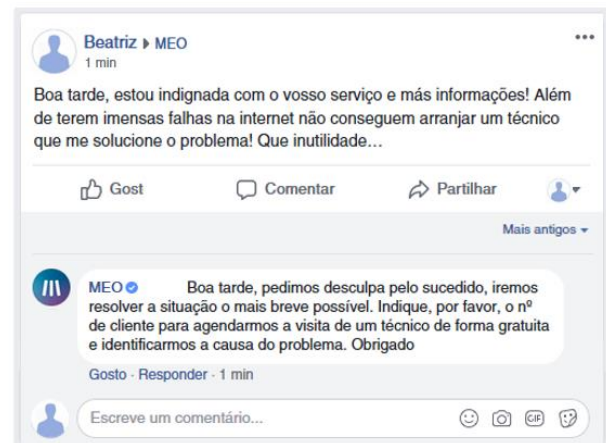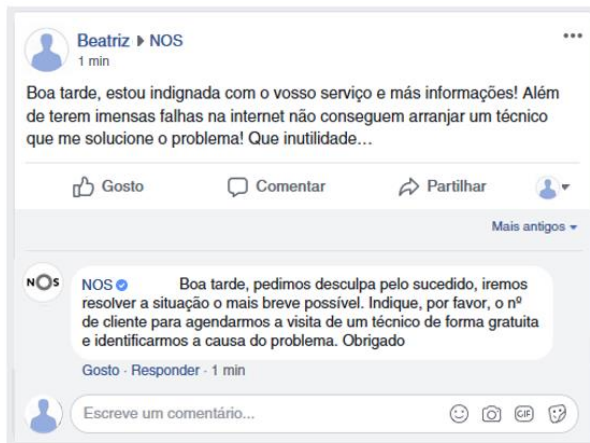Nº: 2.1, 2.3, 2.3, 2.4, 2.5

5_15 - Como avalia o conteúdo do comentário publicado pelo Hélder?

- Muito negativo
- Um tanto negativo
- Nem positivo nem negativo
- Um tanto positivo
- Muito positivo

3rd Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her telecommunications service provider)
Nº: 3.1, 3.2, 3.3, 3.4, 3.5

5_16 - Como avalia o conteúdo do comentário publicado pela Beatriz?

- Muito negativo
- Um tanto negativo
- Nem positivo nem negativo
- Um tanto positivo
- Muito positivo

5_17 - Com base nos comentários que visualizou e nas respostas publicadas pela sua operadora de telecomunicações, pedimos que responda o seu nível de concordância com as seguintes afirmações:

Para responder à questão poderá voltar a consultar os posts apresentados anteriormente!

	Discordo completamente	2	3	Não concordo nem discord	4	5	Concordo completamente
A sua operadora pede desculpas pelo sucedido e informa tomar medidas corretivas, oferecendo alguma forma de compensação através da reparação ou substituição do problema							
A sua operadora escuta atentamente o problema do consumidor, explica as razões por trás das suas decisões e é atenciosa no tratamento							
A sua operadora simplifica o processo de reclamação e tenta resolver o problema de forma rápida e eficiente							

2 = Discordo parcialmente; 3= Discordo; 4 = Concordo Parcialmente; 5 = Concordo

5_18 - Com base nos comentários que visualizou e nas respostas publicadas pela sua operadora de telecomunicações, pedimos que responda o seu nível de concordância com as seguintes afirmações:

Para responder à questão poderá voltar a consultar os posts apresentados anteriormente!

	Discordo completamente	2	3	Não concordo nem discord	4	5	Concordo completamente
As respostas da sua operadora são dirigidas pessoalmente ao consumidor							
As respostas da sua operadora são especialmente criadas para o consumidor							
A sua operadora dirige-se ao consumidor de forma personalizada							

5_19 - Com base nos comentários que visualizou, pedimos que responda o seu nível de concordância com as seguintes afirmações:

	Discordo completamente	2	3	Não concordo nem discord	4	5	Concordo completamente
Se estas situações acontecessem comigo eu iria reclamar da minha operadora aos meus amigos e familiares							

Se estas situações acontecessem comigo eu ia garantir que dizia aos meus amigos para não adquirirem produtos/serviços da minha operadora							
É provável que eu alerte os meus amigos e familiares para não adquirirem produtos/serviços da minha operadora							

2 = Discordo parcialmente; 3= Discordo; 4 = Concordo Parcialmente; 5 = Concordo

5_20 - Com base nos comentários que visualizou, pedimos que responda o seu nível de concordância com as seguintes afirmações:

	Discordo completamente	2	3	Não concordo nem discordo	4	5	Concordo completamente
Confio na minha operadora							
Tenho um bom pressentimento sobre a minha operadora							
A minha operadora desenvolve serviços e produtos inovadores							
Admiro e respeito a minha operadora							
A minha operadora apoia os seus produtos e serviços							
A minha operadora oferece produtos e serviços de alta qualidade							
A minha operadora oferece produtos e serviços com uma boa relação qualidade-preço							
A minha operadora demonstra excelente liderança							

2= Discordo parcialmente; 3= Discordo; 4 = Concordo Parcialmente; 5 = Concordo

Parte III: Grupo 6 (3x reclamações + 3x respostas da organização com o conteúdo de resposta WEBCARE e tom de voz CORPORATE) (7 questões)

Imagine agora que continua a fazer "scroll" no seu feed de notícias do Facebook e que, minutos após ter visualizado as notícias apresentadas anteriormente, lhe aparecem as seguintes reclamações colocadas por consumidores na página de facebook da sua operadora de telecomunicações, assim como as respostas dadas pela equipa de apoio ao cliente da sua operadora.
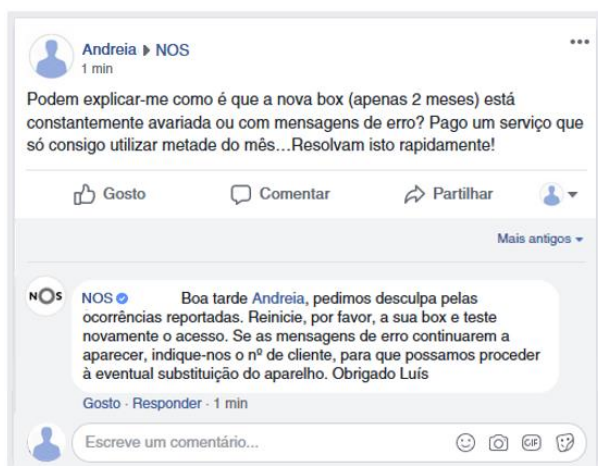
Leia os posts e as respetivas reações com atenção.

Condition: IF answer to Question 2 - Qual é a sua principal operadora de telecomunicações?
Is = NOS   display stimuli Nº1.1 and Nº 2.1 and 3.1.
Is = MEO   display stimuli Nº1.2 and Nº 2.2 and 3.2.
Is = Vodafone   display stimuli Nº1.3 and Nº 2.3 and 3.3.
Is = NOWO/Cabovisão   display stimuli Nº1.4 and Nº 2.4 and 3.4.
Is = Outra   display stimuli Nº1.5 and Nº 2.5 and 3.5.

1st Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her telecommunications service provider)
Nº: 1.1, 1.2, 1.3, 1.4, 1.5

1min

6_14 - Como avalia o conteúdo do comentário publicado pela Andreia?

- Muito negativo
- Um tanto negativo
- Nem positivo nem negativo
- Um tanto positivo
- Muito positivo

2nd Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her telecommunications service provider)

Nº: 2.1, 2.2, 2.3, 2.4, 2.5

6_15 - Como avalia o conteúdo do comentário publicado pelo Hélder?

- Muito negativo
- Um tanto negativo
- Nem positivo nem negativo
- Um tanto positivo
- Muito positivo

3rd Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her telecommunications service provider)
Nº: 3.1, 3.2, 3.3, 3.4, 3.5

6_16 - Como avalia o conteúdo do comentário publicado pela Beatriz?

- Muito negativo
- Um tanto negativo
- Nem positivo nem negativo
- Um tanto positivo
- Muito positivo

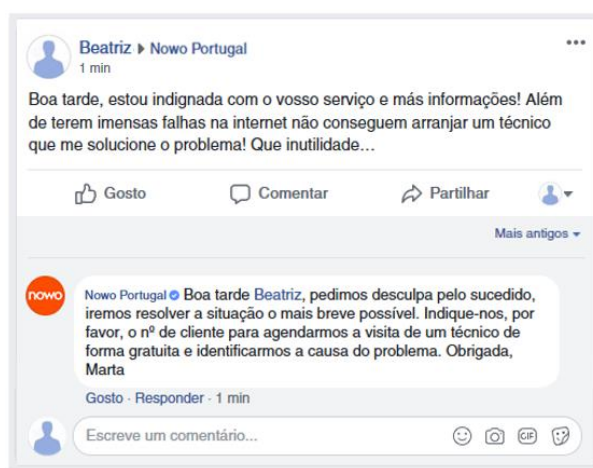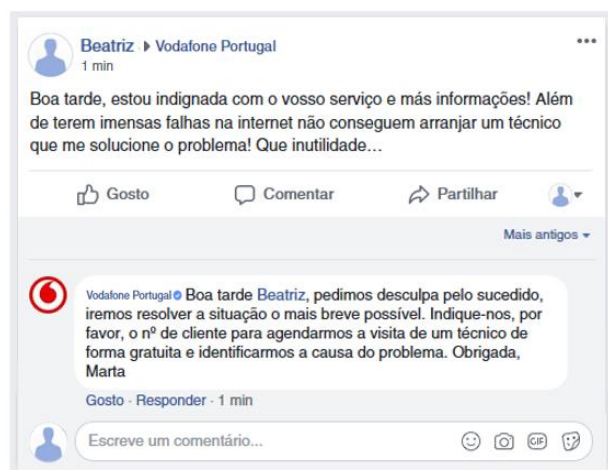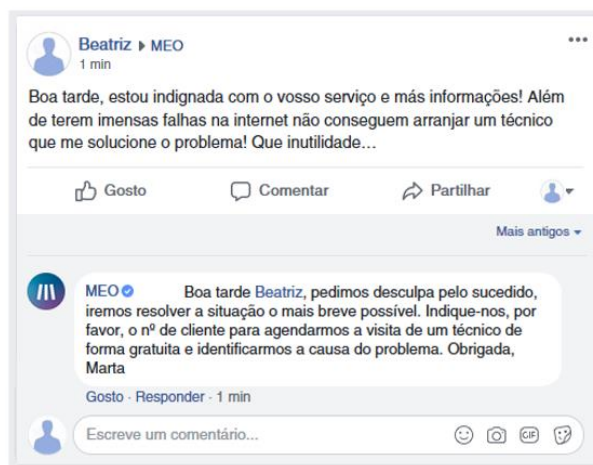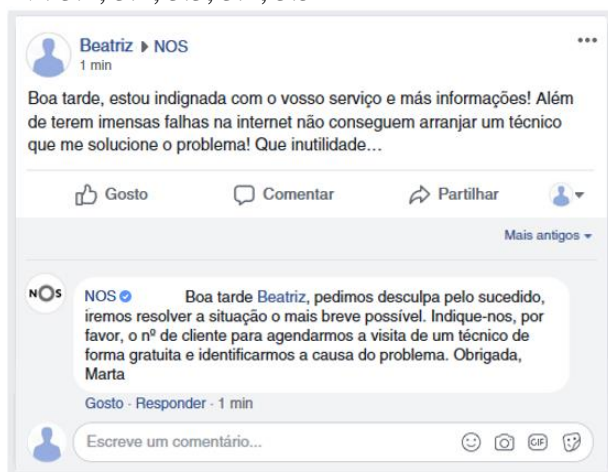*6_17 - Com base nos comentários que visualizou e nas respostas publicadas pela sua operadora de telecomunicações, pedimos que responda o seu nível de concordância com as seguintes afirmações:*

Para responder à questão poderá voltar a consultar os posts apresentados anteriormente!

	Discordo completamente	2	3	Não concordo nem discord	4	5	Concordo completamente
A sua operadora pede desculpas pelo sucedido e informa tomar medidas corretivas, oferecendo alguma forma de compensação através da reparação ou substituição do problema							
A sua operadora escuta atentamente o problema do consumidor, explica as razões por trás das suas decisões e é atenciosa no tratamento							
A sua operadora simplifica o processo de reclamação e tenta resolver o problema de forma rápida e eficiente							

2 = Discordo parcialmente; 3= Discordo; 4 = Concordo Parcialmente; 5 = Concordo

6_18 - Com base nos comentários que visualizou e nas respostas publicadas pela sua operadora de telecomunicações, pedimos que responda o seu nível de concordância com as seguintes afirmações:

Para responder à questão poderá voltar a consultar os posts apresentados anteriormente!

	Discordo completamente	2	3	Não concordo nem discord	4	5	Concordo completamente
As respostas da sua operadora são dirigidas pessoalmente ao consumidor							
As respostas da sua operadora são especialmente criadas para o consumidor							
A sua operadora dirige-se ao consumidor de forma personalizada							

6_19 - Com base nos comentários que visualizou, pedimos que responda o seu nível de concordância com as seguintes afirmações:

	Discordo completamente	2	3	Não concordo nem discord	4	5	Concordo completamente
Se estas situações acontecessem comigo eu iria reclamar da minha operadora aos meus amigos e familiares							
Se estas situações acontecessem comigo eu ia garantir que dizia aos meus amigos para não adquirirem produtos/serviços da minha operadora							
É provável que eu alerte os meus amigos e familiares para não adquirirem produtos/serviços da minha operadora							

2 = Discordo parcialmente; 3= Discordo; 4 = Concordo Parcialmente; 5 = Concordo

6_20 - Com base nos comentários que visualizou, pedimos que responda o seu nível de concordância com as seguintes afirmações:

	Discordo completamente	2	3	Não concordo nem discordo	4	5	Concordo completamente
Confio na minha operadora							
Tenho um bom pressentimento sobre a minha operadora							
A minha operadora desenvolve serviços e produtos inovadores							
Admiro e respeito a minha operadora							
A minha operadora apoia os seus produtos e serviços							
A minha operadora oferece produtos e serviços de alta qualidade							
A minha operadora oferece produtos e serviços com uma boa relação qualidade-preço							
A minha operadora demonstra excelente liderança							

2= Discordo parcialmente; 3= Discordo; 4 = Concordo Parcialmente; 5 = Concordo

Parte III: Grupo 7 (3x reclamações + 3x respostas da organização com o conteúdo de resposta WEBCAREe tom de voz PERSONALIZED) (7 questões)

Imagine agora que continua a fazer "scroll" no seu feed de notícias do Facebook e que, minutos após ter visualizado as notícias apresentadas anteriormente, lhe aparecem as seguintes reclamações colocadas por consumidores na página de facebook da sua operadora de telecomunicações, assim como as respostas dadas pela equipa de apoio ao cliente da sua operadora.

Leia os posts e as respetivas reações com atenção.

Condition: IF answer to Question 2 - Qual é a sua principal operadora de telecomunicações?
Is = NOS   display stimuli Nº1.1 and Nº 2.1 and 3.1.
Is = MEO   display stimuli Nº1.2 and Nº 2.2 and 3.2.
Is = Vodafone   display stimuli Nº1.3 and Nº 2.3 and 3.3.
Is = NOWO/Cabovisão   display stimuli Nº1.4 and Nº 2.4 and 3.4.
Is = Outra   display stimuli Nº1.5 and Nº 2.5 and 3.5.

1st Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her telecommunications service provider)
Nº: 1.1, 1.2, 1.3, 1.4, 1.5

7_14 - Como avalia o conteúdo do comentário publicado pela Andreia?

- Muito negativo
- Um tanto negativo
- Nem positivo nem negativo
- Um tanto positivo
- Muito positivo

2nd Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her telecommunications service provider)

Nº: 2.1, 2.2, 2.3, 2.4, 2.5

7_15 - Como avalia o conteúdo do comentário publicado pelo Hélder?

- Muito negativo
- Um tanto negativo
- Nem positivo nem negativo
- Um tanto positivo
- Muito positivo

3rd Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her telecommunications service provider)
Nº: 3.1, 3.2, 3.3, 3.4, 3.5

7_16 - Como avalia o conteúdo do comentário publicado pela Beatriz?

- Muito negativo
- Um tanto negativo
- Nem positivo nem negativo
- Um tanto positivo
- Muito positivo

7_17 - Com base nos comentários que visualizou e nas respostas publicadas pela sua operadora de telecomunicações, pedimos que responda o seu nível de concordância com as seguintes afirmações:

Para responder à questão poderá voltar a consultar os posts apresentados anteriormente!

	Discordo completamente	2	3	Não concordo nem discord	4	5	Concordo completamente
A sua operadora pede desculpas pelo sucedido e informa tomar medidas corretivas, oferecendo alguma forma de compensação através da reparação ou substituição do problema							
A sua operadora escuta atentamente o problema do consumidor, explica as razões por trás das suas decisões e é atenciosa no tratamento							
A sua operadora simplifica o processo de reclamação e tenta resolver o problema de forma rápida e eficiente							

2 = Discordo parcialmente; 3= Discordo; 4 = Concordo Parcialmente; 5 = Concordo

7_18 - Com base nos comentários que visualizou e nas respostas publicadas pela sua operadora de telecomunicações, pedimos que responda o seu nível de concordância com as seguintes afirmações:

Para responder à questão poderá voltar a consultar os posts apresentados anteriormente!

	Discordo completamente	2	3	Não concordo nem discord	4	5	Concordo completamente
As respostas da sua operadora são dirigidas pessoalmente ao consumidor							
As respostas da sua operadora são especialmente criadas para o consumidor							
A sua operadora dirige-se ao consumidor de forma personalizada							

7_19 - Com base nos comentários que visualizou, pedimos que responda o seu nível de concordância com as seguintes afirmações:

	Discordo completamente	2	3	Não concordo nem discord	4	5	Concordo completamente
Se estas situações acontecessem comigo eu iria reclamar da minha operadora aos meus amigos e familiares							
Se estas situações acontecessem comigo eu ia garantir que dizia aos meus amigos para não adquirirem produtos/serviços da minha operadora							
É provável que eu alerte os meus amigos e familiares para não adquirirem produtos/serviços da minha operadora							

2 = Discordo parcialmente; 3= Discordo; 4 = Concordo Parcialmente; 5 = Concordo

7_20 - Com base nos comentários que visualizou, pedimos que responda o seu nível de concordância com as seguintes afirmações:

	Discordo completamente	2	3	Não concordo nem discordo	4	5	Concordo completamente
Confio na minha operadora							
Tenho um bom pressentimento sobre a minha operadora							
A minha operadora desenvolve serviços e produtos inovadores							
Admiro e respeito a minha operadora							
A minha operadora apoia os seus produtos e serviços							
A minha operadora oferece produtos e serviços de alta qualidade							
A minha operadora oferece produtos e serviços com uma boa relação qualidade-preço							
A minha operadora demonstra excelente liderança							

2= Discordo parcialmente; 3= Discordo; 4 = Concordo Parcialmente; 5 = Concordo

Parte IV: Dados demográficos | (4 questões)

21 - Idade?

- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- +65

22 - Género?

- Masculino
- Feminino

23 – Habilitações académicas?

- Ensino Básico (até ao 9º ano)
- Ensino Secundário (até ao 12º ano)
- Licenciatura
- Mestrado
- Doutoramento

24 – Situação atual?

- Desempregado
- Trabalhador
- Estudante
- Trabalhador Estudante
- Reformado

Appendix F: Online Questionnaire in English (including manipulations in Portuguese)

Part 0: Introduction

Welcome!

This questionnaire is part of a study for a thesis of the Master in Marketing at ISCTE Business School. I need your help to finish it and it should not take more than 10 minutes. All answers are anonymous and will not be used for other purposes. If you have any questions regarding the questionnaire or the study, you can send me an email to agcss@iscte-iul.pt

Thank you! André Gomes

Part I: Control questions | (11 questions)

1 - Are you currently a customer of a telecommunications service provider? Consider television, internet and landline phone services..

- Yes
- No

Condition: IF No Is Selected. Skip To: End of Survey.

2 - What is your main telecommunications service provider? Consider internet, television and landline phone services.

- Cabovisão / Nowo
- Meo
- Nos
- Vodafone
- Other

3 - How long have you been a customer of this operator?

- Less than 1 year
- Between 1 and 2 years
- Between 2 a 3 years
- Between 3 a 4 years
- More than 4 years

4 - Evaluate your current level of satisfaction with this operator:

- Completely dissatisfied
- Very unsatisfied
- Unsatisfied
- Neither satisfied nor dissatisfied
- Satisfied
- Very satisfied
- Completely satisfied

5 - Please rate your service provider brand according to the criteria below:

	1	2	3	4	5	6	7	
Not appealing								Appealing
Bad								Good
Unpleasant								Pleasant
Unfavorable								Favorable
Unlikable								Likable

6 - Do you currently have a loyalty agreement with this operator that entails monetary costs associated with the cancellation of the same?
- Yes
- No

7 - Do you use the same telecomunications service provider for mobile phone services?

- Yes
- No

8 – Do you have a facebook profile?

- Yes
- No

Condition: IF No Is Selected. Skip To: End of Survey.

9 – How frequently do you use Facebook?

- Several times a day
- Once a day
- Two to three times a week
- Once a week
- Less than once a week

10 – Do you follow any brands on this social network?

- Yes
- No

11 – Have you ever used a Facebook branded page to make a complaint?

- Yes
- No

Part II: Presenting 2 Facebook News Posts| (2 questions)

Imagine now that you are scrolling through your Facebook news feed and you have the following posts, published by online newspapers, about an event that happened with your telecomunications service provider. Read the posts carefully and answer the questions.

Condition: IF answer to Question 2 – What is your main telecommunications service provider?
Is = NOS   display stimuli Nº1.1 and Nº 2.1.
Is = MEO   display stimuli Nº1.2 and Nº 2.2.
Is = Vodafone   display stimuli Nº1.3 and Nº 2.3.

| Is = NOWO/Cabovisão | display stimuli Nº1.4 and Nº 2.4. |
| Is = Outra | display stimuli Nº1.5 and Nº 2.5. |

1st Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her's telecommunications service provider)
Nº: 1.1, 1.2, 1.3, 1.4, 1.5

2nd Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her's telecommunications service provider)
Nº: 2.1, 2.3, 2.3, 2.4, 2.5

12 – Choose the right option. The two news presented above refer to a series of mass complaints consumers posted on the facebook page of:

- Your current telecommunications service provider
- A competitor telecommunications service provider
- An airline company
- All options are correct

13 – Choose the right option.. The most frequently motive for complaints presented on the news are:

- Failures in the internet service
- Failures in the TV service
- Failures in addressing and solving the problems exposed in the complaints
- All answers are correct

Part III: Group 1 – Control Group (3x complaints without response) | (5 questions)

Imagine that while scrolling in your Facebook news feed, minutes after viewing the news, presented previously, the following complaints posted by consumers on the facebook page of your telecommunications service provider, appear.
Read the posts carefully and answer the questions.

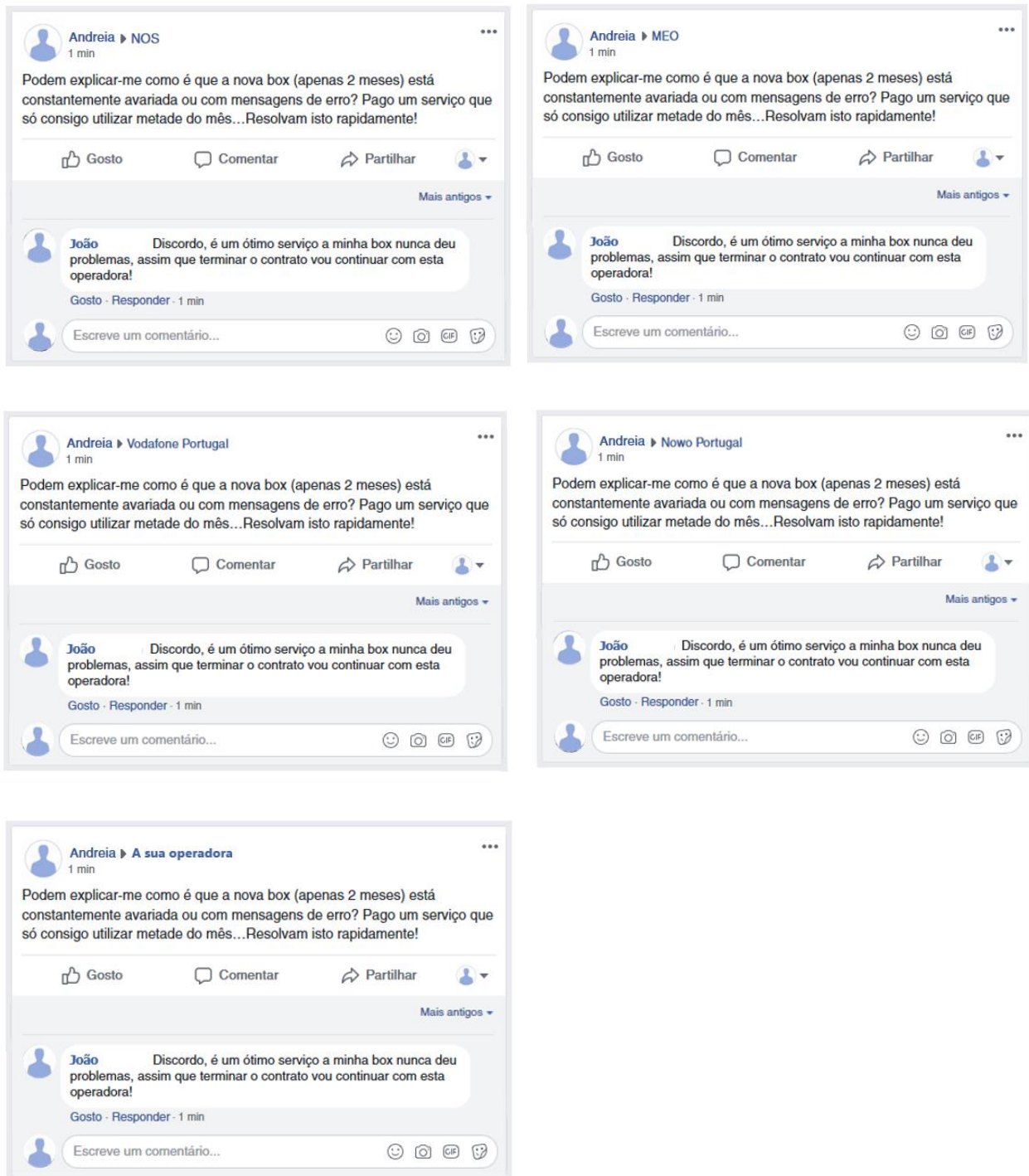| Condition: IF the answer to Question 2 - What is your main telecommunications service provider?	
Is = NOS	display stimuli Nº1.1 and Nº 2.1 and 3.1.
Is = MEO	display stimuli Nº1.2 and Nº 2.2 and 3.2.
Is = Vodafone	display stimuli Nº1.3 and Nº 2.3 and 3.3.
Is = NOWO/Cabovisão	display stimuli Nº1.4 and Nº 2.4 and 3.4.
Is = Outra	display stimuli Nº1.5 and Nº 2.5 and 3.5.

1ˢᵗ Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her telecommunications service provider)
Nº: 1.1, 1.2, 1.3, 1.4, 1.5

Andreia ▸ NOS
1 min

Podem explicar-me como é que a nova box (apenas 2 meses) está constantemente avariada ou com mensagens de erro? Pago um serviço que só consigo utilizar metade do mês...Resolvam isto rapidamente!

Gosto   Comentar   Partilhar

Escreve um comentário...

Andreia ▸ MEO
1 min

Podem explicar-me como é que a nova box (apenas 2 meses) está constantemente avariada ou com mensagens de erro? Pago um serviço que só consigo utilizar metade do mês...Resolvam isto rapidamente!

Gosto   Comentar   Partilhar

Escreve um comentário...

Andreia ▸ Vodafone Portugal
1 min

Podem explicar-me como é que a nova box (apenas 2 meses) está constantemente avariada ou com mensagens de erro? Pago um serviço que só consigo utilizar metade do mês...Resolvam isto rapidamente!

Gosto   Comentar   Partilhar

Escreve um comentário...

Andreia ▸ Nowo Portugal
1 min

Podem explicar-me como é que a nova box (apenas 2 meses) está constantemente avariada ou com mensagens de erro? Pago um serviço que só consigo utilizar metade do mês...Resolvam isto rapidamente!

Gosto   Comentar   Partilhar

Escreve um comentário...

Andreia ▸ A sua operadora
1 min

Podem explicar-me como é que a nova box (apenas 2 meses) está constantemente avariada ou com mensagens de erro? Pago um serviço que só consigo utilizar metade do mês...Resolvam isto rapidamente!

Gosto   Comentar   Partilhar

Escreve um comentário...
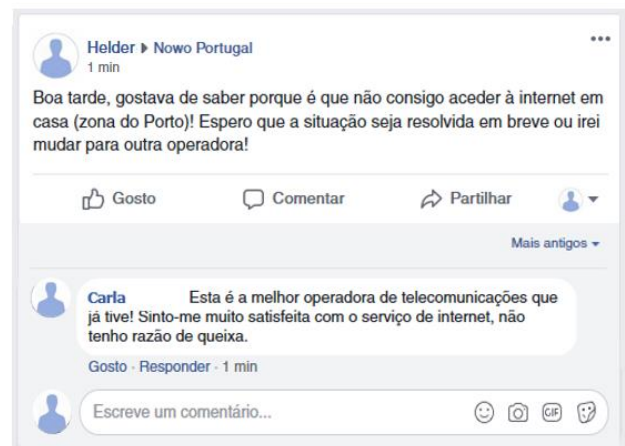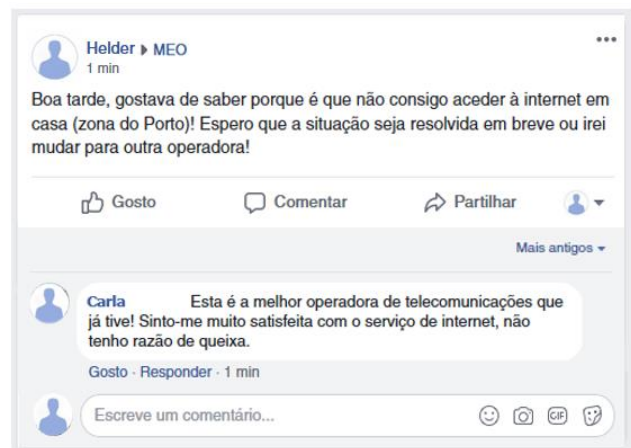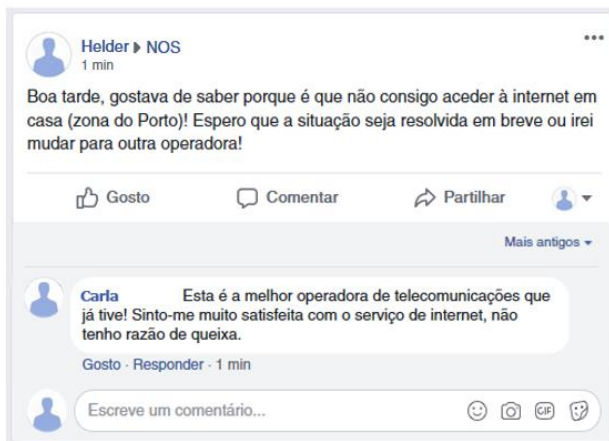
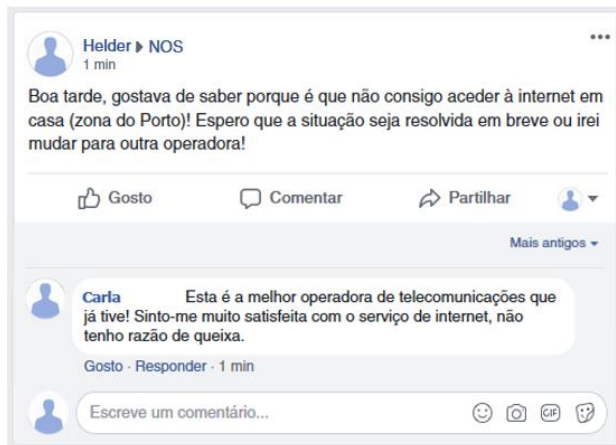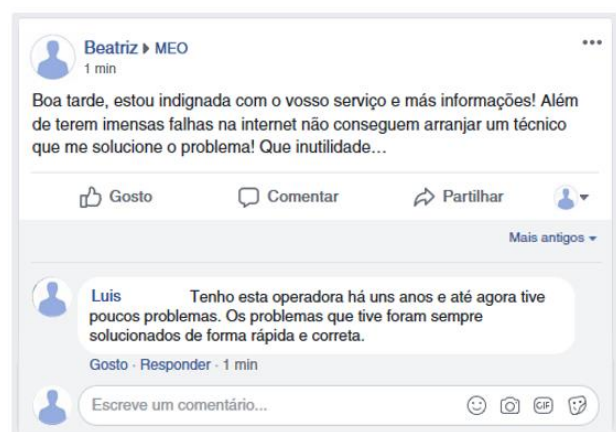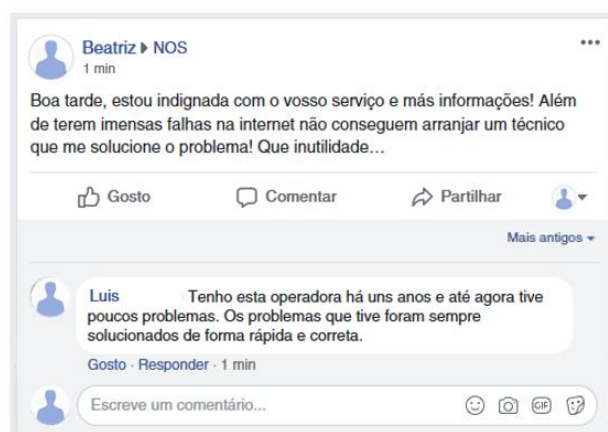*1_14 - How do you evaluate the content of the comment posted by Andreia?*

- Very negative
- Somewhat negative
- Neither positive neither negative
- Somewhat positive
- Very positive

2nd Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her telecommunications service provider)
Nº: 2.1, 2.3, 2.3, 2.4, 2.5

Helder ▸ NOS
1 min

Boa tarde, gostava de saber porque é que não consigo aceder à internet em casa (zona do Porto)! Espero que a situação seja resolvida em breve ou irei mudar para outra operadora!

Gosto   Comentar   Partilhar

Escreve um comentário...

Helder ▸ MEO
1 min

Boa tarde, gostava de saber porque é que não consigo aceder à internet em casa (zona do Porto)! Espero que a situação seja resolvida em breve ou irei mudar para outra operadora!

Gosto   Comentar   Partilhar

Escreve um comentário...

1_15 - How do you evaluate the content of the comment posted by Hélder?

- Very negative
- Somewhat negative
- Neither positive neither negative
- Somewhat positive
- Very positive

3rd Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her telecommunications service provider)
Nº: 3.1, 3.2, 3.3, 3.4, 3.5

1_16 - How do you evaluate the content of the comment posted by Beatriz?

- Very negative
- Somewhat negative
- Neither positive neither negative
- Somewhat positive
- Very positive

1_17 - Based on the comments you viewed, we ask that you respond to your level of agreement with the following statements:

	Completely disagree	2	3	Neither agree or disagree	4	5	Completely agree
If this had happened to me I would complaint to my friends and relatives about this service provider							
If this had happened to me I would make sure to tell my friends and relatives to not purchase products or services from this service provider.							
How likely would you be to warn your friends and relatives not to purchase products or services from this service provider							

2 = Somewhat disagree; 3= Disagree; 4 = Partially agree; 5 = Agree

1_18 - Based on the comments you viewed, we ask that you respond to your level of agreement with the following statements:

	Completely disagree	2	3	Neither agree or disagree	4	5	Completely agree
I trust my service provider							
I have a good feeling about my service provider							
My service provider develops innovative products and services							
I admire and respect my service provider							
My service provider stands behind its products and services							
My service provider offers products and services of high quality							
My service provider offers products and services that give good value for money							
My service provider shows excellent leadership							

2 = Somewhat disagree; 3= Disagree; 4 = Partially agree; 5 = Agree

Part III: Group 2 (3x complaints + 3x faith-holders positive reactions) (8 questions)
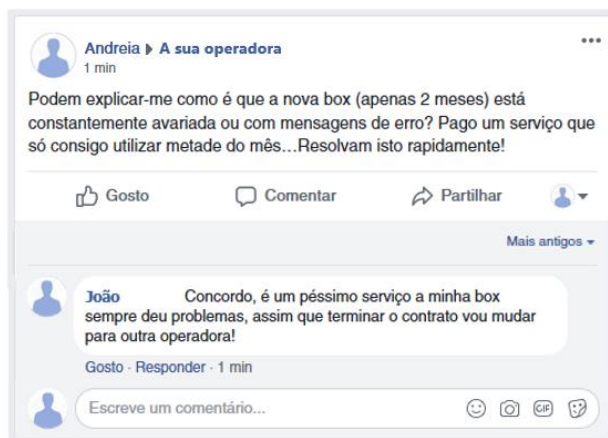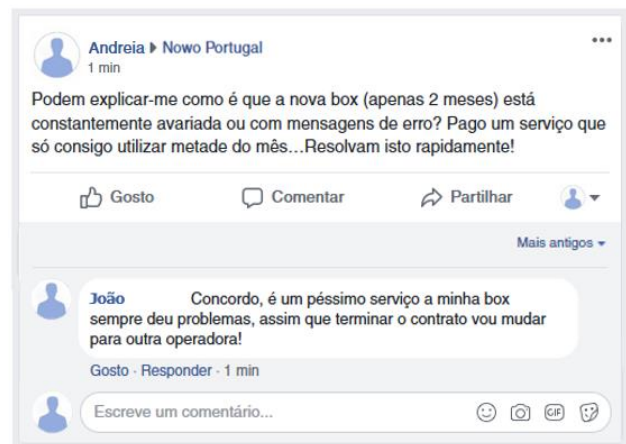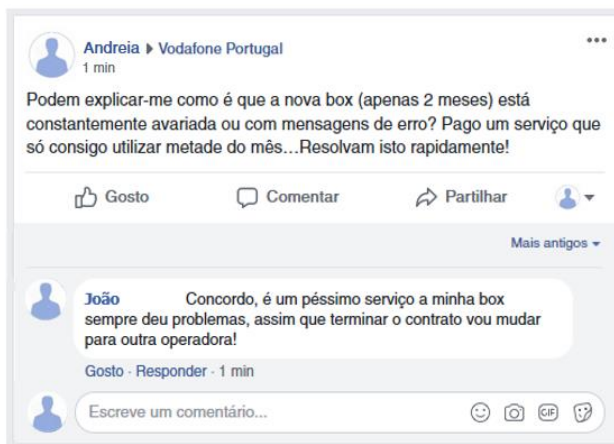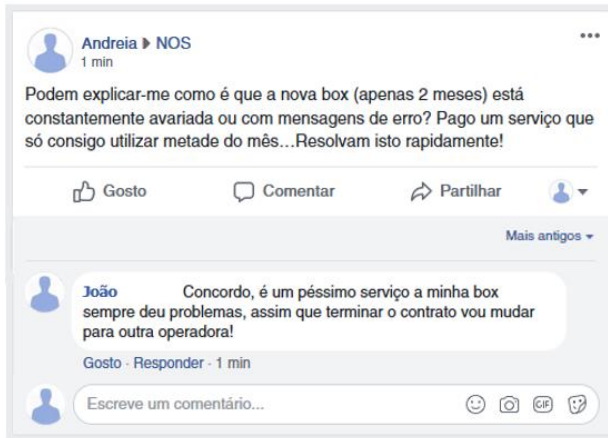
Imagine that while scrolling in your Facebook news feed, minutes after viewing the news, presented previously, the following complaints posted by consumers on the facebook page of your telecommunications service provider appear, as also reactions of other users to those complaints. Read the posts carefully and answer the questions.

Condition: IF answer to Question 2 – What is your main telecommunications service provider?

Is = NOS	display stimuli Nº1.1 and Nº 2.1 and 3.1.
Is = MEO	display stimuli Nº1.2 and Nº 2.2 and 3.2.
Is = Vodafone	display stimuli Nº1.3 and Nº 2.3 and 3.3.
Is = NOWO/Cabovisão	display stimuli Nº1.4 and Nº 2.4 and 3.4.
Is = Outra	display stimuli Nº1.5 and Nº 2.5 and 3.5.

1st Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her telecommunications service provider)
Nº: 1.1, 1.2, 1.3, 1.4, 1.5

2_14 - How do you evaluate the content of the comment posted by Andreia?

- Very negative
- Somewhat negative
- Neither positive neither negative
- Somewhat positive
- Very positive

2_15 - How do you evaluate the content of the comment posted by João?

- Very negative
- Somewhat negative
- Neither positive neither negative
- Somewhat positive
- Very positive

2nd Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her telecommunications service provider)
Nº: 2.1, 2.3, 2.3, 2.4, 2.5

2_16 - How do you evaluate the content of the comment posted by Hélder?

- Very negative
- Somewhat negative
- Neither positive neither negative
- Somewhat positive
- Very positive

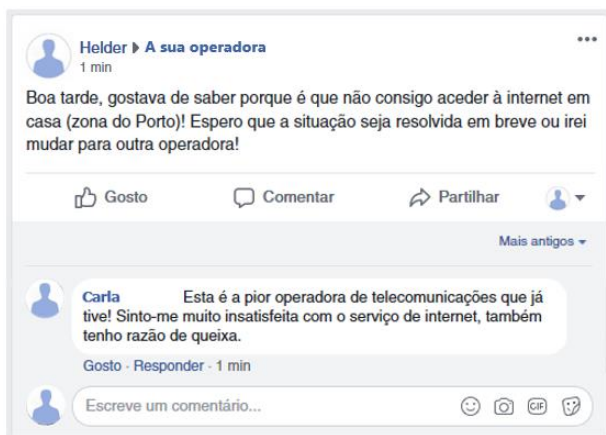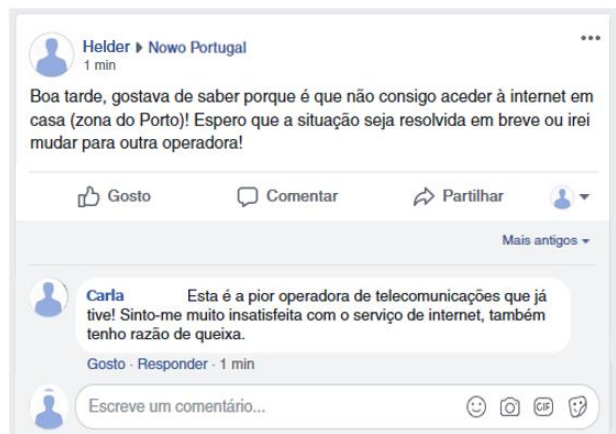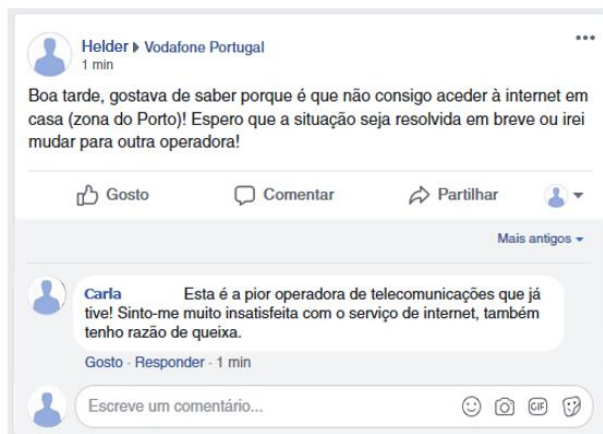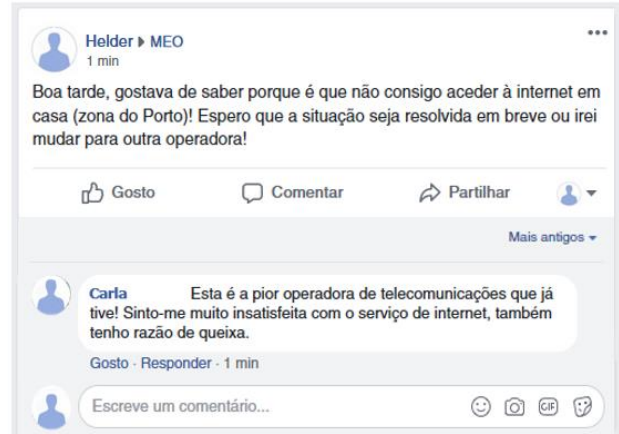*2_17 - How do you evaluate the content of the comment posted by Carla?*

- Very negative
- Somewhat negative
- Neither positive neither negative
- Somewhat positive
- Very positive

3rd Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her telecommunications service provider)
Nº: 3.1, 3.2, 3.3, 3.4, 3.5

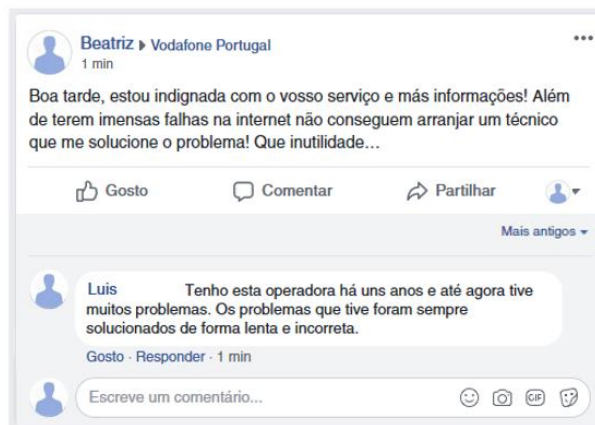*2_18 - How do you evaluate the content of the comment posted by Beatriz?*

- Very negative
- Somewhat negative
- Neither positive neither negative
- Somewhat positive
- Very positive

2_19 - How do you evaluate the content of the comment posted by Luís?

- Very negative
- Somewhat negative
- Neither positive neither negative
- Somewhat positive
- Very positive

2_20 - Based on the comments you viewed, we ask that you respond to your level of agreement with the following statements:

	Completely disagree	2	3	Neither agree or disagree	4	5	Completely agree
If this had happened to me I would complaint to my friends and relatives about this service provider							

If this had happened to me I would make sure to tell my friends and relatives to not purchase products or services from this service provider.							
How likely would you be to warn your friends and relatives not to purchase products or services from this service provider							

2 = Somewhat disagree; 3= Disagree; 4 = Partially agree; 5 = Agree

2_21 - Based on the comments you viewed, we ask that you respond to your level of agreement with the following statements:

	Completely disagree	2	3	Neither agree or disagree	4	5	Completely agree
I trust my service provider							
I have a good feeling about my service provider							
My service provider develops innovative products and services							
I admire and respect my service provider							
My service provider stands behind its products and services							
My service provider offers products and services of high quality							
My service provider offers products and services that give good value for money							
My service provider shows excellent leadership							

2 = Somewhat disagree; 3= Disagree; 4 = Partially agree; 5 = Agree

Part III: Group 3 (3x complaints + 3x hate-holders negative reactions) (8 questions)

Imagine that while scrolling in your Facebook news feed, minutes after viewing the news, presented previously, the following complaints posted by consumers on the facebook page of your telecommunications service provider appear, as also reactions of other users to those complaints. Read the posts carefully and answer the questions.

Condition: IF answer to Question 2 – What is your main telecommunications service provider?
Is = NOS   display stimuli Nº1.1 and Nº 2.1 and 3.1.
Is = MEO   display stimuli Nº1.2 and Nº 2.2 and 3.2.
Is = Vodafone   display stimuli Nº1.3 and Nº 2.3 and 3.3.
Is = NOWO/Cabovisão   display stimuli Nº1.4 and Nº 2.4 and 3.4.
Is = Outra   display stimuli Nº1.5 and Nº 2.5 and 3.5.

1st Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her telecommunications service provider)
Nº: 1.1, 1.2, 1.3, 1.4, 1.5

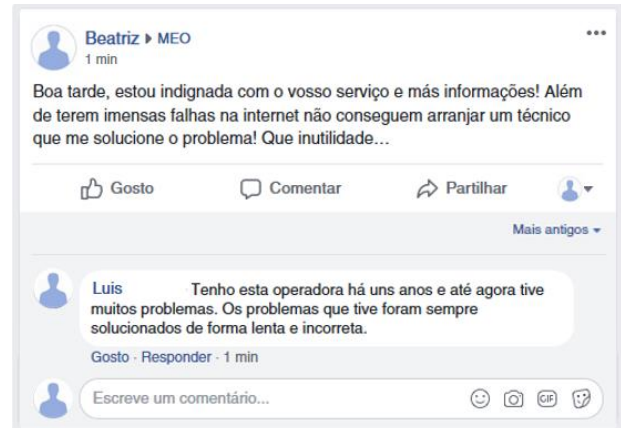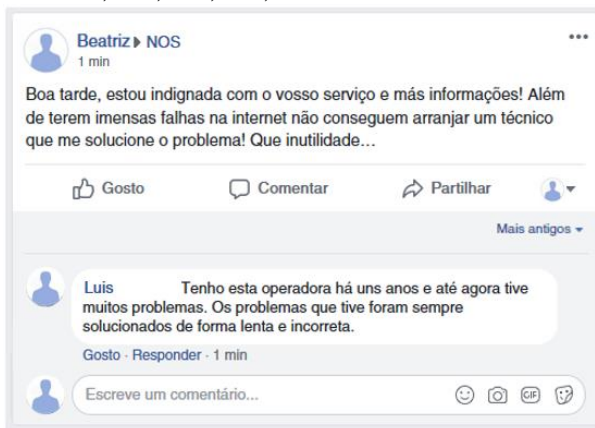*3_14 - How do you evaluate the content of the comment posted by Andreia?*

- Very negative
- Somewhat negative
- Neither positive neither negative
- Somewhat positive
- Very positive

3_15 - How do you evaluate the content of the comment posted by João?

- Very negative

- Somewhat negative
- Neither positive neither negative
- Somewhat positive
- Very positive

2nd Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her telecommunications service provider)
Nº: 2.1, 2.3, 2.3, 2.4, 2.5

3_16 - How do you evaluate the content of the comment posted by Hélder?

- Very negative
- Somewhat negative
- Neither positive neither negative
- Somewhat positive
- Very positive

3_17 - How do you evaluate the content of the comment posted by Carla?

- Very negative
- Somewhat negative
- Neither positive neither negative
- Somewhat positive
- Very positive

3rd Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her telecommunications service provider)
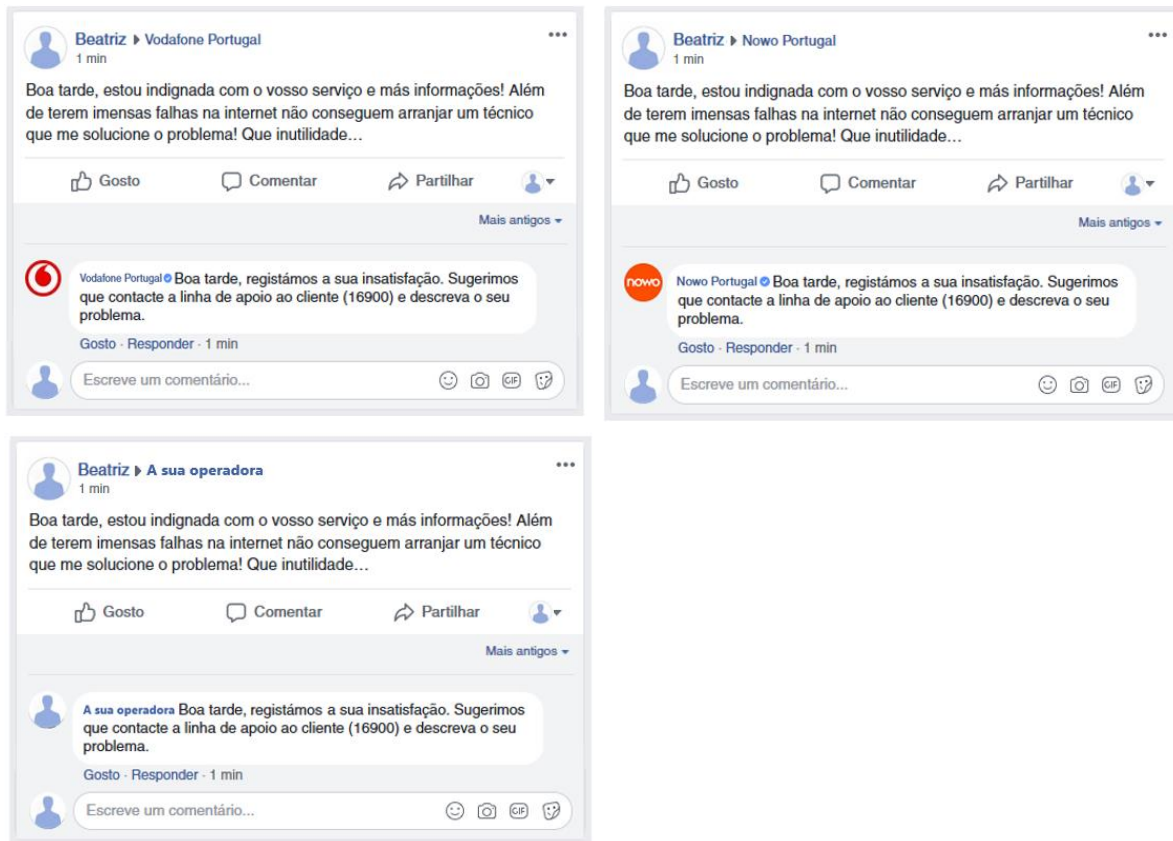Nº: 3.1, 3.2, 3.3, 3.4, 3.5

3_18 - How do you evaluate the content of the comment posted by Beatriz?

- Very negative
- Somewhat negative
- Neither positive neither negative
- Somewhat positive
- Very positive

3_19 - How do you evaluate the content of the comment posted by Beatriz?

- Very negative
- Somewhat negative
- Neither positive neither negative
- Somewhat positive
- Very positive

3_20 - Based on the comments you viewed, we ask that you respond to your level of agreement with the following statements:

	Completely disagree	2	3	Neither agree or disagree	4	5	Completely agree
If this had happened to me I would complaint to my friends and relatives about this service provider							
If this had happened to me I would make sure to tell my friends and relatives to not purchase products or services from this service provider.							
How likely would you be to warn your friends and relatives not to purchase products or services from this service provider							

2 = Somewhat disagree; 3= Disagree; 4 = Partially agree; 5 = Agree

3_21 - Based on the comments you viewed, we ask that you respond to your level of agreement with the following statements:

	Completely disagree	2	3	Neither agree or disagree	4	5	Completely agree
I trust my service provider							
I have a good feeling about my service provider							
My service provider develops innovative products and services							
I admire and respect my service provider							
My service provider stands behind its products and services							
My service provider offers products and services of high quality							
My service provider offers products and services that give good value for money							
My service provider shows excellent leadership							

2 = Somewhat disagree; 3= Disagree; 4 = Partially agree; 5 = Agree

Part III: Group 4 (3x complaints + 3x organizacional responses with NEUTRAL contente and CORPORATE tone of voice) (7 questions)

Imagine that while scrolling in your Facebook news feed, minutes after viewing the news, presented previously, the following complaints posted by consumers on the facebook page of your telecommunications service provider appear, as also reactions of your service provider to those complaints.

Read the posts carefully and answer the questions.

Condition: IF answer to Question 2 – What is your main telecommunications service provider?	
Is = NOS	display stimuli Nº1.1 and Nº 2.1 and 3.1.
Is = MEO	display stimuli Nº1.2 and Nº 2.2 and 3.2.
Is = Vodafone	display stimuli Nº1.3 and Nº 2.3 and 3.3.
Is = NOWO/Cabovisão	display stimuli Nº1.4 and Nº 2.4 and 3.4.
Is = Outra	display stimuli Nº1.5 and Nº 2.5 and 3.5.

1st Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her telecommunications service provider)
Nº: 1.1, 1.2, 1.3, 1.4, 1.5

4_14 - How do you evaluate the content of the comment posted by Andreia?

- Very negative
- Somewhat negative
- Neither positive neither negative
- Somewhat positive
- Very positive

2nd Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her telecommunications service provider)
Nº: 2.1, 2.3, 2.3, 2.4, 2.5

4_15 - How do you evaluate the content of the comment posted by Hélder?

- Very negative
- Somewhat negative
- Neither positive neither negative
- Somewhat positive
- Very positive

3rd Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her telecommunications service provider)
Nº: 3.1, 3.2, 3.3, 3.4, 3.5

4_16 - How do you evaluate the content of the comment posted by Beatriz?

- Very negative
- Somewhat negative
- Neither positive neither negative
- Somewhat positive
- Very positive

4_17 - Based on the comments you have viewed and the responses posted by your telecommunications operator, we ask that you respond according your level of agreement with the following statements:

To answer the question you are allowed to go back and read the previous posts shown above

	Completely disagree	2	3	Neither agree or disagree	4	5	Completely agree
Your service provider apologizes for the incident and informs it will take corrective action, offering some form of compensation by repairing or replacing the problem							
Your service provider closely listens to the consumer problem, explains the reasons behind their decisions, and is attentive in the treatment.							
Your operator simplifies the complaint process and tries to solve the problem quickly and efficiently.							

2 = Somewhat disagree; 3= Disagree; 4 = Partially agree; 5 = Agree

4_18 - Based on the comments you have viewed and the responses posted by your telecommunications operator, we ask that you respond according your level of agreement with the following statements:

To answer the question you are allowed to go back and read the previous posts shown above

	Completely disagree	2	3	Neither agree or disagree	4	5	Completely agree
The responses of your provider are addressed personally to the consumer							
The responses of your service provider are specially designed for the consumer							
Your carrier service provider adresses the consumer in a personalized way							

2 = Somewhat disagree; 3= Disagree; 4 = Partially agree; 5 = Agree

4_19 - Based on the comments you viewed, we ask that you respond to your level of agreement with the following statements:

	Completely disagree	2	3	Neither agree or disagree	4	5	Completely agree
If this had happened to me I would complaint to my friends and relatives about this service provider							
If this had happened to me I would make sure to tell my friends and relatives to not purchase products or services from this service provider.							
How likely would you be to warn your friends and relatives not to purchase products or services from this service provider?							

2 = Somewhat disagree; 3= Disagree; 4 = Partially agree; 5 = Agree

4_20 - Based on the comments you viewed, we ask that you respond to your level of agreement with the following statements:

	Completely disagree	2	3	Neither agree or disagree	4	5	Completely agree
I trust my service provider							
I have a good feeling about my service provider							
My service provider develops innovative products and services							
I admire and respect my service provider							
My service provider stands behind its products and services							
My service provider offers products and services of high quality							
My service provider offers products and services that give good value for money							
My service provider shows excellent leadership							

2 = Somewhat disagree; 3= Disagree; 4 = Partially agree; 5 = Agree

Part III: Group 5 (3x complaints + 3x organizational responses with NEUTRAL contente and PERSONALIZED tone of voice) (7 questions)
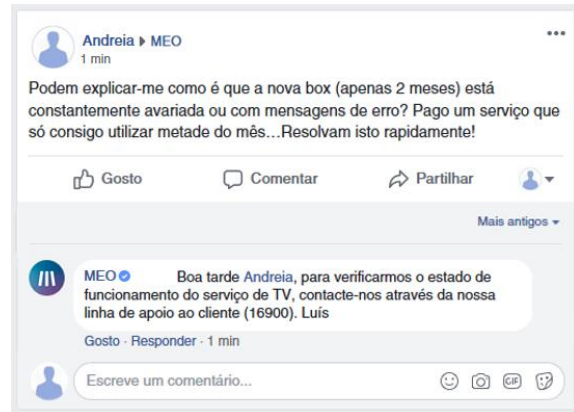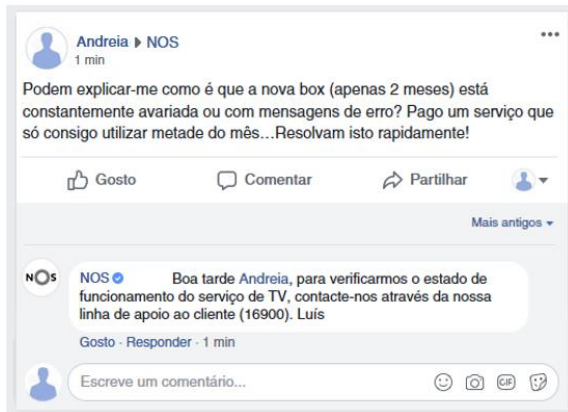
155

Imagine that while scrolling in your Facebook news feed, minutes after viewing the news, presented previously, the following complaints posted by consumers on the facebook page of your telecommunications service provider appear, as also reactions of your service provider to those complaints.

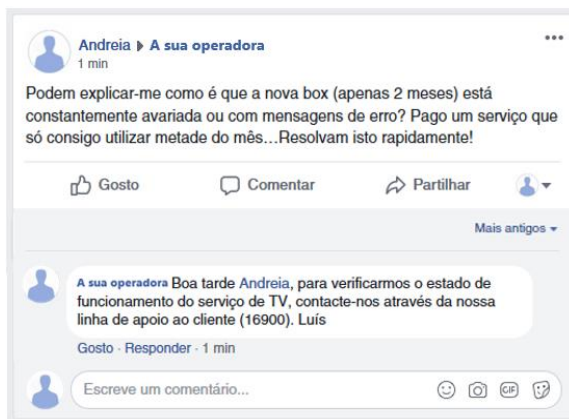*Read the posts carefully and answer the questions.*

Condition: IF answer to Question 2 – What is your main telecommunications service provider?	
Is = NOS	display stimuli Nº1.1 and Nº 2.1 and 3.1.
Is = MEO	display stimuli Nº1.2 and Nº 2.2 and 3.2.
Is = Vodafone	display stimuli Nº1.3 and Nº 2.3 and 3.3.
Is = NOWO/Cabovisão	display stimuli Nº1.4 and Nº 2.4 and 3.4.
Is = Outra	display stimuli Nº1.5 and Nº 2.5 and 3.5.

1st Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her telecommunications service provider)
Nº: 1.1, 1.2, 1.3, 1.4, 1.5

5_14 - How do you evaluate the content of the comment posted by Andreia?

- Very negative
- Somewhat negative
- Neither positive neither negative
- Somewhat positive
- Very positive

2nd Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her telecommunications service provider)
Nº: 2.1, 2.3, 2.3, 2.4, 2.5

5_15 - How do you evaluate the content of the comment posted by Hélder?

- Very negative
- Somewhat negative
- Neither positive neither negative
- Somewhat positive
- Very positive

3rd Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her telecommunications service provider)
Nº: 3.1, 3.2, 3.3, 3.4, 3.5

5_16 - How do you evaluate the content of the comment posted by Beatriz?

- Very negative
- Somewhat negative
- Neither positive neither negative
- Somewhat positive
- Very positive

5_17 - Based on the comments you have viewed and the responses posted by your telecommunications operator, we ask that you respond according your level of agreement with the following statements:

To answer the question you are allowed to go back and read the previous posts shown above

	Completely disagree	2	3	Neither agree or disagree	4	5	Completely agree
Your service provider apologizes for the incident and informs it will take corrective action, offering some form of compensation by repairing or replacing the problem							
Your service provider closely listens to the consumer problem, explains the reasons behind their decisions, and is attentive in the treatment.							
Your operator simplifies the complaint process and tries to solve the problem quickly and efficiently.							

2 = Somewhat disagree; 3= Disagree; 4 = Partially agree; 5 = Agree

5_18 - Based on the comments you have viewed and the responses posted by your telecommunications operator, we ask that you respond according your level of agreement with the following statements:

To answer the question you are allowed to go back and read the previous posts shown above

	Completely disagree	2	3	Neither agree or disagree	4	5	Completely agree
The responses of your provider are addressed personally to the consumer							
The responses of your service provider are specially designed for the consumer							
Your carrier service provider addresses the consumer in a personalized way							

2 = Somewhat disagree; 3= Disagree; 4 = Partially agree; 5 = Agree

5_19 - Based on the comments you viewed, we ask that you respond to your level of agreement with the following statements:

	Completely disagree	2	3	Neither agree or disagree	4	5	Completely agree
If this had happened to me I would complaint to my friends and relatives about this service provider							
If this had happened to me I would make sure to tell my friends and relatives to not purchase products or services from this service provider.							
How likely would you be to warn your friends and relatives not to purchase products or services from this service provider?							

2 = Somewhat disagree; 3= Disagree; 4 = Partially agree; 5 = Agree

5_20 - Based on the comments you viewed, we ask that you respond to your level of agreement with the following statements:

	Completely disagree	2	3	Neither agree or disagree	4	5	Completely agree
I trust my service provider							
I have a good feeling about my service provider							
My service provider develops innovative products and services							
I admire and respect my service provider							
My service provider stands behind its products and services							
My service provider offers products and services of high quality							
My service provider offers products and services that give good value for money							
My service provider shows excellent leadership							

2 = Somewhat disagree; 3= Disagree; 4 = Partially agree; 5 = Agree

Part III: Group 6 (3x complaints + 3x organizational responses with WEBCARE and CORPORATE tone of voice) (7 questions)

Imagine that while scrolling in your Facebook news feed, minutes after viewing the news, presented previously, the following complaints posted by consumers on the facebook page of your telecommunications service provider appear, as also reactions of your service provider to those complaints.
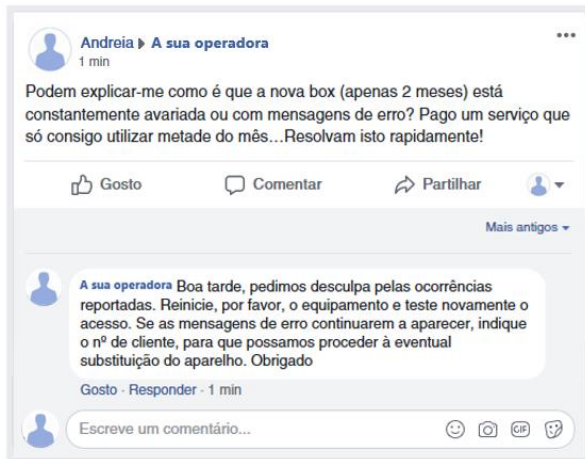
Read the posts carefully and answer the questions.

Condition: IF answer to Question 2 – What is your main telecommunications service provider?
Is = NOS   display stimuli Nº1.1 and Nº 2.1 and 3.1.
Is = MEO   display stimuli Nº1.2 and Nº 2.2 and 3.2.
Is = Vodafone   display stimuli Nº1.3 and Nº 2.3 and 3.3.
Is = NOWO/Cabovisão   display stimuli Nº1.4 and Nº 2.4 and 3.4.
Is = Outra   display stimuli Nº1.5 and Nº 2.5 and 3.5.

1st Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her telecommunications service provider)
Nº: 1.1, 1.2, 1.3, 1.4, 1.5

6_14 - How do you evaluate the content of the comment posted by Andreia?

- Very negative
- Somewhat negative
- Neither positive neither negative
- Somewhat positive
- Very positive

2nd Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her telecommunications service provider)
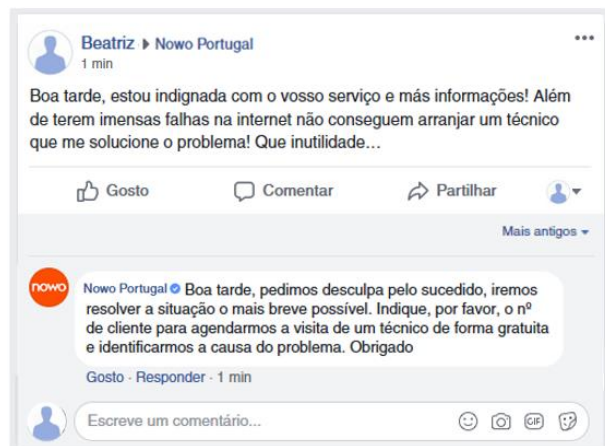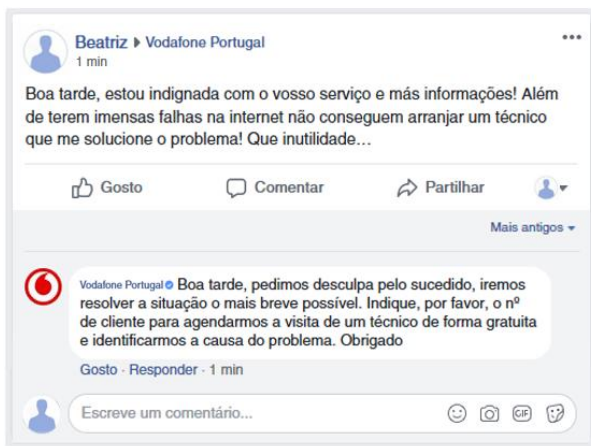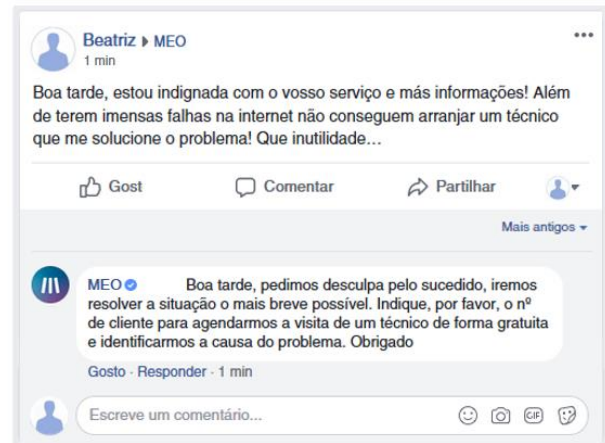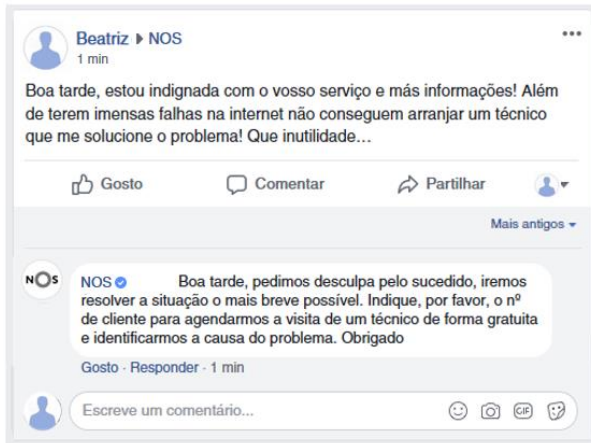Nº: 2.1, 2.2, 2.3, 2.4, 2.5

6_15 - How do you evaluate the content of the comment posted by Hélder?

- Very negative
- Somewhat negative
- Neither positive neither negative
- Somewhat positive
- Very positive

3rd Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her telecommunications service provider)
Nº: 3.1, 3.2, 3.3, 3.4, 3.5

6_16 - How do you evaluate the content of the comment posted by Beatriz?

- Very negative
- Somewhat negative
- Neither positive neither negative
- Somewhat positive
- Very positive

6_17 - Based on the comments you have viewed and the responses posted by your telecommunications operator, we ask that you respond according your level of agreement with the following statements:

To answer the question you are allowed to go back and read the previous posts shown above

	Completely disagree	2	3	Neither agree or disagree	4	5	Completely agree
Your service provider apologizes for the incident and informs it will take corrective action, offering some form of compensation by repairing or replacing the problem							
Your service provider closely listens to the consumer problem, explains the reasons behind their decisions, and is attentive in the treatment.							
Your operator simplifies the complaint process and tries to solve the problem quickly and efficiently.							

2 = Somewhat disagree; 3= Disagree; 4 = Partially agree; 5 = Agree

6_18 - Based on the comments you have viewed and the responses posted by your telecommunications operator, we ask that you respond according your level of agreement with the following statements:

To answer the question you are allowed to go back and read the previous posts shown above

	Completely disagree	2	3	Neither agree or disagree	4	5	Completely agree
The responses of your provider are addressed personally to the consumer							
The responses of your service provider are specially designed for the consumer							
Your carrier service provider addresses the consumer in a personalized way							

2 = Somewhat disagree; 3= Disagree; 4 = Partially agree; 5 = Agree

6_19 - Based on the comments you viewed, we ask that you respond to your level of agreement with the following statements:

	Completely disagree	2	3	Neither agree or disagree	4	5	Completely agree
If this had happened to me I would complaint to my friends and relatives about this service provider							
If this had happened to me I would make sure to tell my friends and relatives to not purchase products or services from this service provider.							
How likely would you be to warn your friends and relatives not to purchase products or services from this service provider?							

2 = Somewhat disagree; 3= Disagree; 4 = Partially agree; 5 = Agree

6_20 - Based on the comments you viewed, we ask that you respond to your level of agreement with the following statements:

	Completely disagree	2	3	Neither agree or disagree	4	5	Completely agree

I trust my service provider					
I have a good feeling about my service provider					
My service provider develops innovative products and services					
I admire and respect my service provider					
My service provider stands behind its products and services					
My service provider offers products and services of high quality					
My service provider offers products and services that give good value for money					
My service provider shows excellent leadership					

2 = Somewhat disagree; 3= Disagree; 4 = Partially agree; 5 = Agree

Part III: Group 7 (3x complaints + 3x organizational responses with WEBCARE content and PERSONALIZED tone of voice) (7 questions)

Imagine that while scrolling in your Facebook news feed, minutes after viewing the news, presented previously, the following complaints posted by consumers on the facebook page of your telecommunications service provider appear, as also reactions of your service provider to those complaints.

Read the posts carefully and answer the questions.

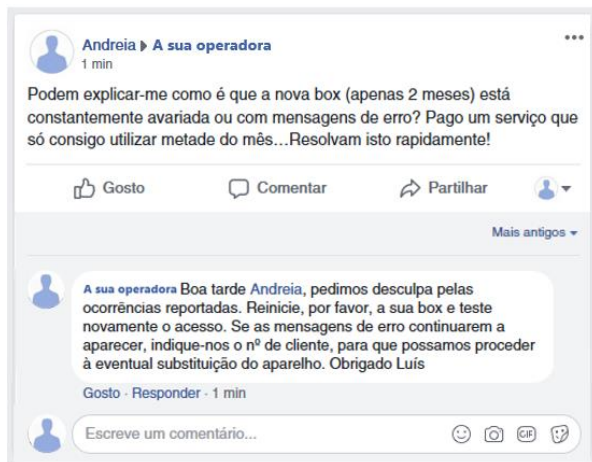| Condition: IF answer to Question 2 – What is your main telecommunications service provider?	
Is = NOS	display stimuli Nº1.1 and Nº 2.1 and 3.1.
Is = MEO	display stimuli Nº1.2 and Nº 2.2 and 3.2.
Is = Vodafone	display stimuli Nº1.3 and Nº 2.3 and 3.3.
Is = NOWO/Cabovisão	display stimuli Nº1.4 and Nº 2.4 and 3.4.
Is = Outra	display stimuli Nº1.5 and Nº 2.5 and 3.5.

1st Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her telecommunications service provider)
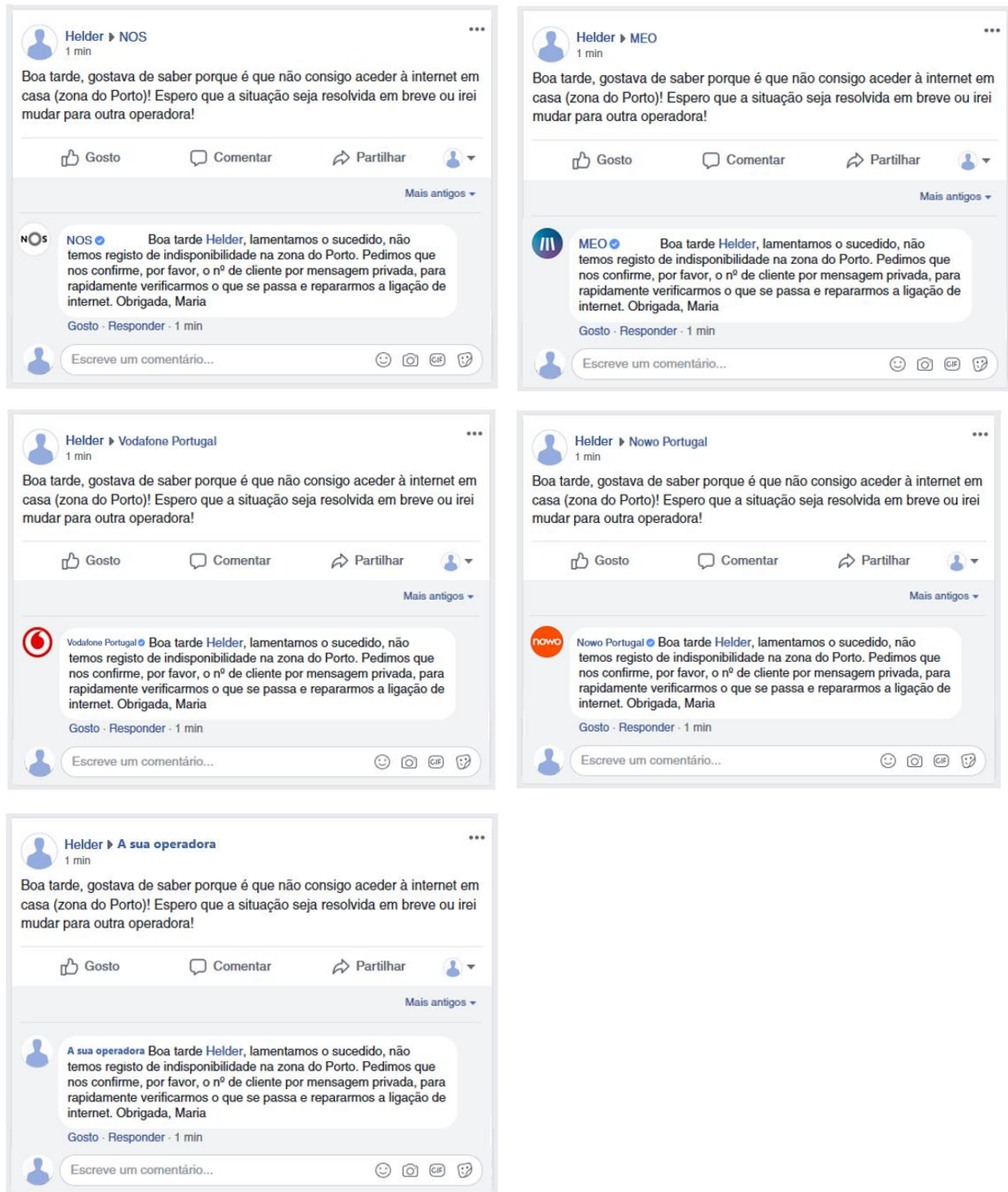Nº: 1.1, 1.2, 1.3, 1.4, 1.5

7_14 - How do you evaluate the content of the comment posted by Andreia?

- Very negative
- Somewhat negative
- Neither positive neither negative
- Somewhat positive
- Very positive

2nd Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her telecommunications service provider)
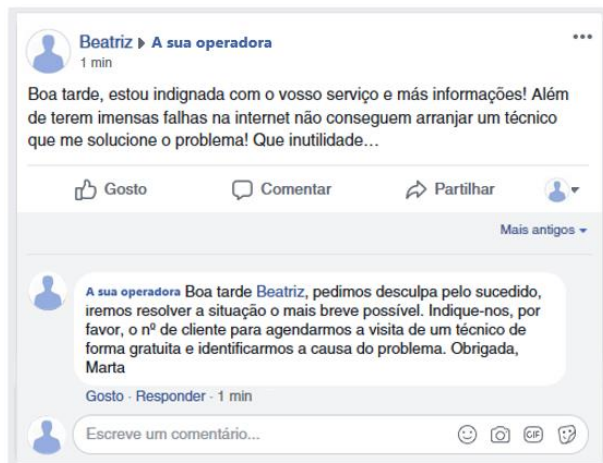Nº: 2.1, 2.2, 2.3, 2.4, 2.5

7_15 - How do you evaluate the content of the comment posted by Hélder?

- Very negative
- Somewhat negative
- Neither positive neither negative
- Somewhat positive
- Very positive

3rd Stimuli presented (only 1 of these 5 stimuli was shown to each respondent in order to match his/her telecommunications service provider)
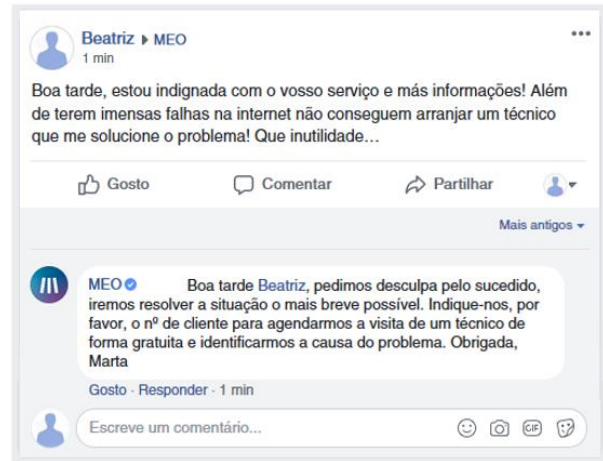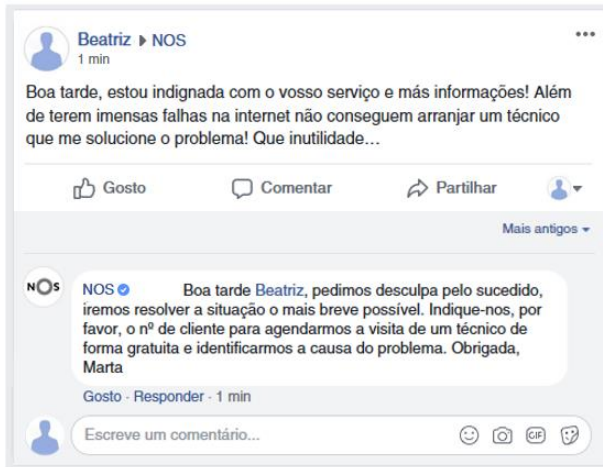
Nº: 3.1, 3.2, 3.3, 3.4, 3.5

7_16 - How do you evaluate the content of the comment posted by Beatriz?

- Very negative
- Somewhat negative
- Neither positive neither negative
- Somewhat positive
- Very positive

7_17 - Based on the comments you have viewed and the responses posted by your telecommunications operator, we ask that you respond according your level of agreement with the following statements:

To answer the question you are allowed to go back and read the previous posts shown above

	Completely disagree	2	3	Neither agree or disagree	4	5	Completely agree
Your service provider apologizes for the incident and informs it will take corrective action, offering some form of compensation by repairing or replacing the problem							
Your service provider closely listens to the consumer problem, explains the reasons behind their decisions, and is attentive in the treatment.							
Your operator simplifies the complaint process and tries to solve the problem quickly and efficiently.							

2 = Somewhat disagree; 3= Disagree; 4 = Partially agree; 5 = Agree

7_18 - Based on the comments you have viewed and the responses posted by your telecommunications operator, we ask that you respond according your level of agreement with the following statements:

To answer the question you are allowed to go back and read the previous posts shown above

	Completely disagree	2	3	Neither agree or disagree	4	5	Completely agree
The responses of your provider are addressed personally to the consumer							
The responses of your service provider are specially designed for the consumer							
Your carrier service provider addresses the consumer in a personalized way							

2 = Somewhat disagree; 3= Disagree; 4 = Partially agree; 5 = Agree

7_19 - Based on the comments you viewed, we ask that you respond to your level of agreement with the following statements:

	Completely disagree	2	3	Neither agree or disagree	4	5	Completely agree
If this had happened to me I would complaint to my friends and relatives about this service provider							
If this had happened to me I would make sure to tell my friends and relatives to not purchase products or services from this service provider.							
How likely would you be to warn your friends and relatives not to purchase products or services from this service provider?							

2 = Somewhat disagree; 3= Disagree; 4 = Partially agree; 5 = Agree

7_20 - Based on the comments you viewed, we ask that you respond to your level of agreement with the following statements:

	Completely disagree	2	3	Neither agree or disagree	4	5	Completely agree
I trust my service provider							
I have a good feeling about my service provider							
My service provider develops innovative products and services							
I admire and respect my service provider							
My service provider stands behind its products and services							
My service provider offers products and services of high quality							
My service provider offers products and services that give good value for money							
My service provider shows excellent leadership							

2 = Somewhat disagree; 3= Disagree; 4 = Partially agree; 5 = Agree

Parte IV: Demographic data | (4 questions)

21 - Age?

- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- +65

22 - Gender?

- Male
- Female

23 – Academic Habilitations?

- Basic Education (9th grade)
- High School (12th grade)
- Bachelor
- Master
- PHD

24 – Current Situation?
- Unemployed
- Worker
- Student
- Student Worker
- Retired

Appendix G: Descriptive statistics table, distribution of descriptive variables per sample and groups

		STIMULUS PRESENTED						
		Control	Other consumers reactions		Company responses			
		3x user complaints	3x user complaints + 3X user positive reactions	3x user complaints + 3X user negative reactions	3x user complaints + 3X company response	3x user complaints + 3X company response	3x user complaints + 3X company response	3x user complaints + 3X company response
Sample Characteristics	Total Sample (n=707)	SUBGROUP 1 (n=110) Control group	SUBGROUP 2 (n=103) Positive user reactions	SUBGROUP 3 (n=106) Negative user reactions	SUBGROUP 4 (n=98) Neutral & Corporate	SUBGROUP 5 (n=98) Neutral & Personalized	SUBGROUP 6 (n=103) Webcare & Corporate	SUBGROUP 7 (n=89) Webcare & Personalized
Gender: Male | Female	46,8% | 53,2%	42,7% | 57,3%	52,7% | 47,6%	57,2% | 52,8%	54,1% | 45,9%	46,9% | 53,1%	41,7% | 58,3%	42,7% | 57,3%
Age:								
18-24	41,0%	43,6%	35,0%	35,8%	42,9%	41,8%	48,5%	39,3%
25-34	31,4%	30,0%	40,8%	32,1%	30,6%	32,7%	25,2%	28,1%
35-44	12,9%	14,5%	8,7%	16,0%	9,2%	14,3%	11,7%	15,7%
45-54	9,2%	7,3%	10,7%	8,5%	8,2%	9,2%	8,7%	12,4%
55-64	4,7%	3,6%	4,9%	7,5%	8,2%	1,0%	3,9%	3,4%
(+65)	0,8%	0,9%	. . .	. . .	1,0%	1,0%	1,9%	1,1%
Telecomunication company:								
MEO	31,3%	34,5%	28,2%	25,5%	32,7%	29,6%	35,0%	33,7%
NOS	30,7%	30,0%	25,2%	35,8%	27,6%	32,7%	31,1%	30,3%
Vodadone	28,1%	25,0%	36,9%	27,4%	27,6%	29,6%	26,2%	23,6%
NOWO	9,8%	10,0%	09,7%	10,4%	10,2%	08,2%	07,8%	12,4%
Other	0,01%	. . .	. . .	0,09%	. . .	. . .	. . .	. . .
Duration of relationship:								
<1 year	13,7%	11,8%	10,7%	09,4%	18,4%	16,3%	16,5%	13,5%
1-2 years	21,2%	16,4%	18,4%	19,8%	25,5%	18,4%	25,2%	25,8%
2-3 years	17,5%	18,2%	16,5%	20,8%	19,4%	19,4%	09,7%	19,1%
3-4 years	10,2%	15,5%	8,7%	14,2%	5,1%	19,4%	10,7%	07,9%
(+4 years)	37,3%	38,2%	45,6%	35,8%	31,6%	37,8%	37,9%	33,7%
Mean Satisfaction: (1 to 7)	4,96	4,98	5,06	4,80	4,86	4,99	4,93	5,09
Loyalty Contract: Yes | No	71,1% | 28,9%	62,7% | 37,3%	71,8% | 28,2%	76,4% | 23,6%	76,5% | 23,5%	77,6% | 22,4%	73,8% | 26,2%	62,9% | 37,1%
Service includes mobile phones: Yes | No	61,4% | 38,6%	61,8% | 38,2%	60,2% | 39,8%	59,4% | 40,6%	57,1% | 42,9%	64,3% | 35,7%	62,1% | 37,9%	65,2% | 34,8%
Follow brands on Facebook: Yes | No	76,0% | 24,0%	74,5% | 25,5%	80,6% | 19,4%	69,8% | 30,2%	78,6% | 21,4%	77,6% | 22,4%	78,6% | 21,4%	71,9% | 28,1%
Ever complained on social media: Yes | No	19,1% | 80,9%	17,3% | 82,7%	19,4% | 80,6%	15,1% | 84,9%	20,4% | 79,6%	27,6% | 72,4%	16,5% | 83,5%	18,0% | 82,0%

Appendix H: Hypotheses testing SPSS

Appendix H n⁰ 1 – Kruskal-Wallis Output: (N=319), also pairwise tests results are shown

Variable under analysis: Negative word of mouth intentions
Grouping variable: Groups (Control group, Faith-holders comments and Hate-holders comments)

Independent-Samples Kruskal-Wallis Test

Total N	319
Test Statistic	14,520
Degrees of Freedom	2
Asymptotic Sig. (2-sided test)	,001

1. The test statistic is adjusted for ties.

Pairwise Comparisons of Groups

Each node shows the sample average rank of Groups.

Sample1-Sample2	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj.Sig.
Positive user reactions-Control group	19,830	12,418	1,597	,110	,331
Positive user reactions-Negative user reactions	-47,484	12,530	-3,790	,000	,000
Control group-Negative user reactions	-27,654	12,327	-2,243	,025	,075

Each row tests the null hypothesis that the Sample 1 and Sample 2 distributions are the same.
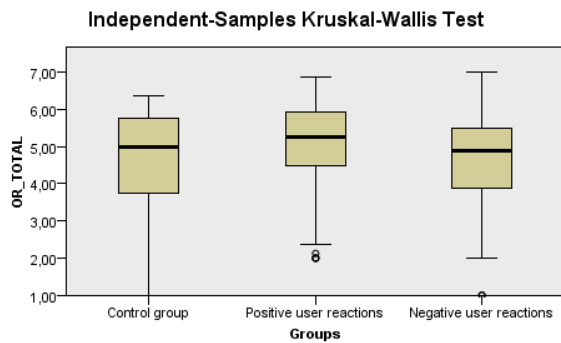Asymptotic significances (2-sided tests) are displayed.
Significance values have been adjusted by the Bonferroni correction for multiple tests.

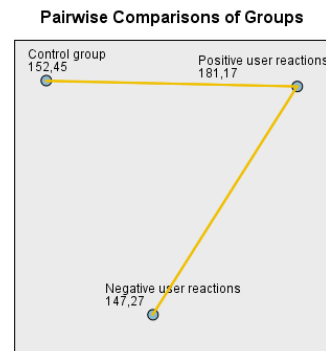**Appendix H nº 2** – Kruskal-Wallis Output: (N=319), also pairwise tests results are shown

Variable under analysis: Organizational Reputation
Grouping variable: Groups (Control group, Faith-holders comments and Hate-holders comments)

Total N	319
Test Statistic	8,216
Degrees of Freedom	2
Asymptotic Sig. (2-sided test)	,016

1. The test statistic is adjusted for ties.

Sample1-Sample2	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj.Sig.
Negative user reactions-Control group	5,177	12,529	,413	,679	1,000
Negative user reactions-Positive user reactions	33,901	12,736	2,662	,008	,023
Control group-Positive user reactions	-28,724	12,622	-2,276	,023	,069

Each row tests the null hypothesis that the Sample 1 and Sample 2 distributions are the same.
Asymptotic significances (2-sided tests) are displayed.
Significance values have been adjusted by the Bonferroni correction for multiple tests.

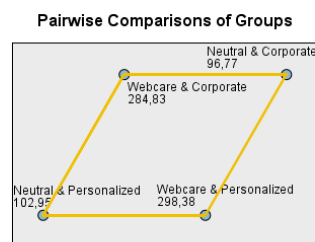**Appendix H nº 3** – Kruskal-Wallis Output: (N=388), also pairwise tests results are shown

Variable under analysis: Webcare Elements
Grouping variable: Groups (Neutral & Corporate; Neutral & Personalized; Webcare & Corporate; Webcare & Personalized)
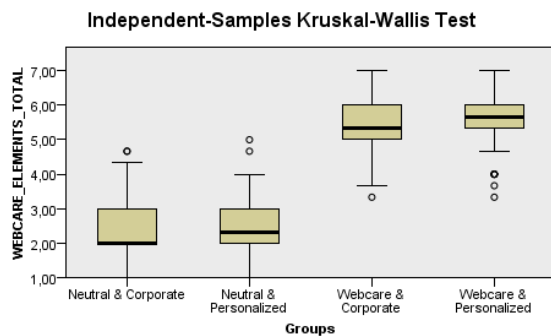
Total N	388
Test Statistic	285,411
Degrees of Freedom	3
Asymptotic Sig. (2-sided test)	,000

1. The test statistic is adjusted for ties.

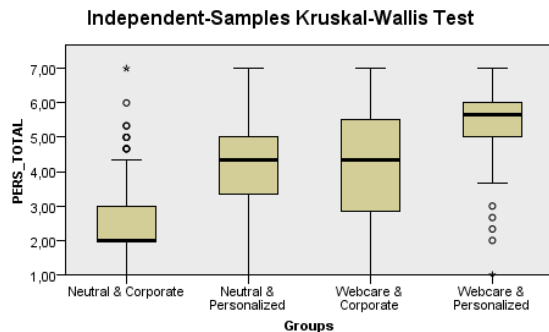| Sample1-Sample2	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj.Sig.
Neutral & Corporate-Neutral & Personalized	-6,179	15,951	-,387	,698	1,000
Neutral & Corporate-Webcare & Corporate	-188,065	15,756	-11,936	,000	,000
Neutral & Corporate-Webcare & Personalized	-201,606	16,349	-12,331	,000	,000
Neutral & Personalized-Webcare & Corporate	-181,886	15,756	-11,544	,000	,000
Neutral & Personalized-Webcare & Personalized	-195,427	16,349	-11,953	,000	,000
Webcare & Corporate-Webcare & Personalized	-13,541	16,159	-,838	,402	1,000

Each row tests the null hypothesis that the Sample 1 and Sample 2 distributions are the same.

Appendix H nº 4 – Kruskal-Wallis Output: (N=388), also pairwise tests results are shown

Variable under analysis: Personalization
Grouping variable: Groups (Neutral & Corporate; Neutral & Personalized; Webcare & Corporate; Webcare & Personalized)
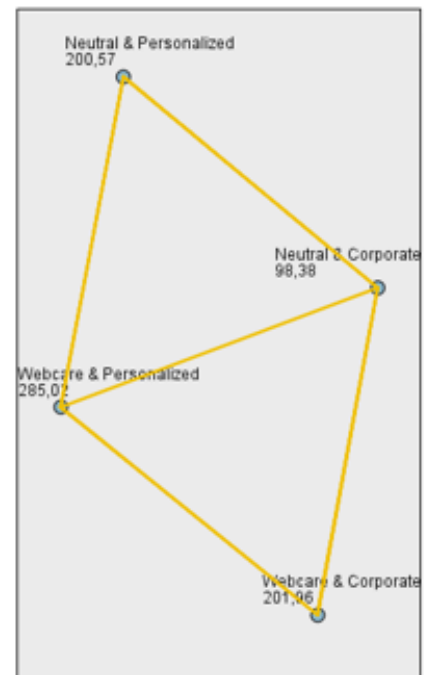

Independent-Samples Kruskal-Wallis Test

Total N	388
Test Statistic	131,712
Degrees of Freedom	3
Asymptotic Sig. (2-sided test)	,000

1. The test statistic is adjusted for ties.

Sample1-Sample2	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj.Sig.
Neutral & Corporate-Neutral & Personalized	-102,189	15,960	-6,403	,000	,000
Neutral & Corporate-Webcare & Corporate	-103,579	15,765	-6,570	,000	,000
Neutral & Corporate-Webcare & Personalized	-186,634	16,358	-11,409	,000	,000
Neutral & Personalized-Webcare & Corporate	-1,390	15,765	-,088	,930	1,000
Neutral & Personalized-Webcare & Personalized	-84,445	16,358	-5,162	,000	,000
Webcare & Corporate-Webcare & Personalized	-83,056	16,168	-5,137	,000	,000

Each row tests the null hypothesis that the Sample 1 and Sample 2 distributions are the same.
Asymptotic significances (2-sided tests) are displayed.
Significance values have been adjusted by the Bonferroni correction for multiple tests.
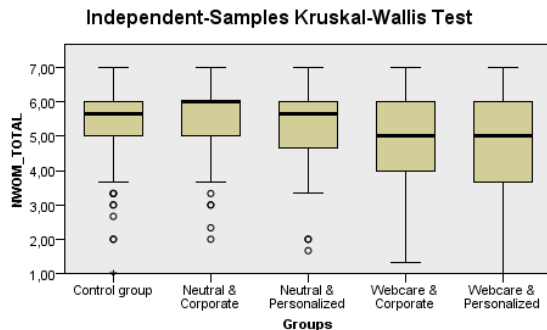
Pairwise Comparisons of Groups

Each node shows the sample average rank of Groups.

Appendix H nº 5– Kruskal-Wallis Output: (N=388), also pairwise tests results are shown

Variable under analysis: Negative Word-of-Mouth
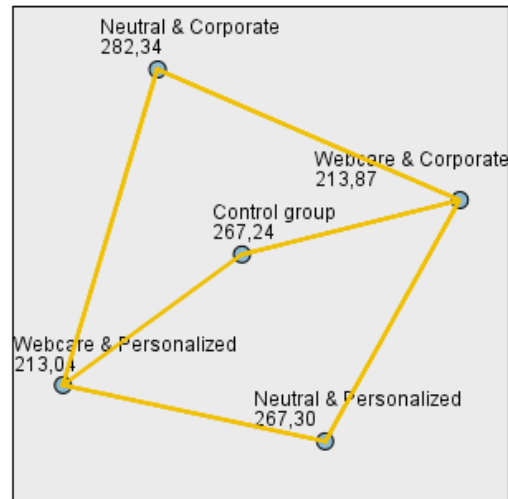Grouping variable Groups (Control group, Neutral & Corporate; Neutral & Personalized; Webcare & Corporate; Webcare & Personalized)

Independent-Samples Kruskal-Wallis Test

Total N	498
Test Statistic	21,066
Degrees of Freedom	4
Asymptotic Sig. (2-sided test)	,000

1. The test statistic is adjusted for ties.

Pairwise Comparisons of Groups

Each node shows the sample average rank of Groups.

Sample1-Sample2	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj.Sig.
Webcare & Personalized-Webcare & Corporate	,834	20,445	,041	,967	1,000
Webcare & Personalized-Control group	54,202	20,141	2,691	,007	,071
Webcare & Personalized-Neutral & Personalized	54,262	20,686	2,623	,009	,087
Webcare & Personalized-Neutral & Corporate	69,303	20,686	3,350	,001	,008
Webcare & Corporate-Control group	53,367	19,370	2,755	,006	,059
Webcare & Corporate-Neutral & Personalized	53,427	19,935	2,680	,007	,074
Webcare & Corporate-Neutral & Corporate	68,468	19,935	3,435	,001	,006
Control group-Neutral & Personalized	-,060	19,624	-,003	,998	1,000
Control group-Neutral & Corporate	-15,101	19,624	-,770	,442	1,000
Neutral & Personalized-Neutral & Corporate	15,041	20,182	,745	,456	1,000

Each row tests the null hypothesis that the Sample 1 and Sample 2 distributions are the same.
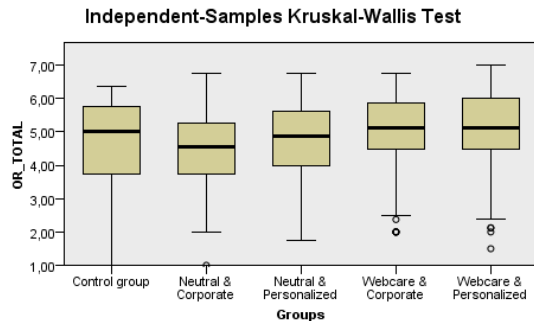Asymptotic significances (2-sided tests) are displayed.
Significance values have been adjusted by the Bonferroni correction for multiple tests.
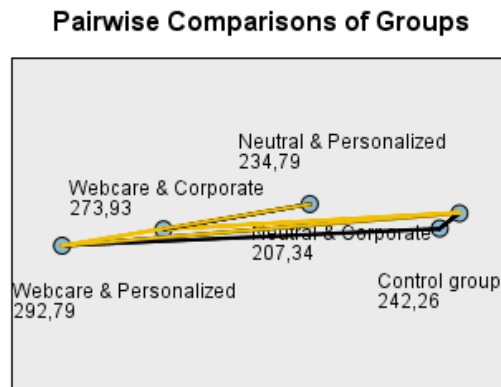
Appendix H nº 6– Kruskal-Wallis Output: (N=388), also pairwise tests results are shown

Variable under analysis: Organizational Reputation
Grouping variable Groups (Control group, Neutral & Corporate; Neutral & Personalized; Webcare & Corporate; Webcare & Personalized)

Independent-Samples Kruskal-Wallis Test

Total N	498
Test Statistic	20,804
Degrees of Freedom	4
Asymptotic Sig. (2-sided test)	,000

1. The test statistic is adjusted for ties.

Pairwise Comparisons of Groups

Each node shows the sample average rank of Groups.

Sample1-Sample2	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj.Sig.
Neutral & Corporate-Neutral & Personalized	-27,449	20,524	-1,337	,181	1,000
Neutral & Corporate-Control group	34,922	19,956	1,750	,080	,801
Neutral & Corporate-Webcare & Corporate	-66,585	20,273	-3,284	,001	,010
Neutral & Corporate-Webcare & Personalized	-85,450	21,036	-4,062	,000	,000
Neutral & Personalized-Control group	7,473	19,956	,374	,708	1,000
Neutral & Personalized-Webcare & Corporate	-39,136	20,273	-1,930	,054	,536
Neutral & Personalized-Webcare & Personalized	-58,001	21,036	-2,757	,006	,058
Control group-Webcare & Corporate	-31,664	19,698	-1,607	,108	1,000
Control group-Webcare & Personalized	-50,528	20,483	-2,467	,014	,136
Webcare & Corporate-Webcare & Personalized	-18,865	20,792	-,907	,364	1,000

Each row tests the null hypothesis that the Sample 1 and Sample 2 distributions are the same.
Asymptotic significances (2-sided tests) are displayed.
Significance values have been adjusted by the Bonferroni correction for multiple tests.