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Managing Transboundary Crisis Communication:
The Stakeholders' Acceptance of Lancôme's Transboundary Crisis Response
Strategies on Social Networking Sites

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Abstract

With the development of conflicts between Chinese and Hongkongese, there were organizational crisis that were perceived to be political-related. This paper conducted a transboundary case study of Lancôme's crisis for cooperating with Denise Ho as promotional campaign to understand the challenges for organizations to cope with transboundary crisis. This organizational crisis was perceived as political-related and aroused negativity on Weibo and Facebook. By conducting content analysis on Lancôme's crisis response strategies and stakeholders' responses on Facebook and Weibo, it revealed that Lancôme failed to manage the crisis. Hence, this study analyzed how transboundary crisis affected the perceptions of the stakeholders towards Lancôme's crisis response strategies and highlighted the challenges of dealing with transboundary crisis which involved large group of stakeholders with political conflicts.

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Introduction

Crisis communication is one of the most fast evolving sub-fields of corporate communication in research (Ngai & Falkheimer, 2015) since it keeps changing with time and development of society. With the

popularity of social networking sites, crisis no longer limited to offline but also online. In fact, in Hong Kong, there are crisis continuously occurred on Facebook. Hence, because of the growth of the seriousness of conflicts between Hong Kong and China, some of the organizational crisis may perceived as political-related and become a transboundary crisis.

In fact, Lancôme's crisis in 2016 was an example of transboundary crisis as it transmuted to a political crisis from organizational crisis and attracted international attentions. Additionally, it is getting more important to study stakeholders' acceptance on organizations' crisis response (Coombs & Holladay, 2010). Therefore, this paper studied this case to understand how transboundary crisis affect the acceptance of the stakeholders towards Lancôme's crisis response. Thus, as it is expected that transboundary crisis may occurs in other organizations, we hope that this study could provide insights for organizations on how to cope with this crisis better.

Literature Review

Crisis and crisis communication

Crises are unpredictable that can relinquish stakeholders' support to an organization (Liu, et al., 2011), disturbs stakeholders' expectancy, affects an organization's performance and generates negative outcomes, such as reputational damage, which is a valuable and intangible asset to the organization (e.g.

Coombs & Holladay, 2007 & Jorgensen, 1996). Crises can be categorized by their origin (Coombs, 2015, p.67), in which, most of the crises occurred in these days, were transboundary crisis (Ansell, Boin & Keller, 2010) that caused more destructive effects to organizations (Olsson, 2015). Transboundary crisis oversteps the boundary of geographic, function and space, and it would be snowballing and cascading into a compounded crisis or even become a catastrophe. (Turner 1978; Jervis 1997; Wachira 1997; Rochlin 1999; Boin & Rhinard, 2008). In this sense, traditional borders, such as political and corporate spheres, are vague in transboundary crisis as corporate crises may unexpectedly cause political conflicts (Ngai & Falkheimer, 2015, Boin & Rhinard, 2008).

To abate the negative outcomes generated by crises, crisis communication is essential. Crisis communication is a set of factors, i.e. Prevention, Preparation, Response and Revision, that aims to prevent or lessen the actual damage to protect the organization, stakeholders and industry during the crisis (Coombs, 2015, p.5) and reconditions the reputation from stakeholders (Utz, et al., 2013). It consists of Information management, which involves the efforts on gathering and publicity the crisis-related information, and Meaning management, which create impacts on the stakeholders to perceive the organization that involved in the crisis (Coombs, 2010). The objectives for practicing these strategies are shaping the attribute of crisis, changing the stakeholders' perceptions of the organization and reduce the negative effects during crisis (Coombs, 1995).

Relations of Crisis response and crisis communication

Crisis response is indispensable when discussing crisis communication. Researches have shown that crisis response strategies affect the outcome of crisis communication (Coombs & Holladay, 2008). Crisis response are the words and actions that the organization takes once the crisis occurs. It acts as crisis-related information management that provide the organization's explanations of what has happened, and meaning management, i.e. to achieve the specific outcomes that the organization desired, such as protect reputation and rebuild positive word-of-mouth (Coombs, 2015). Previous studies revealed that the usage of crisis response strategy relates to crisis responsibility that can affect stakeholders' emotions and their future behavioral intentions, i.e. purchasing intention (Nerb & Spada, 1997; Coombs & Holladay, 2007). Situational Crisis Communication Theory (SCCT), suggested by Coombs (2007), was developed based on Attribute Theory, posited that people made attributions particularly on the negative and unexpected events (Weiner, 1986), and extended it by predicting the reputational threat caused by the crisis and prescribing crisis response strategies designed to protect the organization's reputational assets (Coombs, 2007). Hence, SCCT provided a conceptual link of crisis response and reputational threat by responsibility that the organization perceived and accepted for the crisis (Coombs, 2006). It listed the crisis response strategies by grouping them with 4 postures which indicated the level of responsibility: denial, diminishing, rebuilding and bolstering. In other words, crisis response strategies determine whether the organization can manage the crisis and stakeholders' perception of the crisis.

Researches also shown that organizations' crisis response is directly related to the six negative emotions—anger, sadness, anxiety, fright, contempt and disappointment (Choi & Lin, 2009). Besides, SCCT upholds the idea that the crisis response affects how people perceive the organization and crisis, which shape the evaluations of the organizational reputation and stakeholders' emotions towards the crisis response (Coombs, 2007; Nerb & Spada, 1997). Thus, negativity and emotions of the stakeholders can cause negative outcomes (Brown & Reingen, 1987; Herr et al., 1991; Coombs, 2007; Coombs & Holladay, 2007).

Role of social networking sites in crisis communication

The platform for conducting crisis communication also contributes to the effectiveness of the communication process. Social networking sites are a two-way communication channel that enables the organization to release information and get stakeholders' feedbacks at the same time (Taylor & Perry, 2005). It becomes an essential to organizations as it helps the organization to attract and gather favorably predisposed public, who support the organization before crisis, who may tend to be supportive to the organization's crisis communication strategies (Coombs & Holladay, 2014). Nonetheless, some organizations will utilize it to repair their reputation and prevent boycott during crisis (Schultz, et al., 2010). Particularly, in the initial stage, social networking sites are frequently acquired by the organization for conducting a rapid and direct crisis information release, which are the requirements of

crisis communication (Coombs, 2015, p.130), that allows stakeholders to understand the crisis (Pew Internet & American Life, 2006; Rainie, 2005; Thelwall & Stuart, 2007) and facilitate the organization's crisis response (e.g. Utz, et al., 2012, Henderson, 2003, Ngai & Jin, 2016).

Additionally, stakeholders' responses, i.e. comments, on social networking sites explicit their attitude and imply the effectiveness of organization's crisis response (Coombs and Holladay, 2012; Henderson, 2003). In this sense, organizations can adjust and apply the most appropriate crisis communication tactics regarding to stakeholders' response to lessen or even offset the damage causes by the crisis. Thus, it has been revealed that social networking sites were regarded as a more credible channel than traditional mass media during crisis (Procopio & Procopio, 2007; Sweetser & Metzgar, 2007) so organizations can be benefited when they are conducting crisis communication on social networking sites in the matter of its uniqueness: instant, direct and interactive.

Challenge of transboundary crisis

Yet, since social networking sites does not have the geographical and time limitations, crisis occurs on social networking sites may cause the crisis travel to other countries easily and turn a crisis into transboundary crisis. Meanwhile, transboundary crisis is more challenging than traditional crisis as it involves diverse and larger group of stakeholders. Hence, it may also across different countries which

may enhance the crisis uncertainty and challenge the crisis response strategy (Ansell et al., 2010).

The uncertainty of transboundary crisis associates with crisis origin, evolution and future development of the crisis. As the crisis spreads across countries or functions, the responsibility for the crisis becomes ambiguous (Boin & Rhinard, 2008), hence, it is difficult to practice a suitable crisis response. Besides, it is also difficult to follow the development of the crisis and predict the progress of the crisis (Ansell et al., 2010).

Similarly, it is hard for organizations to reach a shared situation awareness with the stakeholders in transboundary crisis due to their difference background (Boin & Rhinard, 2008; Ansell et al., 2010). In which, their crisis demands may be different that it is hard to produce a clear and coherent crisis message to them. Hence, there is a higher risk that the crisis response strategy failed to manage the crisis and the conveyed crisis message also have a higher chance of creating contradicted message or being misinterpreted (Ansell et al., 2010). Therefore, more efforts are needed to create a suitable and effective crisis response strategy for coping with transboundary crisis (Walker et. al; Olsson et al., 2006; Ansell et al., 2010)

Rational of this study

This paper focused on the real-world application of crisis communication by investigating Lancôme's recent crisis. In the past, there were plenty of case studies focus on sophisticated crisis communications in Greater China, such as Ngai & Jin (2016) studied the crisis communication strategies practiced by Asiana Airlines and stakeholders' negative emotions on Weibo after the flight crash, and Lu (2016) studied KFC food safety crisis in 2012-13 by analyzing some crisis-related posts and comments from KFC's Weibo to evaluate the appropriateness and effectiveness of KFC's crisis response strategies.

Similarly, there were plenty of researches focusing on the transboundary crisis, for example, Boin and Rhinard (2008) studied the role of European Union in transboundary crisis; Ansell, Boin and Keller (2010) also studied how transboundary crisis challenges traditional crisis response strategies. Yet, there are only limited studies focus on the transboundary crisis communication that take place in Greater China while happened on social networking sites. For example, Ngai and Falkheimer (2015) studied how IKEA turned a transboundary crisis into an opportunity by analyzing the crisis response strategies and stakeholders' acceptance. In fact, Lancôme's crisis can be categorized as transboundary crisis. Since it occurred on Weibo originally but triggered more stakeholders' attention on Facebook which caused Facebook's stakeholders also involved in the crisis. Moreover, it was organizational crisis but triggered political conflicts between China and Hong Kong.

The incident

The crisis occurred on 4th June 2016 when the Chinese netizens on Weibo complained Lancôme for inviting Denise Ho, who has been interpreted as Hong Kong independence supporter by Chinese, to be a guest of Lancôme music event. These netizens claimed that they would boycott Lancôme unless Lancôme withdrew the decision for inviting Denise. To respond to their complaints, Lancôme issued a statement on Weibo on 4th June and two statements on Facebook on 5th June to disassociate the relationship with Denise Ho and cancel the event. The statements did not subside the negativity on Weibo but provoked the wrath of Hong Kong netizens who believed that Lancôme's decision was bowing to the Chinese. Hence, the Hong Kong netizens left negative comments on Lancôme's official Facebook to express their negativity to Lancôme.

Nevertheless, this incident aroused attention in France, United States and United Kingdom that there were media coverages of this incident. 60thousand of French netizens claimed to boycott Lancôme and BBC world news also conducted interview with Denise Ho. In short, the crisis involved political conflicts between Hong Kong and Chinese netizens with the development of the crisis and the involved social networking sites was expanded from Weibo to Facebook during crisis. The affected district also expanded from China to Hong Kong, US, UK and France. Since it was a transboundary crisis that challenged three traditional boundaries, it is worth investigating.

Research Questions

The influence of this crisis did not limit to the negative comments on Lancôme's official social networking sites but also financial loss to its parent company, L'Oréal, and reputational damage. The stock price of L'Oréal, has declined 2.06% from 6th June to 10th June, which cost L'Oréal loss about 23 billion. Besides, Lancôme's retails and counters in Hong Kong were closed on 8th June due to the demonstration organized by political parties to against Lancôme's responses regarding to this crisis. These influences implied the seriousness of the crisis. Therefore, this paper evaluated stakeholders' acceptance of Lancôme's crisis response by analyzing the crisis response strategies applied, stakeholders' tonality and emotions on the two social networking sites that Lancôme used for crisis response.

Referring to literature review, Situational Crisis Communication Theory (SCCT) revealed the relationship of crisis response and reputational threat by responsibility the organization perceived and accepted for the crisis (Coombs, 2006). By identifying Lancôme's response strategies, it can help us to understand the responsibility that Lancôme planned to bear. Therefore, the first research question is posed as:

Research Question 1: What was/ were the crisis response strategies Lancôme practiced on Facebook and Weibo?

This paper also focus on studying the stakeholders' acceptance towards Lancôme's crisis response. As there are multi-staged crisis management model, such as four-stage model (Fink, 1986) and five-stage model (Mitroff, 1994), and all of them emphasize the ultimate stage in crisis management model is to overcome the crisis and help the organization to restore with a sense of normalcy (Fearn-Banks, 2002). Hence, Ngai & Jin (2016) suggested that the change of frequency and volume of stakeholders' response can help to identity if the organization's normalcy is restored via their crisis communication strategies that achieve the final stage of the crisis management models. Since the tonality of the stakeholders' responses explicit their attitude towards the crisis response and it can also be evaluated to explain stakeholders' acceptance of the crisis response. Thus, the second research question was formed as:

Research Question 2a: What was the change on the frequency and volume of stakeholders' response regarding to Lancôme's statements on Facebook and Weibo?

Research Question 2b: What was the stakeholders' tonality regarding to Lancôme's statements on Facebook and Weibo?

The literature review revealed crisis response strategy affects stakeholders' perception towards the organization's reputation and the crisis as well as the emotions and future behavioral intentions (Nerb & Spada, 1997). Also, the negative emotions can affect stakeholders' future behavior, for example, they may generate negative outcomes, like negative word-of-mouth (Brown & Reingen, 1987; Herr et al.,

1991; Coombs, 2007; Coombs & Holladay, 2007) Therefore, it is important to study the negative emotions of the stakeholders regarding to Lancôme's response strategies and the third research question was generated as:

Research Question 3: What negative emotions the stakeholders expressed on Facebook and Weibo regarding to the statements?

Methodology

Introduction

To answer the research questions as listed, all Lancôme's crisis response posts and stakeholders' responses from the social networking sites, i.e. Facebook and Weibo, were collected for conducting content analysis. Lancôme posted one statement (Statement 1) on Weibo and two statements (Statement 1 & 2) on Facebook. Statement 1 was a clarification of the relationship between Denis Ho and Lancôme, and Statement 2 was an announcement for cancelling the event. There were 4,916 responses in Statement 1 and 4,707 responses in Statement 2. On Weibo, there were 48,446 responses under Statement 1. Yet, due to the large amount of stakeholders' responses from both platforms, the responses will be selected by random sampling to analyze stakeholders' tonality and negative emotions.

Sampling Method

Regarding to the Sample Size Calculation built by the National Statistical Service of Australia Bureau of Statistics, the suggested minimum sample size for the responses on Facebook Statement 1 is 585 with 99% confidence level, confidence interval at 0.05 and standard error at 0.01941. Accordingly, 827 stakeholders' responses were selected that reach 99% confidence level, confidence interval at 0.04087 and standard error at 0.01587.

In order to maintain the similar accuracy level with the Statement 1 when sampling the stakeholders' responses on Statement 2, the sampling size of its responses as generated by the calculator is 821 when the confidence level and the confidence interval are set at 99% and 0.04087 respectively, and standard error is at 0.01587. The total number of the sampling stakeholders' responses on Facebook is 1,648. Likewise, the sampling for the responses of Statement 1 on Weibo is 974 (standard error at 0.001587) by setting 99% as the confidence level and confidence interval as 0.04087.

Inter-rated checking

To ensure the coding scheme for the research questions are stable, the author invited a trained coder for inter-rated checking. Both coders coded 10% of the data, i.e. two statements and 642 stakeholders' responses, by following a codebook which provides a comprehensive information and guidelines for inter-rated checking as to maintain a high-quality research and ensuring the reliability of the data coded

(Kolbe and Burnett, 1991; Neuendorf, 2002). By using Interrater Reliability Calculator (Freelon, 2011), the inter-rated rate of the two coders are as follows (n=1,284):

Table 1 Inter-rated rate of the 2 coders

	Inter-rated Rate (Krippendorff's Alpha)
Lancôme's crisis strategies of Statement 1	1
Lancôme's crisis strategies of Statement 2	1
Tonality of stakeholders' responses of Statement 1 on Facebook	1
Tonality of stakeholders' responses of Statement 2 on Facebook	0.92832703
Negative emotions of stakeholders' responses of Statement 1 on Facebook	0.969051322
Negative emotions of stakeholders' responses of Statement 1 on Facebook	0.966940776
Tonality of stakeholders' responses on Weibo	0.906995975522
Negative emotions of stakeholders' responses on Weibo	0.884461726948

Coding Scheme

Research question 1

Coombs' Situational Crisis Communication Theory (SCCT) (2006) was adopted as the framework for coding for research question 1. It suggested that the strategy the organization practiced should be aligned with the crisis situations and the perceived crisis responsibility by the organization. The statements were

analyzed by sentences for identifying the strategies employed, however, not all the strategies listed in SCCT were employed in Lancôme's crisis responses, i.e. Statement 1 and Statement 2, but denial, excusing, reminding and ingratiation. The following table is the example of the use of SCCT in Lancôme's statements.

Table 2 SCCT strategies' descriptions and examples from Lancôme's statements

	Strategies	Descriptions	Examples
Denial	Denial	The organization stated that no crisis exists.	Hong Kong Actress Denise Ho is not a spokesperson of Lancôme. (Statement 1: 4 th June, 19:40)
Diminishment	Excusing	The organization tries to minimize their responsibility for the crisis by denying any intention that may worsen the situation.	Due to possible safety reasons, Lancôme has decided to cancel the event. (Statement 2: 5 th June)
Bolstering	Reminding	The organization tells the stakeholders their past good works.	Lancôme pays utmost attention to its fans. (Statement 2: 5 th June)
	Ingratiation	The organization praises stakeholders	Thank you for your continuous support to Lancôme. (Statement 1: 4 th June, 19:40 & Statement 2: 5 th June)

Research question 2

Entire population, i.e. all the time and amount of the responses from Statement 1 on Weibo (n=48,446) and Statement 1 and 2 on Facebook (n=9,623) will be used for generating accurate number of the frequency and volume of the stakeholders' responses to answer research question 2. The frequency and

volume will be assessed by calculating the number of stakeholders' responses of each day.

However, to evaluate the acceptance of the stakeholders regarding to Lancôme's crisis responses on Facebook and Weibo, their responses were coded to analysis their tonality towards the statements. As mentioned, the responses were selected by random sampling from Facebook (n=1,648) and Weibo (n=974) due to the large size of the responses. The responses were grouped by their tonality to see the stakeholders' attitude towards Lancôme's response. The tonality, based on literature review, are categorized as positive, negative, neutral and not relevant. The coded responses were grouped base on the dominant tonality of their topic sentences, i.e. the first or the last sentence. In which, full stop (.), exclamation mark (!) and question mark (?) are indicators of a sentence. Besides, the keywords, as generalized by the definitions of the tonalities, will be used as a further indicator for certain tonality.

Table 3 Categorization, keywords and examples of tonality reviewed from sampling responses

Tonality	Description	Keywords	Examples from Facebook & Weibo
Positive	Expressing acceptance, supportive, or affirmation attitude towards Lancôme's statements or responses.	支持 (Support)、做得好 (well done)、明智 (clever)、合理 (reasonable)、撐, etc.	Facebook: 我係男仔我支持 Lancôme 做得好 (I am a male and I support Lancôme. Well done) (12 th June 16:17)
			Weibo: 比起強生，蘭蔻做的還可以。至少打襪子精的臉了 (Comparing to Johnson and Johnson, Lancôme's response was not bad. At least they

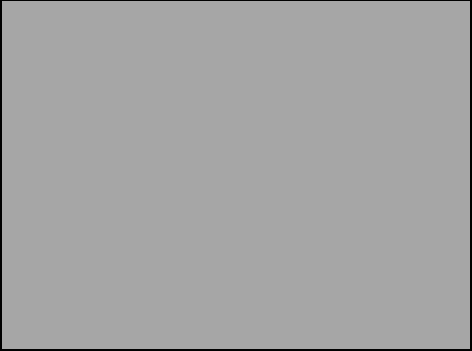
			slapped in Denise Ho's face) (8 th June 00:03)
Negative	Expressing the unacceptance and refusal of Lancôme's response	Swear words, 髒 (angry)、罷買 (boycott)、痴線 (insane)、垃圾 (Rubbish)、unlike、unfollow、投訴 (complain), 失望 (disappointed) etc.	Facebook: 令人討厭既品牌！(A disgusting brand!) (7 th June 08:49)
			Weibo: 以後都不會再買了，之前買的都統統扔掉 (I will never buy it again and throw away the products that I brought before) (7 th June 20:55)
Neutral	Expressing the fact or the current situation that is still related to the incidence, i.e. commenting the Lancôme's response, without taking any stance, i.e. positive and negative	聽說 (Heard that)、好用 (effective)、還是會買 (will buy anyway), etc.	Facebook: 與其得罪香港人，不如得罪班大陸人，起碼香港人仲會同你講道理，又唔會迫你為嗰少少生意放棄尊嚴～而且...你真係認為呢個時候同HOCC劃清界線真係精明選擇？唔好忘記，佢作為一個敢言而有良心嘅歌手，係幾罕有幾受香港人支持，如果大家誤會佢係你代言人，其實係你賺咗～ (I think it is better to offend the Chinese than Hongkongese. At least Hongkongese are reasonable that would not force you to give up your dignity for business. Hence, do you think it is smart to draw a line with Denise now? Don't forget she is quite supportive by Hongkongese due to her outspoken and conscientious personality. Actually you will be benefited if the public misunderstood Denise as your spokesperson) (6 th June 09:52)
			Weibo: 好用的還是會買 比如粉色的那

			支啫喱 真的超保濕 (I will still buy Lancôme's products as they are really good, such as the jelly in pink) (9 th June 03:54)
Not relevant	The content mentioned is not relevant to the crisis		Facebook: https://www.facebook.com/listerine.hk/ (6 th June 15:13)
			Weibo: 為什麼評論一直停留在四萬 (How come the amount of comments stays at forty thousand?) (7 th June 23:27)

Research question 3

This part was based on the negative tonality coded from the last part and further study by evaluating the negative emotions that the stakeholders upheld. The negative emotions, as mentioned in literature review, were identified by six predominant negative emotions, i.e. anger, sadness, anxiety, fright, contempt and disappointment. Similarly, the emotions in stakeholders' responses were categorized by analyzing the topic sentences and assisting by keywords which were generated from the definitions of emotions. The responses on Facebook and Weibo were grouped respectively. The following table shows a more comprehensive description on the negative emotions and suggested keywords with examples from sampling responses from Facebook and Weibo respectively. However, regarding to the preliminary of the sampling responses on Weibo, "Sadness" is absence.

Table 4 Categorization, keywords and examples of tonality reviewed from sampling responses

Emotions	Descriptions	Keywords	Examples from Facebook & Weibo
Anger	Expressing a strong blame attribution to the organization (Kim & Cameron, 2011) that derives from the knowledge that the organization is accountable for the harmful actions and they could have been controlled or even prevented by the organization (Jin, Pang & Cameron, 2010)	撈 (Angry)、罷買 (boycott)、痴線 (insane)、垃圾 (rubbish) (Ngai, Jin, 2016)、差 (bad)、unlike、unfollow、投訴 (complain)、拜拜 (bye)、swearwords, etc.	Facebook: 完全唔會消費你們呢個咁不分是非黑白，人云亦云嘅品牌！！！！(I will never purchase your product! Such an amoral brand that only go with the stream) (6 th June 22:35)
			Weibo: 一次不忠百次不用！(Once disloyalty, it will never be accommodated) (12 th June 23:03)
Sadness	An emotion the comes from suffering tangible or intangible loss or both that may cause them in desperate need for relief and comfort (Jin, Pang & Cameron, 2010).	傷心 (sad)、心痛、難受、可憐、辛苦、痛苦, etc.	Facebook: RIP (6 th June 09:16) 
Anxiety	An emotion occurs when an individual was overwhelmed by the crisis and hope for immediate solutions (Jin, Pang & Cameron,	點算、死啦、希望, etc.	Facebook: http://www.triplepundit.com/...../fda-issues-warning...../# 原來 LANCOME 係 2012 比美國 FDA 警告!!! 大家小心! (Lancôme was warned by FDA! Be careful!) (5 th

	2010)		June 22:20)
			Weibo: 突然後悔買了科顏氏，YSL 以後怎麼辦？！(I regretted buying Clarins suddenly, what about YSL?) (5 th June 13:07)
Fright	It occurs when an individual facing uncertain and existential threat (Lazarus, 1991) that shows the insecurity of dealing with the loss cause by the crisis (Jin, Pang & Cameron, 2010).	驚、嚇人、不敢、不安、恐怖, etc.	Facebook: 嚇到賴屎 (I am frightened) (5 th June 19:51)
			Weibo: 驚的我隨手扔了塗了一半的眼霜，抹上雅詩蘭黛 (I was so frightened that I threw away the eye cream and put Estee Lauder on my face) (5 th June 21:56)
Contempt	A type of disgust (Ekman & Friesen, 1975; Miller, 1997; Bell, 2013) that often linked to hierarchy and vertical dimension of social evaluation (Haidt, 1999) that individuals (replier) would disapproving and regarded the object of contempt as inferior and itself as superior (Izard, 1977; Ekman, 1994).	Any expressions that expressing the following terms similarly: Deriding, Despising, Disdaining, Scornfully and Scorning (Bell, 2013), such as: 嘔心、厭惡、庸俗、鄙視、肉酸, etc.	Facebook: 又改圖？改完未丫？animal test 就識，pr 就無能？(Are you enough with manipulate the photo? You know nothing about PR but conducting animal test?) (5 th June 19:18)
			Weibo: 護膚品多的是，又不是只有你蘭蔻一家，呵呵.....(There are still a lot of skincare brand other than Lancôme. Haha.....) (5 th June 16:53)
Disappointment	A psychological reaction derives from outcome that does not match up	失望、估唔到、信錯你、算了、後悔, etc.	Facebook:對公關既理事手法極度失望.....(I am disappointed by your crisis communication). (5 th June

	against expectations (Bell, 1985) or worse than expected (Van Dijk & Zeelenberg, 2002)		17:38)
			Weibo: 算了，我還是去用韓棒子吧 (Fine, I will use Korean skincare brand instead) (5 th June 07:35)

Findings

The followings revealed and explained the data coded with regards to correspondent research question.

The response strategies Lancôme practiced on Facebook and Weibo

To answer the research question 1 which examined the crisis response strategies that Lancôme practiced on Facebook and Weibo. The contents of the two statements were decoded by sentence to identify the crisis response strategies Lancôme employed.

Statement 1 aimed to clarify the relationship that Denise Ho was not the spokesperson of Lancôme; Statement 2 was informing the stakeholders that the event was cancelled. From these two statements, four crisis response strategies were identified: 25% (n=2) of the sentences employed ingratiation and reminding strategies and 12.5% (n=1) employed denial and excusing strategies respectively. Hence, the dominant posture was bolstering posture that 50% (n=4) of the sentences were utilizing this posture, followed by denial posture and diminishing posture (12.5%, n=1).

Denial strategy was applied in the Statement 1 for clarifying the relationship between Lancôme and Denise Ho. Because of the rumor that Denise was Lancôme's spokesperson was the key reason that aroused plenty of Chinese netizens' attentions and contributed to the development of the crisis, it is necessary to employ denial to elucidate and manage the crisis (Coombs & Holladay, 2002). Hence, it might also imply that Lancôme tried to distant with the crisis and deemed that they had no connection to the crisis (Coombs, 2015, P.146). However, this rumor was not the only reason that gave rise to the crisis and Lancôme may need to take responsibility for other crisis origins. Therefore, as Coombs (2015) argued, it could be dangerous for Lancôme to employ denial strategy for crisis response.

Excusing strategy was identified in Statement 2 which was used for providing rational reason for cancelling the event. By using this strategy, Lancôme might try to reduce the negative impacts that cause in the future (Coombs, 2007) and lessen their responsibility and negative attribution towards the crisis to reduce the reputation threat to Lancôme (Coombs, 2015). Indeed, the cancelled event was the crisis origin, so, regarding to Coombs' theory, Lancôme could be able to reduce negative effect generated by the crisis, such as negative comments or media coverages, and control or even end the crisis via revocation of the event with excuse.

Both ingratiation and reminding strategies belong to bolstering posture which were applied in Statement 1 and 2 with the same purpose, i.e. expressing the gratitude for their attention and supports towards the crisis and Lancôme and remind the stakeholders that Lancôme has been care about them to maintain a positive connection with the stakeholders (Coombs, 2015).

Lancôme's statements aligned with Coombs' suggestion (2015) that bolstering posture should be used with other three postures as it is a supplement to them. Nevertheless, the two statements also employed denial and diminishment posture which was misaligned with Coombs as he commented this combination as a contradiction. However, as the denial posture was used for denying the rumor, which was one of the crisis origin, and there was other origins that also gave rise to the crisis, i.e. inviting Denise as the guest for the event, the crisis was remained and required diminishment posture to reduce the remaining negative impacts. This explained why there was not as contradict as Coombs expected when the two postures utilized simultaneously.

In fact, non-apologies strategy was utilized in both Statement 1 and Statement 2. Non-apologies strategy is similar with apology strategies but the former one does not signify a willingness for an organization to bear responsibility (Coombs, 2015, p.149). Lancôme utilized this strategy for expressing the regret that caused inconvenience and emotional harm, i.e. disappointment, to the stakeholders. By using this

strategy, it was possible for the stakeholders to accept it as true apology, however, it was also risky for Lancôme to employ this as the stakeholders might recognize the lack of sincerity of the non-apologies, i.e. not taking any responsibility for the crisis, that might result in further negative responses (Kampf, 2009)

Table 5 Strategies employed in Lancôme's statements

Date	Statement	Strategy	Extracted quotation
4/6	1	Denial	Hong Kong Actress Denise Ho is not a spokesperson of Lancôme
4/6	1	Ingratiation	Thank you for your continuous support to Lancôme
5/6	2	Reminding	Lancôme pays utmost attention to its fans.
5/6	2	Excusing	However, due to possible safety reasons, Lancôme has decided to cancel the event
5/6	2	Ingratiation	We thank you for your continuous support to Lancôme

Stakeholders' acceptance towards Lancôme's crisis response strategy

The followings analyzed stakeholders' acceptance by answering research 2a and 2b which evaluated the change of frequency and volume, and the tonality of stakeholders' responses respectively. Hence, there are studies reveals that the above results can help to identify stakeholders' acceptance of organizations' crisis response strategies (Ngai & Jin, 2016; Ngai & Falkheimer, 2015).

The stakeholders' responses on Weibo and Facebook were oriented by the date Lancôme released statements for crisis response. For instant, Weibo's stakeholders' response accumulated from 4th June while Facebook accumulated from 5th June. The stakeholders' responses were regulated by Lancôme's crisis response strategies practiced on Weibo and Facebook: there were high frequency and large volume during 4th – 6th June when Lancôme issued statements on Facebook and Weibo. The volume of stakeholders' response during the first three days on Weibo and the two posts on Facebook account for 87% (n=48,446), 97% (n=4,916) and 90% (n=4,707) respectively. The volume of stakeholders' responses declined after the third day which might because of the absence of Lancôme's response. The stakeholders' responses on Weibo ended on 20th June which took 17 days but the two posts on Facebook lasted for 21 consecutive days and kept received stakeholders' responses on and off till 29th September.

To answer the research question 2b, the stakeholders' responses on Weibo and Facebook were coded (n=2,621) for analyzing their tonality towards Lancôme's crisis responses. The dominant tonality in response to Statement 1 on Weibo was negativity (80% n=780), followed by not stated (11%, n=110), neutral (8%, n=76). Only 1% (n=8) of the positive stakeholders' responses were coded. Hence, according to the sampled stakeholders' response, the number of positive response in the last few days were still overwhelmed by negative responses.

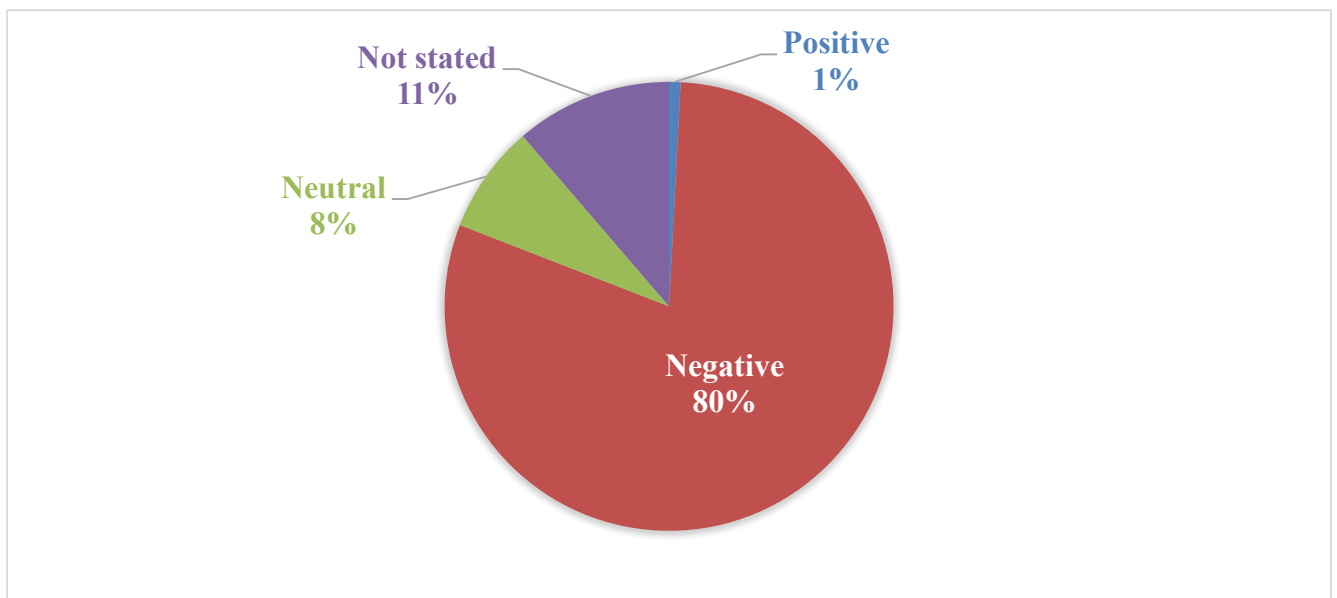


Figure 1 Tonality of Weibo's stakeholders' responses

In responding the two statements on Facebook, the dominant stakeholders' tonality, similar with Weibo, was negative (91%, n=18), followed by neutral (5%, n=85), not stated (3%, n=51). Positive response only account for 1% (n=18). Besides, the negativity of the stakeholders' responses was still regulating the responses even when Lancôme no longer responded to the crisis.

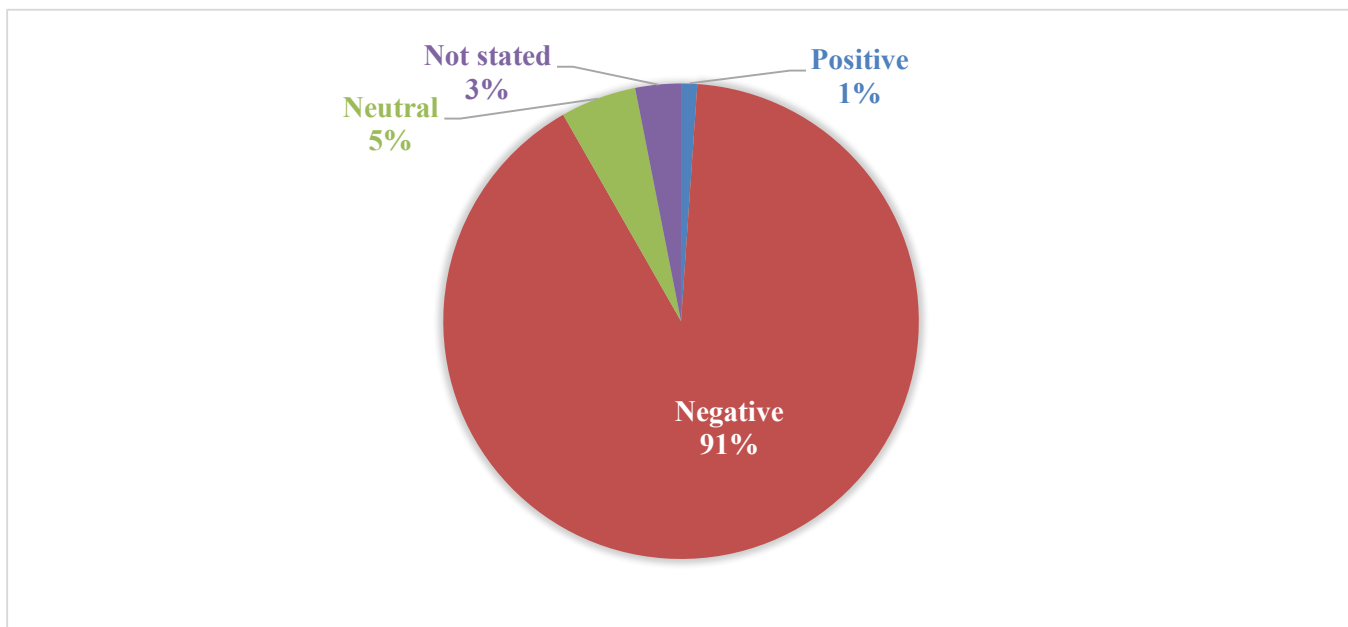


Figure 2 Tonality of stakeholders' responses on Facebook

Through revealing the data of the change of frequency, volume and the tonality of the stakeholders' responses on the two platforms, it could be concluded that Lancôme was not able to restore to its "normalcy" by releasing two statements as crisis response. Because of the tonality of the responses were still regulated by negativity even though the frequency and the volume of stakeholders' responses was declined. In fact, negative responses from the stakeholders were dangerous to Lancôme as they might generate negative word-of-mouth (Coombs & Holladay, 2007; Jorgensen, 1996; Stockmyer, 1996) and reduce purchase intention (Coombs & Holladay, 2007) that affect Lancôme in long run. Hence, it also implied that the statements were failed to control and manage the crisis. When comparing the negative tonality on Facebook and Weibo, we found that there was high significant difference ($P=1.24E-12****$) between the negative tonality on the two platforms, i.e. the negativity on Facebook was more than that

of Weibo.

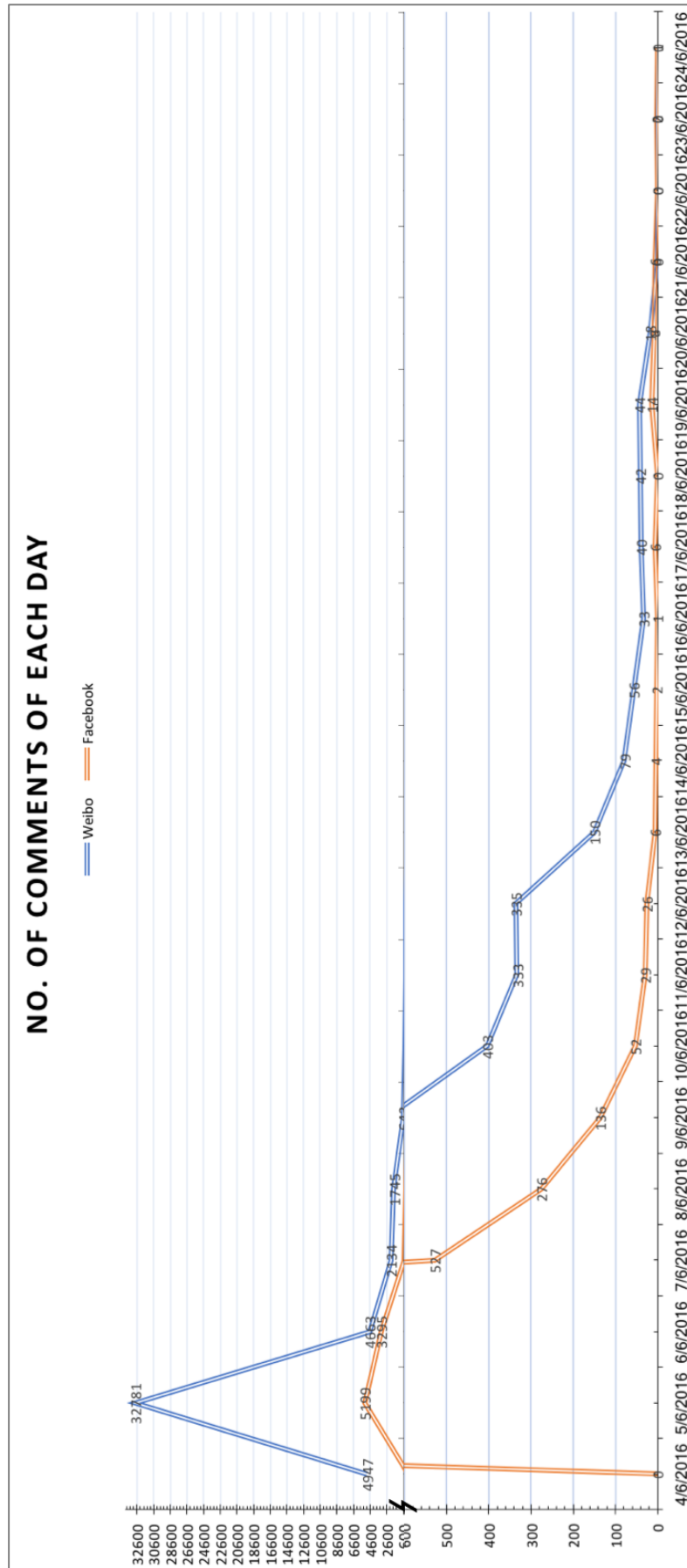


Figure 3 frequency and volume of stakeholders' responses of each day

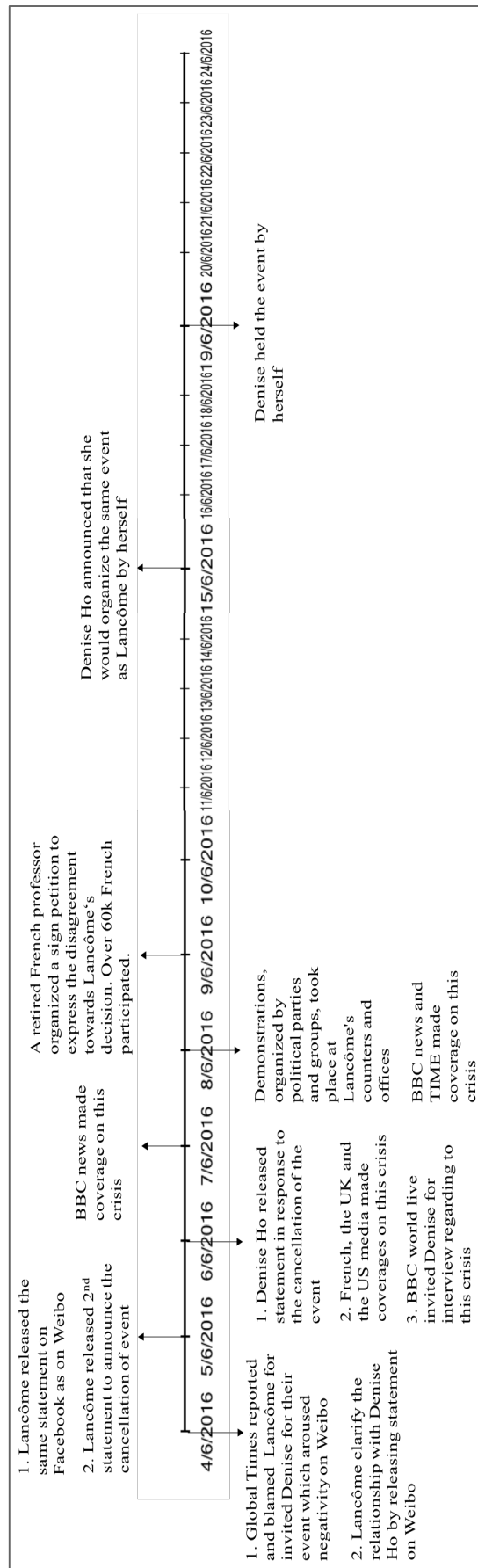


Figure 4 Timeline of Lancôme's crisis

Stakeholders' Negative emotions on Facebook and Weibo

To answer research question 3, the sampling stakeholders' responses from Weibo (n=974) and the two posts on Facebook (n=1,647) were grouped by six negative emotions. It was found that the anger was a dominant emotion on Facebook (52.7%, n=788) and Weibo (71.0%, n=555), and followed by contempt (44.0%, n=658; 25.3%, n=198). However, the subsequent ranking of the emotions on the two platforms were different: the negative emotions on Facebook were ranked as disappointment (n=22), sadness (n=12), fright (n=11), and anxiety(n=4); and that on Weibo were ranked as fright (n=18), disappointment (n=8), anxiety (n=3) and sadness (n=0).

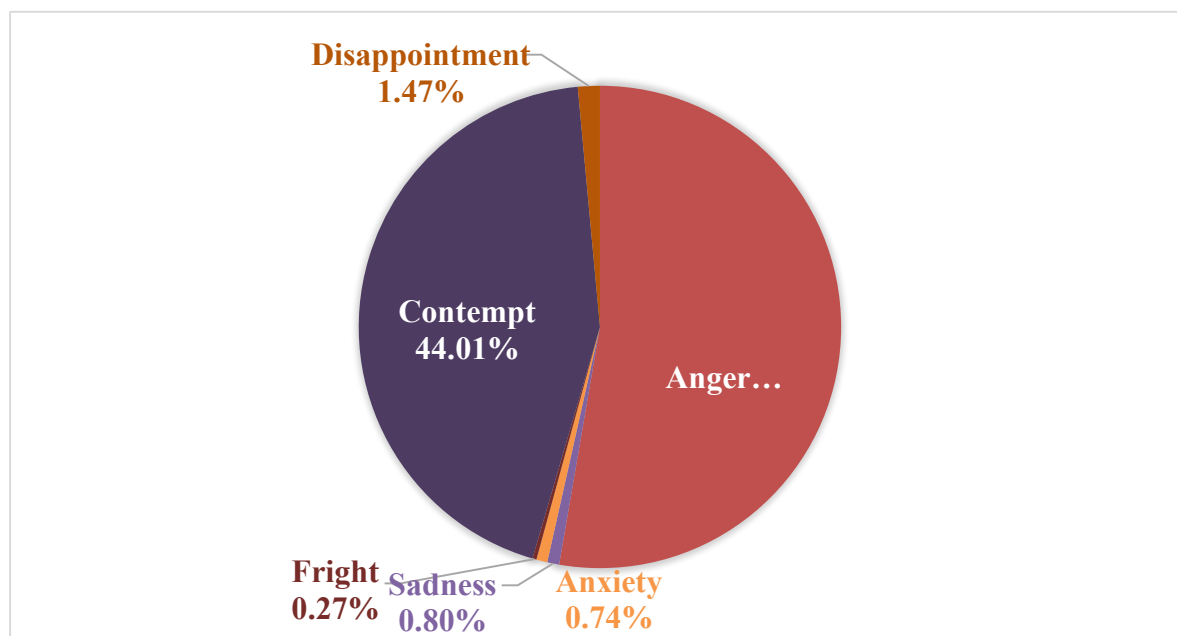


Figure 5 Negative emotions of Facebook's stakeholders' responses

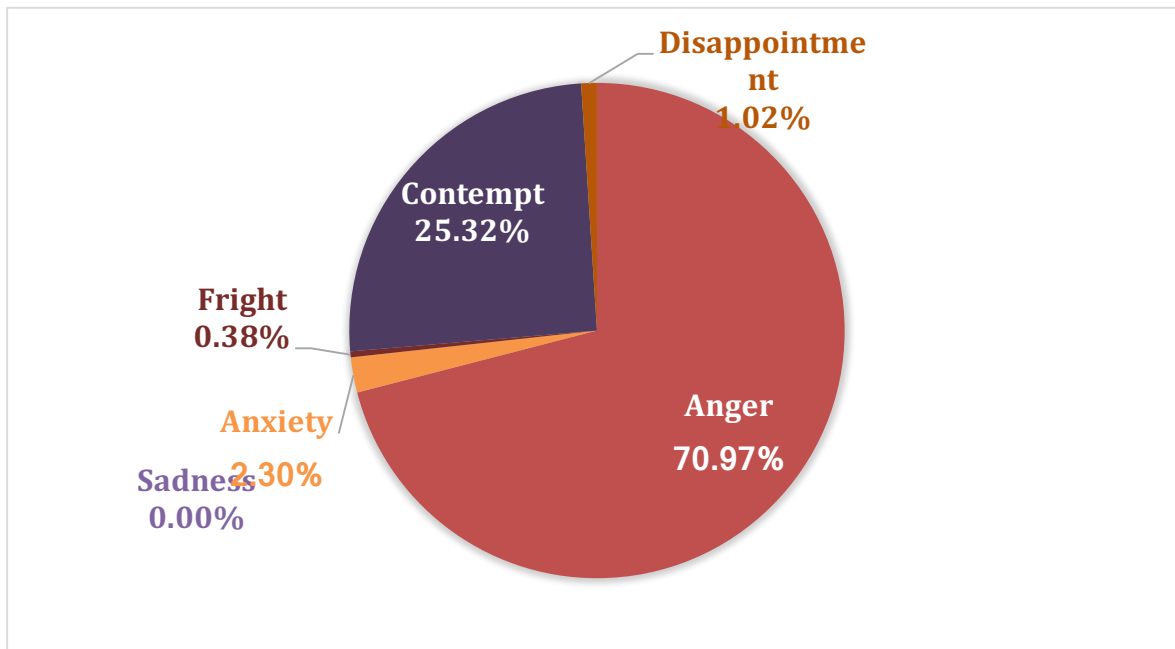


Figure 6 Negative emotions of Weibo's stakeholders' responses

In fact, the anger in Weibo was highly significant with that on Facebook ($P=5.33E-06^{****}$), i.e. the anger on Weibo was more than that on Facebook. The origin that triggered the stakeholders' responses contribute to the difference of anger on both Weibo and Facebook. The anger on Weibo was associated with the crisis origin, i.e. inviting Denise Ho for the event. The stakeholders on Weibo blamed Lancôme had not considered the consequence of inviting Denise. Besides, the anger on Facebook was correlated with Lancôme's crisis response: the anger for Statement 1 was due to Lancôme immediately clarify the relationship with Denise once the incident occurred; Statement 2 was because of the cancellation of the event. However, the anger on both platforms were not regulated even after releasing the statements as there were responses showed the stakeholders' purchasing intention were negatively affected, such as

“罷買、抵制 (Boycott)”.

Apart from the anger, contempt ($P=3.10E-28^{****}$), sadness ($P=0.00052^{***}$) and anxiety ($P=0.013^*$) on Weibo also indicated a highly significant or significant difference with that on Facebook, i.e. contempt and sadness on Facebook were recorded more than that on Weibo; anxiety on Weibo was higher than that on Facebook. Contempt in response on the social networking sites were linked with disdain for Lancôme’s crisis response and sadness seemed to associate with a pity for Denise of being victimized and how Lancôme coped with this crisis.

Discussion

Regarding to above findings, we found that Lancôme failed to manage the crisis even with the decline of stakeholders’ response frequency and volume. Hence, there were significant difference of some negative emotions on Weibo and Facebook. The followings are detailed explanations of these findings.

Lancôme’s crisis response strategies fail to manage the crisis

The stakeholders’ responses on Weibo and Facebook disclosed that there was a gap on crisis responsibility between Lancôme and the stakeholders which explains why Lancôme’s strategies could not manage the crisis and bring Lancôme to “normalcy”. By using denial, diminishing and bolstering

strategies, Lancôme showed that they were trying to reduce the attribution for the responsibility to the crisis (Coombs, 2015). Besides, stakeholders' responses revealed the demands for higher degree of accommodation, such as apology to acknowledge the crisis and accept the responsibility since there were comments like “道歉也是應該的 (You should apologize)” and “快道歉 (Apologize!)”.etc.

In fact, the gap was due to the different perceptions of the crisis origin. To Lancôme, this was an organizational crisis which caused by underestimating the influences of Denise Ho's political stance before invited her as the guest of the event which was not related to political. In which, Denise' political stance, which was the crisis origin, was not attributed to Lancôme. Therefore, Lancôme applied denial strategy to remove the connection with Denise and her political stance and non-apology strategy for creating emotional harm, such as “inconvenience”, to the stakeholders to minimize their responsibility for the crisis. However, for the stakeholders on Weibo, i.e. Chinese netizens, they perceived the crisis as a organization misdeed politically. They interpreted the act that Lancôme invited Denise as a support to her political stance which was collided with China, they deemed it as betrayal to China, responses like “傷害國人的心 (You are hurting us)” and “分裂我國 (You are splitting our country)”. Hence, as stated by Coombs (2015), there were unique demand for rebuilding strategies from the Weibo stakeholders, such as apologies from Lancôme, which implied a higher attribution for crisis responsibility. Due to the distinct from the perceptions and category of the crisis among the stakeholders on Weibo and Lancôme,

the crisis response strategies could not reach the expectation from the stakeholders on Weibo. Therefore, the crisis response strategies could not manage the crisis on Weibo.

Besides, the trigger for the crisis on Facebook was due to the releasement of Statement 1. Unlike the stakeholders on Weibo, most of the stakeholders on Facebook did not perceived inviting Denise as a mistake since they have a different political stance. Therefore, they regarded Statement 1 was an act the yield to Chinese and China government, and wrongly treated Denise. Thus, it evoked negativity on Facebook and required rebuilding strategies, i.e. compensation and apology for issuing the Statement 1, to Denise.

Additionally, Lancôme released Statement 2 on Facebook to announce the cancellation of the event which driven more negativity from the stakeholders on Facebook since Lancôme was unable to satisfy their demands by their response strategy. Particularly, Denise responded to Statement 2 that she did not acknowledge by Lancôme about the event cancellation which revealed that Lancôme was even irresponsible to Denise.

Moreover, the useage of excuse in Statement 2 also aroused negativity, i.e. anger (Coombs, 2015), from the stakeholders on Facebook. As they recognized the response as insincerity and perceived the

cancellation as a political concern and a further ingratiation and compromise to the Chinese, it enlarged the negativity on Facebook.

In short, the crisis was trans-functional that changed from an organizational crisis to a political crisis and trans-graphical crisis that occurred across China and Hong Kong. The stakeholders' responses on Facebook and Weibo demonstrated their political conflicts which worsen the crisis and caused it became a more complicated crisis, i.e. transboundary crisis. Due to the different demands on Lancôme's crisis response from Weibo and Facebook and the gap of crisis responsibility between Lancôme and the stakeholders, it was difficult for Lancôme to conduct a suitable crisis response to satisfy the stakeholders on Weibo and Facebook which also explained the reason why the crisis response strategies utilized failed to manage the crisis.

The decline of the frequency and volume of the stakeholders' response

Although the negativity existed, the frequency and volume of the stakeholders' response were reduced due to Lancôme's "no action" strategy. In fact, this finding aligned with Smith (2013) that strategic silence can shorten the lifespan of crisis. After releasing the two statements on Weibo and Facebook, Lancôme remained silence and took no action regarding to the crisis. Generally, silence is a worse (Ferrin, Kim, Cooper & Dirks, 2005) and passive strategy in crisis response (Coombs, 2015) as it suggested the

organization is not trying to and in control of how the stakeholders perceive the crisis (Hearit, 1994). It is applicable only when the stakeholders have strong favorable feelings towards the organization (Smith, 2002; Lee & Sang, 2010) or the organization may risk allowing negative information remains unchallenged and kept damaging the organization (Lee & Sang, 2010).

However, “no action”/ silence strategy worked here, which was due to the uniqueness of the crisis. Since this was more than just an organizational crisis, i.e. transboundary crisis, that the stakeholders were having political conflicts and against each other. With the different perceptions of crisis responsibility from Lancôme and the stakeholders on Facebook and Weibo, Lancôme was unable to fulfil all the stakeholders’ expectations. Even if Lancôme willing to respond to the stakeholders’ demand, i.e. apology for the misdeed of this incident, there were still problems, such as “to whom they should apologize to”, and Lancôme may be considered as accepting responsibility for the negative events which may provoke more blames to Lancôme (Lee & Sang, 2010). Therefore, it was hard for Lancôme to utilize a strategy that could manage the negativity on Facebook and Weibo. In this sense, applying “no action” helped Lancôme to retain the littlest responsibility for the crisis and minimize blame as they preferred (McLaughlin et al., 1983; Lee & Sang, 2010) as well as decline the frequency and volume of the stakeholders’ responses.

The significant differences of the 4 negative emotions

Previous studies have revealed that negative emotions were aroused during crisis communications and inter-related with the perceptions of crisis origins and crisis responsibility (Choi & Lin, 2009; Jin et al., 2014; McDonald et al., 2010, Ngai & Jin, 2016). By reviewing the negative emotions of the stakeholders' responses, it was found that the Anger, Contempt, Negativity, Sadness and Anxiety on Facebook were significantly different with that on Weibo.

The negativity on Facebook was more than that on Weibo which might associate with Lancôme's crisis response. To the stakeholders on Weibo, Statement 1 helped to relief some of their negativity. According to their responses, apart from the dominant demand as apology from Lancôme, they also demanded Lancôme to disconnect or boycott Denise and post Statement 1 on Facebook. After posting the Statement 1 to clarify the relations between with Denise and Lancôme on Weibo, Lancôme posted Statement 1 on Facebook and cancelled the event as well, thus, some of the requests from the stakeholders on Weibo were satisfied.

However, to the stakeholders on Facebook, both statements were not responding to their requests but triggered their negativity towards the Lancôme's response. For example, they perceived the excuse used in Statement 2 as unreasonable that kept challenged Lancôme like “請解釋下有乜安全因素? (Please

explain what are the potential safety reasons)”. As long as the stakeholders on Facebook perceived Lancôme’s statements as insincerity and their demands were not satisfied, the negativity on Facebook was relatively higher than that of Weibo.

Anger was the dominant negative emotion on both Facebook and Weibo but the anger from the stakeholders on Weibo were higher than that on Facebook which might due to the shift of anger to other emotion, i.e. contempt, after the 2nd day of crisis on Facebook.

As Turner (2007) stated, the anger responses on Facebook showed a high commitment behavior towards the crisis, such as buyer’ strike and boycott. Hence, the comments also revealed their desire for informing more parties about this crisis, for instant, some stakeholders’ response as “寫信去法國《查理週刊》唱衰佢 (Wrote a letter to Charlie Hebdo to bad-mouth them) ”, “叫身邊人罷買 (I will tell my family and friends to boycott it)” etc. to blame Lancôme for wrongly treated the crisis and Denise. In fact, there were more media, including local and foreign, such as TIME and WSJ, reported the crisis after the 2nd day of the crisis, and BBC also made a coverage by inviting Denise for interview. Also, there were over 60,000 French supported the sign petition in France for blaming Lancôme sacrificed the freedom of thoughts when responding the crisis. Therefore, this crisis aroused the attention from worldwide that accomplished the stakeholders’ desire on Facebook so their anger could be relieved. Thus, started from

the 3rd day of crisis on Facebook, i.e. 7th June, the number of anger was less than contempt which implied that the negativity on Facebook was shifted from anger to contempt after there were media coverages around the world for blaming Lancôme.

However, the anger from the stakeholders' responses on Weibo dominated the negative emotions throughout the whole duration of stakeholders' response on Weibo and the responses were concentrated on blaming the crisis origin and Lancôme's crisis response strategies misaligned with their expectation. As there were no change in the dominant negative emotion on Weibo, there were highly significant difference on anger between Facebook and Weibo.

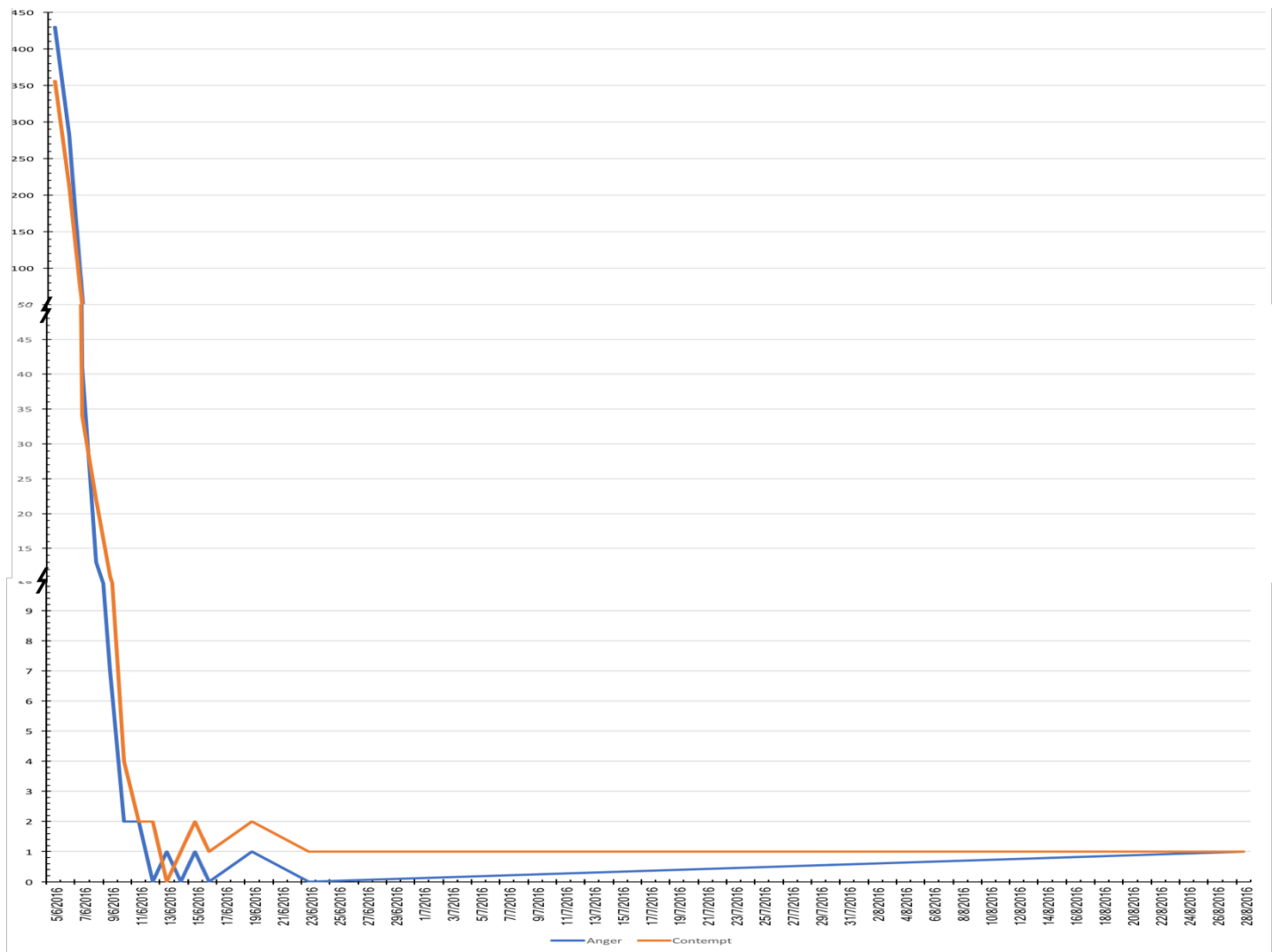


Figure 7 Change of Anger and Contempt with the crisis development

Contempt was the second dominant negative emotion on Facebook and Weibo but it was a lot higher on Facebook than on Weibo. Contempt on both Facebook and Weibo was both manipulated by their perceptions of crisis origins as explained above. Nevertheless, different with anger, this group were not regarded themselves as offended by Lancôme (Lazarus, 1991) but inferior to Lancôme (Izard, 1977). They disapproved Lancôme's crisis response via criticizing the sincerity, use of language and format of

the statements, for example, they commented “英文份聲明結構支離破碎，仲衰過中一學生寫 (The structure of English statements are fragmented! Your English are even worse than a Form 1 student)”, “英文寫咁簡短，你哋係咪唔識字 (How come the English statement can be this brief! Do you know English?)” and “這個聲明真是夠 low (This statement sucks)” etc.

Whereas the Statements 2, which only released on Facebook, driven more contempt in stakeholders' responses, caused a significantly high of contempt on Facebook. Most of the stakeholders on Facebook perceived that the cancellation of event was responding the stakeholders on Weibo's demand instead of the “safety reasons” mentioned in Statement 2, therefore, they were disgusted by Lancôme's excuse and further actuated contempt in their responses. Hence, the aforementioned shift from anger to contempt at the later stage of the crisis also contributed to the difference of contempt in Facebook and Weibo.

Sadness was absence from the stakeholders' responses on Weibo such that there was difference with than on Facebook. Sadness, as defined by Lazarus (1991) and Jin et. al (2010) occurs when the stakeholders suffer from tangible or intangible loss. The stakeholders on Weibo might not experience direct loss from the crisis. However, as mentioned that the stakeholders on Facebook were supportive to Denise, their sadness was associated with the pity for her since she was the victim of this crisis that suffered economic loss owing to the cancellation of her job, i.e. the event, and intangible loss, which

was the trust to Lancôme. Thus, although the stakeholders on Facebook were not experienced direct loss as the stakeholders on Weibo, they still had the feeling of sadness by advocating Denise which caused the difference of sadness between Facebook and Weibo.

There was significant difference on anxiety that the anxiety from Weibo was higher than that on Facebook. The anxiety on both Facebook and Weibo were associated with the nervous for choosing other brands to substituted Lancôme after committed to boycott Lancôme. Since Lancôme's customers account for high portion of the stakeholders on Weibo than on Facebook, the stakeholders' response that expressed their anxiety were relatively higher than Facebook.

The differences of the negative emotions were also related to the characteristics of transboundary crisis. As this transboundary crisis involved multi-group of stakeholders with different political stance that generated conflicts between the stakeholders. They have different perceptions of the crisis, therefore, even they had the same emotions, such as anger and contempt, there were significant differences with diverse implications.

Contribution, Limitations and Further Study

This study demonstrated the risk of using strategies for reducing the attribution for the responsibility of the crisis. Particularly, there were a gap of the perceptions of the crisis responsibility between the organization and the stakeholders. It signified and stressed the importance of understanding the needs and demands of the involved stakeholders. Hence, this study highlighted the challenges for the organization to deal with transboundary crisis which involved large group of stakeholders with political conflicts. Thus, in this crisis, silence strategy was surprisingly effective for lessen the frequency and volume of stakeholders' response. It may imply that silence strategy is effectual when managing the stakeholders with different background and crisis demands which the organization cannot satisfy.

However, due to the large volume of stakeholders' responses for this crisis, the responses for analyzing stakeholders' negative emotions were collected by random sampling which may affect the accuracy of the result. Besides, this study was majorly focusing on the stakeholders' responses on social networking sites and employed news reports for explaining the shift of negative emotions of Facebook's stakeholders. Whereas this crisis was a transboundary crisis that also involved foreign media and there were various studies demonstrated the influences of news during crisis, future studies can further study the role of traditional media in this crisis and make comparison between the content and style of the news to see if any factors, i.e. cultural values, affected their perceptions towards the crisis.

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Codebook

This codebook includes the instructions of how the data used in the research paper being extracted and categorized.

A. Background information

a. Coder

1. Yau Ka Lai, Grace
2. Wong Sau Chu, Yvonne

B. Coding

a. Lancôme's original post coding

1. Date and time

The format of the dates are unified as DD:MM (Day:Month) while the time is HH:MM (Hour:Minute)

2. Strategies applied as crisis response

Content analysis of the statements issued by Lancôme on both Facebook and Weibo are

applied as to investigate the applied crisis response strategies for responding this crisis.

Coombs (2006) has developed situational crisis communication theory (SCCT) suggested that the strategy that the organization practiced should be match with the crisis responsibility which is attributed by the public for negative events (Coombs, 2006). SCCT is developed on the basis of 10 common crisis communication strategies developed by the experts in the past and group them by different postures (Coombs, 2015), i.e. denial, diminishing, rebuilding and bolstering, which the responsibilities of the postures are accelerating. The followings are the examples of the use of SCCT in the Lancôme's statements.

	Strategies	Descriptions	Examples
Denial	Denial	The organization stated that no crisis exist.	Hong Kong Actress Denise Ho is not a spokesperson of Lancôme.
Diminishment	Excusing	The organization tries to minimize their responsibility for the crisis by denying any intention that may worsen the crisis situation.	Due to possible safety reasons, Lancôme has decided to cancel the event.
Rebuilding	Apology	The organization takes full responsibility for the crisis and asks for the publics' forgiveness.	We are sorry for the confusion caused.
Bolstering	Reminding	The organization tells the stakeholders their past good works.	Lancôme pays utmost attention to its fans.
	Ingratiation	The organization praises stakeholders	Thank you for your continuous support to Lancôme.

b. Public's responses to Lancôme's posts

To evaluate the effectiveness of Lancôme's crisis response, the public's response would be collected to analysis their tonality and emotions towards the statements.

i. Tonality

The comments will first processing by grouping their tonality to see the public's attitude towards Lancôme's response. The tonalities are categorized as positive, negative, neutral and ambivalent. The coded data will be grouped base on the dominance tonality, which is perceived by the selected comments' topic sentences, i.e. the first or the last sentence, in which, in this paper, full stop (.), exclamation mark (!) and question mark (?) are the indication of a sentence. Besides, keywords, which are generalized by the definitions of the 3 tonalities, will also be used as a further indication of certain tonality. Below are detailed explanations of different tonality and the possible keywords of tonalities that may find in the sampled comments.

Tonality	Description	Keywords
Positive	Expressing acceptance, supportive, or affirmation attitude towards Lancome's statements or responses.	Any the phrases with similar idea with the follows: 支持、做得好、明智、合理、撐、不錯
Negative	Expressing the unacceptance and refusal of Lancome's	Any the phrases with similar idea with the follows:

	response	Swear words, 髒、罷買、痴線、垃圾、爛面、過分、遺憾、後悔、無奈、差、煩、unlike、unfollow、投訴、失望
Neutral	Expressing the fact or the current situation that is still related to the incidence, i.e. commenting the Lancôme's response, without taking any stance, i.e. positive and negative	Any the phrases with similar idea with the follows: 聽說、好用、還是會買、

Nonetheless, if the tonality of sampled comments cannot be categorized by the description or keywords in the topic sentence or the content mentioned is not relevant to the crisis, it will be classified as “Not relevant”

As there are 2 delivery channels, 1. Facebook and 2. Weibo, the analysis of the public's tonality will base on these two channels to see if there is any difference of the public tonality in different channels.

For facilitating coding process, the abovementioned tonality will be coded as followings:

1. Positive
2. Negative
3. Neutral

4. Not relevant

The followings are the examples for different tonality:

1. Facebook

Tonality	Examples
Positive	我係男仔我支持 Lancome..做得好 (12 th June 16:17)
Negative	令人討厭既品牌！ (7 th June 08:49)
Neutral	與其得罪香港人，不如得罪班大陸人，起碼香港人仲會同你講道理，又唔會迫你為嗰少少生意放棄尊嚴～ 而且...你真係認為呢個時候同 HOCC 劃清界線真係精明選擇？唔好忘記，佢作為一個敢言而有良心嘅歌手，係幾罕有幾受香港人支持，如果大家誤會佢係你代言人，其實係你賺咗～ (6 th June 09:52)
Not stated	https://www.facebook.com/listerine.hk/ (6 th June 15:13)

2. Weibo

Tonality	Examples
Positive	比起强生，兰蔻做的还可以。至少打袜子精的脸了 (8 th June 00:03)
Negative	以后都不会再买了，之前买的都统统扔掉 (7 th June 20:55)
Neutral	好用的还是会买 比如粉色的那支啫喱 真的超保湿 (9 th June 03:54)
Not stated	为什么评论一直停留在四万 (7 th June 23:27)

ii. Emotions

It has been shown that the use of response strategies affect public's perception towards the organization's reputation and the crisis as well as the emotions and future behavioral intentions (Nerb & Spada, 1997). Also, the negative attitude and emotions people experienced can affect people's future behavior that may generate negative outcomes, such as negative word-of-mouth (Brown & Reingen, 1987; Herr et al., 1991; Coombs, 2007; Coombs & Holladay, 2007) Therefore, below this part is a further study by evaluating the negative emotions that the public upheld based on the negative tonality that collected from the last part. Similarly, the comments emotions are categorized by analyzing the topic sentence, and assisting by keywords which are generated from definitions of the emotion and preliminary of the sampled comments. The comments in Facebook and Weibo will be grouped respectively.

Emotions	Descriptions	Keywords
Anger	Expressing a strong blame attribution to the organization (Kim & Cameron, 2011) that derives from the knowledge that the organization is accountable for the harmful actions and they could have been controlled or even prevented by the organization (Jin, Pang & Cameron, 2010)	Any the phrases with similar idea with the follows: 騷、罷買、痴線、垃圾 (Ngai, Jin, 2016)、過分、差、unlike、unfollow、投訴、拜拜、抵制、swear words、不知所謂、shame、好cheap
Sadness	An emotion the comes from suffering tangible	Any the phrases with

	or intangible loss or both that may cause them in desperate need for relief and comfort (Jin, Pang & Cameron, 2010).	similar idea with the follows: 傷心、心痛、難受、可憐、辛苦、痛苦
Anxiety	An emotion occurs when an individual was overwhelmed by the crisis and hope for immediate solutions (Jin, Pang & Cameron, 2010)	Any the phrases with similar idea with the follows: 點算、死啦、希望、
Fright	It occurs when an individual facing uncertain and existential threat (Lazarus, 1991) that shows the insecurity of dealing with the loss cause by the crisis (Jin, Pang & Cameron, 2010).	Any the phrases with similar idea with the follows: 驚、嚇人、不敢、不安、恐怖
Contempt	A type of disgust (Ekman & Friesen, 1975; Miller, 1997; Bell, 2013) that often linked to hierarchy and vertical dimension of social evaluation (Haidt, 1999) that individuals (replier) would disapproving and regarded the object of contempt as inferior and itself as superior (Izard, 1977; Ekman, 1994).	Any expressions that expressing the following terms similarly: Deriding, Despising, Disdaining, Scornfully and Scorning (Bell, 2013), such as: 嘔心、厭惡、無原則無品味、庸俗、打臉、鄙視、柒、執得架喇、肉酸
Disappointment	A psychological reaction derives from outcome that does not match up against expectations (Bell, 1985) or worse than expected (Van Dijk & Zeelenberg, 2002)	Any the phrases with similar idea with the follows: 失望、估唔到、信錯你、算了、後悔

In order to facilitate the coding process, the mentioned emotions will be represented by

different numbers as follows:

1. Anger
2. Sadness
3. Anxiety
4. Fright
5. Contempt
6. Disappointment

Below are the examples for different emotions:

a. Facebook

Emotions	Examples
Anger	完全唔會消費你們呢個咁不分是非黑白，人云亦云嘅品牌。 。 。 。 ！ ！ ！ (6 th June 22:35)
Sadness	RIP (6 th June 09:16)
Anxiety	http://www.triplepundit.com/...../fda-issues-warning...../# 原來 LANCOME 係 2012 比美國 FDA 警告!!! 大家小心! (5 th June 22:20)
Fright	嚇到賴屎 (5 th June 19:51)
Contempt	又改圖？改完未丫？animal test 就識，pr 就無能？ (5 th June 19:18)
Disappointment	我建議您地炒左個公關。 。 由原本拎分既計劃都可以攞到咁 ..驚得咁緊要。 。 對公關既理事手法極度失望。 。 (5 th June 17:38)

b. Weibo

Emotions	Example
Anger	那些说兰蔻已经挽回了不抵制兰蔻的，难道你一直给钱的人突然去支持你的敌人对付你，然后你不再给他钱，他马上回来讨好你，你就继续给他钱？一次不忠百次不用！（12 th June 23:03）
Sadness	
Anxiety	突然后悔买了科颜氏，YSL 以后怎么办？！（5 th June 13:07）
Fright	惊的我随手扔了涂了一半的眼霜，擦掉抹上雅诗兰黛（5 th June 21:56）
Contempt	护肤品多的是，又不是只有你兰蔻一家，呵呵……（5 th June 16:53）
Disappointment	算了，我还是去用韩棒子吧（5 th June 07:35）