

THE COLLATERAL DAMAGE OF C2C COMMUNICATIONS ON SOCIAL NETWORKING SITES: THE MODERATING ROLE OF FIRM RESPONSIVENESS AND PERCEIVED FAIRNESS

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Social networking sites are important to firms as firms use them to communicate with their customers. This study investigates the overlooked collateral damage (the accidental negative outcomes that occur when customers communicate with each other via social networking sites) that customer-to-customer communications, through social networking, has for firms. Based on 3 experimental surveys with 614 participants, we found that information that is received publicly by way of social networking sites elicit higher levels of betrayal than information that is received via nonsocial networking platforms. Further, perceived betrayal increased negative word-of-mouth and patronage reduction. Fortunately, the study finds that perceived firm responsiveness and perceived fairness mitigate the negative impact of betrayal on both negative word-of-mouth and patronage reduction. Managerial and theoretical implications are provided.

While social media research focuses primarily on the benefits of online customer-to-customer (C2C) communications (e.g., Adjei, Noble, and Noble 2010; Algesheimer, Dholakia, and Herrmann 2005; Muñiz and Schau 2005; Weiss, Lurie, and MacInnis 2008), a small body of research speculates its potential to have negative consequences. For instance, Muñiz and Hamer (2001) and Muñiz and O'Guinn (2001) show that a negative consequence of online brand communities is the production of oppositional brand loyalty where members of a brand community take a combative view of competitors. Further, members may express brand loyalty through their opposition to competing brands (Thompson and Sinha 2008). In addition, social identification with a brand community can lead to trash-talking rival brand members and perceiving fellow community members as warmer and more competent than members of other brands (Hickman and Ward 2007). Brand members may even experience

Schadenfreude (a German expression meaning taking pleasure in the misfortune of others) at the expense of rival brand members (Hickman and Ward 2007). Similarly, Ewing, Wagstaff, and Powell (2013) find that brand community members express rivalry with other brands through humor, name calling, and ridicule, which can even digresses into malice and open hostility.

While the desirable outcomes of online C2C communications are well established in the literature, studies that shed light on the accidental damage that C2C communications has on social networking site (SNS) is relatively scant. Moreover, the studies that allude to undesirable outcomes of C2C communications on SNS do not touch on the damage it causes to customer-firm relationships and/or customer behavior. This problem is particularly concerning given the rise in the number of customers and firms who participate in communications by way of online brand communities. For example, as of 2014, Facebook had over 1 billion users. Also, Twitter, Google+, and Facebook are growing at an annual rate of 44 percent, 33 percent, and 23 percent, respectively (2014). The need for research that sheds light on the potential for C2C interactions to have collateral damage or unintended negative effects on customer behavior is exacerbated by the fact that social media spending is expected to increase to about 22 percent of the overall marketing budget within the next five years (The CMO Survey 2013).

According to Adjei, Noble, and Noble (2010), the primary reason why firms encourage C2C

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communications on their online brand communities is to strengthen the customer-firm relationship and increase customer purchases. Yet, the research of Adjei and associates and other existing SNS research (Algesheimer, Dholakia, and Herrmann 2005; Muñiz and Schau 2005; Weiss, Lurie, and MacInnis 2008) do not provide insights into the unintended damage that interactions on SNS do to the customer-firm relationship and/or customer behavior. For example, a customer may tell other customers about the free upgrades he/she received from the firm. Prior research shows that such C2C communications can strengthen the B2C relationship (e.g., Adjei, Noble, and Noble 2010; Weiss, Lurie, and MacInnis 2008). However, other customers who did not receive the free upgrades may feel betrayed, and the betrayal could negatively impact purchases. It is this type of unintentional or collateral damage for the firm upon which our study focuses. We provide a more detailed understanding of the C2C communications on SNS phenomenon by showing that a collateral damage results when firms utilize social media as a means of communication. Specifically, we examine the accidental damage that online C2C communications can have on the customer-firm relation and ultimately, customer behavior.

In sum, this study provides insight into the association between C2C communications on SNS and customer retaliatory feelings and/or retaliatory behaviors. Although unintended, this association has significant ramifications for firms. Without an understanding of the negative role that social networking sites may play in customer-firm relationships and customer behavior, strategies developed to manage such sites will be based on incomplete findings. Therefore, the purpose of this study is to investigate the potential for C2C communications, through SNS, to impact ultimately customer behavior in a negative way. Specifically, we seek answers to the following research questions: (1) Is perceived betrayal higher when information is obtained from other customers (C2C communications) on social networking sites than when the same information is obtained from the firm (B2C communications) using nonsocial networking sites? (2) If so, then what effect does perceived betrayal have on customer behavior of negative word-of-mouth and patronage reduction? (3) When betrayal does arise due to C2C communications on social networking sites, what can managers do to mitigate its effect on customer behavior? Answers to these questions should enable managers to manage

effectively social networking sites in a manner that enhances customer behavior in a positive direction.

According to Adjei, Noble, and Noble (2010), communicating with other members online evokes positive emotions in a community member. While we do agree with their assertion, we argue that C2C communications online can evoke negative emotions toward the firm. Although other negative feelings may arise when customers perceive that they may have been treated unfairly, we focus on perceived betrayal. Our decision is based on research that shows that betrayal is a crucial motivational force that compels customers to restore fairness through retaliatory behaviors, such as complaining or switching behaviors (Grégoire and Fisher 2008). This notion is in line with the service failure literature. The service failure research stream shows that customer retaliatory behaviors, such as switching behaviors, can result from feelings of betrayal. Researchers have suggested that these feelings are driven by the firm's lack of fairness (e.g., Bechwati and Morrin 2003; Grégoire and Fisher 2008) and the customer attributing blame to (e.g., Bechwati and Morrin 2007) as well as projecting anger at the firm (e.g., McColl-Kennedy et al. 2009; Wetzer, Zeelenberg, and Pieters 2007). Using social comparison theory, we hypothesize that C2C communication on SNS facilitates comparison between customers. Further, using face-negotiation theory, we posit that when customers discover publicly on SNS that they are on the losing end of comparison, they experience a loss of face, creating feelings that the firm betrayed them. To test these assertions, we employed a 2 (source: C2C communication, B2C communication) X 2 (channel/medium: social networking site, nonsocial networking site) experiment to capture independently the effects of both source and channel. Our results show that, of the conditions tested, C2C communications over social networking sites have the largest impact on betrayal, while B2C communications via nonsocial networking sites had the least impact.

This study contributes to both marketing theory and practice in several ways. First, the study examines the overlooked collateral damage that can be caused when firms allow customers to communicate with each other by using social networking sites. Additionally, this study offers evidence of factors that mitigate the negative impact of C2C interactions via SNS on customer behavior. Specifically, the study provides practical advice by showing that firms can minimize the negative consequences of

social networking sites by improving customer perceptions of firm responsiveness and fairness. As such, we suggest actionable strategies that firms can use to decrease the negative consequences of C2C interactions. Next, we present the theory and hypotheses development.

THEORY AND HYPOTHESES DEVELOPMENT

Social Networking Sites and Social Comparison

Social comparison theory suggests that individuals have an internal drive to evaluate themselves by comparing themselves to others (Festinger 1954; Wills 1981). On one hand, social comparison can have a self-enhancement effect when individuals compare themselves to others who are worse off or less fortunate in some manner. This practice is referred to as “downward comparison” (Suls, Martin, and Wheeler 2002; Wills 1981). On the other hand, social comparison can also have a detrimental effect on the comparer, which is the case with “upward comparison.” Upward comparison refers to individuals comparing themselves with others who are better off or superior than the comparer, which adversely affects the well-being of individuals and lowers their self-regard (Tesser, Millar, and Moore 1988). The implication of a comparison determines its affective consequences (Suls, Martin, and Wheeler 2002).

In this research, we suggest that the negative effects or collateral damage of C2C communication on SNS is caused by upward comparison. Collateral damage refers to unintended negative consequences that occur as the result of C2C communications on SNS. Prior social media research asserts that C2C information exchange is the basic mechanism through which social networking sites lead to outcomes (Adjei, Noble, and Noble 2010). Through SNS, customers exchange information about their purchases and consumption experience with other customers (Adjei, Noble, and Noble 2010; Weiss, Lurie, and MacInnis 2008). Research also suggests that individuals engage in social comparison efforts in which they actively search for emotions as a source of social information (Salancik and Pfeffer 1978; Hennig-Thurau et al. 2006). Search efforts are central to human behavior, which increase when individuals find themselves in ambiguous social situations (Gump and Kulik 1997).

Communicating with other customers, whom an individual has never met, through SNS is a more ambiguous situation than face-to-face encounters. The

information one can normally ascertain from visual cues and body language is absent with communication on SNS, enhancing the desire to engage in social comparison activities with the other customer (Suls, Martin, and Wheeler 2002; Tesser, Millar, and Moore 1988). Ultimately, the comparer wants to understand who the second customer is as well as the quality of the second customer’s relationship with the firm. The happiness or satisfaction that this second customer has with the firm could translate into unhappiness or dissatisfaction if the comparer discovers that the other customer is receiving preferential treatment. Thus, the medium of communication is a critical component for allowing social comparative activities.

Social Networking Sites and Face Negotiation Theory

Face negotiation theory addresses people’s sense of social self-worth. Face is an individual’s “claimed sense of favorable social self-worth that a person wants others to have of her or him” (Ting-Toomey and Kurogi 1998, p. 187). Smith et al. (2002) suggest that public shame elicits much higher levels of emotion than private shame. Face-saving is related to avoiding public humiliation (Brown 1970). While social comparison determines either a downward comparison (good for the comparer) or upward comparison (bad), the public nature of social networking heightens the emotional response from disappointment and anger to shame. Being betrayed, embarrassed, cheated, or teased in public decreases social self-worth, causing a loss of face (Ting-Toomey 1985; Ting-Toomey 1988). Events in social media influence one’s sense of social worth, because the loss of face publicly by discovering on SNS that another customer is receiving preferential treatment will evoke feelings of betrayal as well as the desire for retaliation. Thus, the collateral damage operationalized in this study is perceived betrayal.

Perceived betrayal is a customer’s belief that the firm in question has knowingly violated what is expected in the customer-firm relationship (Elangovan and Shapiro 1998; Koehler and Gershoff 2003; Ward and Ostrom 2006). Research on betrayal includes contexts of close relationships (Finkel et al. 2002), and employee-employer relationships (Elangovan and Shapiro 1998). Betrayal has also been offered as the explanation for online consumer protests against companies (Ward and Ostrom 2006). Once betrayal occurs, it is extremely difficult to forgive (Finkel

et al. 2002). The service literature suggests that a violation of the normative expectation for fairness leads to betrayal (Grégoire and Fisher 2008). Betrayal includes situations in which customers believe that the firm “lied to them, took advantage of them, tried to exploit them, violated their trust, cheated, broke promises, or disclosed confidential information” (Grégoire and Fisher 2008, p. 250).

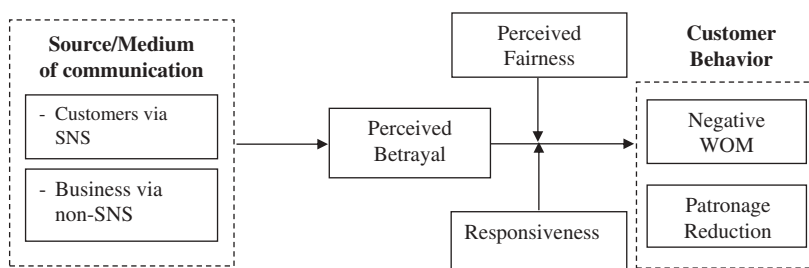
C2C Communications on Social Networking Sites and Perceived Betrayal

SNS can have an undesirable influence upon consumers. We hypothesize that levels of betrayal as a result of C2C communications through SNS are higher than that elicited when the same information is obtained from the firm through nonsocial networking platforms. Here, communications via nonsocial networking channels refers to the type of communications that occur through private messaging platforms such as email or Face Book’s private messaging platform. In order to investigate the negative impacts of social media, we focus on C2C communication on social networking sites. This decision was informed by prior social media research that asserts C2C information exchange is the basic mechanism through which social networking sites lead to outcomes (Adjei, Noble, and Noble 2010). Through SNS, customers exchange information about their purchases and consumption experience with other customers (Adjei, Noble, and Noble 2010; Weiss, Lurie, and MacInnis 2008). Our model asserts that the realization that other customers are receiving benefits, which the customer in question is not, leads to feelings of betrayal. Figure 1 shows the conceptual model for the study.

Our hypothesis is informed by the social comparison theory (SCT) and face negotiation theory (FNT). Here, we agree—based on the social comparison theory—that customers compare the benefits they derive from their relationship with the firm against the benefits other customers derive, regardless of the source and medium of communication. Further, consistent with FNT, this comparison will evoke higher levels of betrayal when the information is acquired through C2C communication on social networking sites than if it is obtained through B2C communication using nonsocial networking means. From the context of this study, and in line with social comparison theory, the engagement in upward comparison leads to feelings of betrayal, regardless of the source and medium of communication of the betrayal-inducing information. However, according to FNT, the resulting perceived betrayal is more intense when the information is shared through C2C communications on SNS than when the same information is obtained through B2C communications using non-SNS.

However, we argue that the level of betrayal associated with the same information delivered by the firm through nonsocial media, such as email, would be a lot lower had the customer learned from another customer on social media. The key difference between customers receiving information on social media from another customer versus receiving it from the firm is the lack of upward comparison and the need for face saving. The individual would know that someone received potentially preferential treatment. However, without knowing who that individual is, the upward comparison is abstracted to an imagined individual. At the same time, the customer receiving the same

Figure 1
A Model of the Dark Side of C2C Communications via Social Networking Sites



information privately from the firm would experience a lower threat to his/her sense of social self-worth as predicted by face negotiation theory. In sum, face negotiation theory predicts that the betrayal-inducing information obtained via C2C communication on social media is more intense than if the firm reveals it to the customer privately, because the revelation threatens the individual's social self-worth publically. Thus, the amount of shame felt from the public disclosure would be more intense, reciprocally inducing a higher level of perceived betrayal.

Thus, we suggest:

H1: *The level of betrayal associated with customer-to-customer communications on social networking sites will be higher than the level of betrayal associated with firm-to-customer communications by means of nonsocial networking sites.*

Perceived Betrayal and Customer Behavior

The current study hypothesizes that perceived betrayal influences customer behavior. Negative word-of-mouth (NWOM) and patronage reduction are the customer behavior variables included in our hypothesized model as consequences of perceived betrayal. These variables were selected based on prior work on betrayal and the behavioral responses to it (Grégoire and Fisher 2008; Salovey and Rodin 1986). Managerially, NWOM and patronage are some of the most relevant outcomes pursued by firms (Bolton, Lemon, and Verhoef 2004; Crosby et al. 1990; Grégoire and Fisher 2006; Grégoire and Fisher 2008). Below we discuss the customer behavior variables in our model and explain perceived betrayal's impact on these factors.

Negative Word-of-Mouth

We hypothesize that perceptions of betrayal have a positive impact on the customer's intentions to engage in negative word-of-mouth about the selling firm and/or its products. This assertion is consistent with the reciprocal action theory (RAT). Gouldner (1960) states that reciprocity "evokes obligation toward others on the basis of their past behavior." Additionally, the reciprocal action theory states that a partner's actions in an exchange relationship will be reciprocated in the same proportion by the other party because of the guilt each

party feels, should the norm of reciprocity be violated (Li and Dant 1997).

In this study, we controlled for the quality of the customer-firm relationship. Relationship quality is defined as the customer's assessment of the strength of the customer-firm relationship (Crosby, Evans, and Cowles 1990; De Wulf, Odekerken-Schröder, and Iacobucci 2001). We found it necessary to control for relationship quality because there have been mixed findings about the impact of relationship quality on customer behavior. Some findings show that relationship quality may act as a buffer while others find that relationship quality may actually exacerbate the negative impacts of relevant factors on customer behavior. Additionally, existing studies have shown the direct impact of relationship quality on customer behavior (Bolton, Lemon, and Verhoef 2004; Crosby, Evans, and Cowles 1990; Verhoef, Frances, and Donkers 2002). Therefore, to account for these past findings, we include relationship quality as a control variable in our hypothesized model.

Following the RAT, we hypothesize that customers will reciprocate the firm's prior actions of betrayal by engaging in NWOM about the firm. In the presence of feelings of betrayal, the customer will not feel guilty about spreading negative information about the firm. Consistent with the RAT (Gouldner 1960), the firm's betrayal may elicit a reciprocal behavior from the customer, who in this study is engaging in NWOM behavior. Based on the relationship marketing literature (Bolton, Lemon, and Verhoef 2004; Crosby, Evans, and Cowles 1990; Verhoef, Frances, and Donkers 2002) and the RAT, we hypothesize that;

H2: *Perceived betrayal is positively related to negative word-of-mouth intentions.*

Patronage Reduction

As noted earlier, the second customer behavior variable examined is patronage reduction. Following previous conceptualizations (De Wulf et al. 2001; Grégoire and Fisher 2006), we define patronage reduction as the customer's reduction in the amount they spend, reduction in frequency of purchases/visits, and an increase in the frequency of purchases from competitors. We argue that customers who feel betrayed by a firm may reduce their purchases. Justification for this assertion is also derived from the RAT (Goulder 1960). The theory

implies that a relationship partner's past behavior will be reciprocated in the same proportions. In the context of our study, this means that a customer who feels betrayed will reciprocate the firm's actions by reducing his/her patronage in a magnitude that is consistent with the level of perceived betrayal.

Therefore, we formally state that,

H3: *Perceived betrayal is positively related to patronage reduction.*

Contingent Factors

In addition to the main effects examined in this study, we also examine the moderating roles of perceived fairness and responsiveness on the impact of perceived betrayal. These 2 moderators were included in our model based on a review of the relevant literature on betrayal, firm relationships, and customer behavior as well as an overall perusal of the complaints posted on the social networking sites of firms. Below, we define and elaborate on the influence of these moderating factors.

Firm Responsiveness

Responsiveness is the speed with which the firm responds to the buyer's concerns (Homburg, Grozdanovic, and Klarmann 2007). Theoretically, we draw on the open systems theory (Johnson, Kast, and Rosenzweig 1963; Katz and Kahn 1978) to explain the proposed moderating role of a firm's responsiveness. According to this theory, the long-term success of a firm is contingent on its ability to respond to changes in the environment. In addition, the open systems theory highlights the importance of the timing and the speed with which firms respond to their environment. Usually, this theory applies to the responsiveness of a firm as a whole. However, this study extends and applies the systems theory to the moderating impact of firm responsiveness to customer concerns in the social media environment. This extension is supported by prior arguments that a firm's responsiveness to the environment is determined by the subsystems within that firm (Kast and Rosenzweig 1970). Accordingly, we deem individual salespeople as subsystems of a firm: collectively, how quickly they respond to customer concerns determines the firm's responsiveness as a whole.

Empirically, the subject of responsiveness has been addressed in the service encounter literature (Bitner,

Booms, and Tetreault 1990; Parasuraman, Zeithaml, and Berry 1985). Findings from this stream of research indicate that when service failure occurs, a timely recovery response impacts the customer's perceptions of the firm in a positive manner (Kaminski, and Rink 1992; Gilly and Gelb 1982; Hart, Heskett, and Sasser 1990). Additionally, Smith, Bolton, and Wagner (1999) found that a speedy recovery does impact a customer's perceptions favorably. In particular, Smith, Bolton, and Wagner (1999) and Tax and his colleagues (Blodgett, Hill, and Tax 1997; Tax, Brown, and Chandrashekar 1998) contend that the speed with which customer complaints are handled is a critical aspect of perceived justice.

Against this background, we propose that firms can mitigate the negative impact of betrayal by quickly addressing the customer's concerns. In other words, the longer it takes for the firm to respond to the customer's feelings of betrayal, the higher the likelihood that the customer will engage in negative word-of-mouth behavior and/or decreased patronage. In other words, responsiveness will mitigate the impact of betrayal on both negative word-of-mouth and patronage reduction. Specifically, under conditions of high levels of responsiveness, perceived betrayal will lead to lower levels of both negative word-of-mouth and patronage reduction. On the other hand, when responsiveness is low (i.e., slow response to complaints/enquiries), consumers will exhibit higher levels of both negative word-of-mouth and decreased patronage. Therefore, we predict that firm/salesperson responsiveness will have a negative moderating role. Formally stated;

H4_a: *Firm responsiveness moderates the relationship between perceived betrayal and negative word-of-mouth such that, negative word-of-mouth will be lower when responsiveness is high (vs. low);*

H4_b: *Firm responsiveness moderates the relationship between perceived betrayal and patronage reduction such that patronage reduction will be lower when responsiveness is high (vs. low).*

Perceived Fairness

We define perceived fairness as the degree to which customers interpret the firm's treatment toward them as acceptable and equitable (Grégoire and Fisher 2008).

We argue that perceived fairness will positively moderate betrayal's impact on negative word-of-mouth about the firm and patronage reduction. Motivation for this assertion is derived from the justice theory and prior empirical work on complaint handling that indicates perceptions of fairness impact service outcomes (Homburg and Fürst 2005; Kau and Loh 2006; Tax, Brown, and Chandrashekar 1998). The theory of justice suggests that distributive justice (outcomes), procedural justice (procedures), and interactional justice (the interpersonal treatment of customers) influence customer perceptions of satisfaction in complaint handling (Tax, Brown, and Chandrashekar 1998). In general, perceptions of fairness have been shown to enhance overall satisfaction, loyalty (Homburg and Fürst 2005; Kau and Loh 2006), and intention to return (Holloway, Wang, and Parish 2005). Additionally, Hegtvedt and Killian (1999) state that individuals who view the outcome as fair are less likely to express negative feelings. Moreover, in the presence of fair procedures, individuals are more likely to accept responsibility for their problems than if the procedures are perceived as unfair (Cropanzano and Folger 1989). Perceived fairness transforms something initially viewed as inequitable into a relatively equitable outcome.

As such, we argue that even though perceived betrayal increases the likelihood that a consumer will engage in negative word-of-mouth and/or reduced patronage, marketers can mitigate these undesirable outcomes by implementing procedures that enhance perceived fairness.

In the context studied, a customer may become aware that other customers are getting better treatment either publicly from other customers or from the firm. Without an explanation from the firm regarding the reason for the difference in benefits, the customer may perceive that the firm has violated the norm of treating all customers equally and, subsequently, may feel betrayed. Also, perceptions of betrayal elicit negative emotions and engender the perception that an event is unfair. However, perceived fairness elicits positive emotions. The perception of fairness elicits positive customer emotions and alleviates the negative feelings associated with betrayal, and, thus, changes how customers view the same situation. Therefore, we offer:

H5_a: Consumer perceived fairness moderates the relationship between perceived betrayal and negative

word-of-mouth, such that negative word-of-mouth will be lower when perceived fairness is high (vs. low)

H5_b: Consumer perceived fairness moderates the relationship between perceived betrayal and patronage reduction, such that patronage reduction will be lower when perceived fairness is high (vs. low).

RESEARCH METHODOLOGY

Data Collection Procedures and Sample

Data for this study were collected via Amazon's Mechanical Turk. To enhance the quality of the respondents, we indicated that only workers with at least a 95 percent approval rating be allowed to view and complete our task. Additionally, only workers who reside in the United States were allowed to see the survey. The goal was to solicit 640 responses; this goal was met within 2 hours of posting the survey. To encourage participation, subjects were offered \$0.75 as compensation for completing the survey. An item asking participants to select 4 (on a 5 point scale) if they were reading that statement was embedded half way through the survey. Respondents who selected any number other than 4 were eliminated. Other respondents were eliminated for incomplete data. These eliminations resulted in a useable sample size of 614, which corresponds to a 96.3 percent useable response rate. Fifty-five percent of the final sample was male, and the average age of the subjects was 32 years (standard deviation = 9.8). Ninety-five percent of the sample used social networking sites or social media daily and 83 percent owned an automobile. The median annual income of the respondents was from \$30,000 to \$40,000 while the median of the highest level of education completed was a 4-year college degree.

Following Armstrong and Overton's (1977) method for assessing nonresponse bias, we found no significant difference in the mean scores between the first half and the second half of the participants. This indicates that a nonresponse bias does not appear to be a potential problem. There were also no significant descriptive (i.e., age, gender, and frequency of use of social networking sites) differences between the early and late respondents.

Procedures

To collect data for this study, 3 experiments were utilized. Participants were randomly assigned to all scenarios. The scenarios used in all 3 experiments were modeled after the types of conversations that occur in real, online brand communities. To further assess the realism of the scenarios, participants were asked to rate the realism of the scenarios they read. The mean rating of the realism of the scenarios was 1.8 (standard deviation = .72) on a scale from 1 (realistic) to 7 (not at all realistic), indicating that participants viewed the scenario as realistic. We argue that it is the result of upward comparisons that lead to feelings of betrayal. As such, we designed our scenarios to manipulate respondents into an upward comparison context. To assess the effectiveness of our manipulations, we included an upward comparison scale ($\alpha = .932$, $p < .001$) comprised of 4 items (7-point, Likert type, 1 = very strongly disagree; 7 = very strongly agree) as a manipulation check. The average rating of the upward comparison scale was 5.4 (standard deviation = 1.23), indicating that participants did engage in upward comparison.

Experiment 1

The first experiment (sample size = 120) was a 2 (source: C2C communication, B2C communication) X 2 (channel/medium: social networking site, nonsocial networking site) between-subjects design. Here we test our premise that information that is received from other customers through SNS is more impactful than one that is received from the firm through nonsocial media means in this scenario—here a private message. To manipulate the source and medium of communication, participants were asked to follow a conversation that occurred between 2 customers (C2C communications) or between a customer and a salesperson (B2C). In the B2C conditions, the customer finds out from the firm through either a private messaging system or publicly via social media that, he/she paid for a service that some customers get free of charge. The purpose of this scenario was to assess the level of perceived betrayal elicited when the firm communicates with customers with (publicly) or without (privately) other customers present (H1). The information shared in the C2C communication conditions is the same as that shared in the B2C communications except that this time the information is from another customer. Participants read

screen shots of the conversations that, presumably, occurred between the focal customer, the salesperson, and another customer either publicly on Facebook or privately through private messaging. (Please see the appendix for all the scenarios used in the study.)

Experiment 2

The second experiment (sample size = 245) was a 2 (mode/means of communication: B2C communication via Newsletter, C2C communication via social networking site) x 2 (perceived responsiveness: low, high) between-subjects design meant to investigate the interaction effects between the means of communication and the level of the customer's perception of the firm's responsiveness. Firm responsiveness dealt with how quickly the firm and/or its employees respond to customer concerns. In the low responsiveness scenario, it took the firm a long time to respond to the customer's concerns compared to the high responsiveness scenario in which the firm responded quickly. Experiment 3 was similar to the conversations in Experiment 1 but here, the scenarios were fully crossed with the low and high levels of perceived firm responsiveness and was used to test H4a and H4b. Five items (7-point, Likert-type scale) were used as the manipulation check for responsiveness. These items assessed participant perceptions of how quickly the firm would respond to customer concerns and/or provide information ($\alpha = .974$, $p < .001$). The manipulation check showed that scenarios significantly differed between low and high levels of responsiveness, proving support for the manipulation of responsiveness ($M_{\text{low responsiveness}} = 2.84$ vs. $M_{\text{high responsiveness}} = 4.83$, $p < .001$). (The conversations that were read by participants are shown in the appendix.)

Experiment 3

The third experiment (sample size = 249) was a 2 (source/means of communication: B2C communication via Newsletter, C2C communication via social networking site) x 2 (perceived of fairness: low, high) between-subjects design meant to assess the interaction effects between the mode of communication and the level of the customer's perception of fairness. This experiment consisted of Experiment 1 fully crossed with the low and high levels of perceived fairness and

was used to test H5a and H5b. Two items (7-point, Likert type scale) that assessed perceived fairness were included in the survey as manipulation checks ($r = .890$). These items measured participants' perceptions that they were treated equitably. The manipulation check showed that the scenarios are significantly different as compared between low and high levels of fairness, which indicates support for the manipulation of perceived fairness ($M_{\text{low fairness}} = 2.79$ vs. $M_{\text{high fairness}} = 4.21$, $p < .001$).

Measures

Participants were asked to put themselves in the focal customer's shoes and answer the questions that followed. All constructs were measured using existing scales. All scale items as well as their item loadings are shown in Table 1. Perceived betrayal was measured using a 4-item scale adapted from Gregoire and Fisher (2008). This scale measures the extent to which the participant felt lied to, cheated, and betrayed. Relationship quality was operationalized as a construct determined by trust and commitment. The scales for trust and relationship commitment were adopted from De Wulf et al. (2001). Negative word-of-mouth was measured with a 3-item scale previously used by Gregoire, Laufer, and Tripp (2010). For the scale to be applicable in our context, it was modified to measure the extent to which the participants in our study would spread NWOM about the firm, denigrate the firm to friends, and tell friends who are looking for similar products not to buy from the firm in question. Participant reduction in patronage was captured with a 4-item scale previously used by Gregoire and Fisher (2006). However, one of the items was deleted from the final analysis because the confirmatory factor analysis indicated it had a low item loading.

ANALYSES AND RESULTS

Measurement Model

We used AMOS 22.0 to perform a confirmatory factor analysis (CFA). The fit statistics showed that the data fit well with the hypothesized model: $\chi^2_{(201)} = 488.72$ ($p < .001$), the root mean square error of approximation (RMSEA) = .048, CFI = .985, and NFI = .975. Aside from fit statistics, there are several more indicators of a good measurement model. The factor loadings of the

Table 1
Construct and Item Loadings

Construct and Scales	Item Loadings
Perceived Betrayal	
I would feel betrayed.	.934
I would feel cheated.	.917
I would feel lied to.	.936
I would feel misled.	.939
Perceived Fairness	
I would feel I was treated fairly by the salesperson (Taylor).	.904
I would feel the salesperson treats all customers equitably.	.906
Responsiveness	
The salesperson (Taylor) would respond to me quickly.	.907
Getting information from the salesperson (Taylor) would be very fast.	.945
I would be able to obtain the information from the salesperson (Taylor) without any delay.	.969
When I ask for it, I feel I would get instantaneous information from Taylor.	.916
The salesperson would answer my questions immediately.	.936
Trust	
ATTA Auto would give me a feeling of trust.	.968
I would trust ATTA Auto.	.977
ATTA Auto would give me trustworthy impressions.	.970
Relationship Commitment	
I would be willing "to go the extra mile" to remain a customer of this firm.	.944
I would feel loyal toward the firm.	.899
Even if the dealership would be more difficult to reach, I would keep buying from the firm.	.960
Negative Word-of-Mouth	
I will spread negative word-of-mouth about this dealership.	.930
I will bad-mouth against this dealership to my friends.	.953
When my friends are looking for products similar to what this dealership sells, I will tell them not to buy from this firm.	.891
Patronage Reduction	
I will spend less money at this auto dealership.	.890
I will stop doing business with this auto dealership.	.921
I will reduce frequency of interaction with dealership.	.933
Upward Comparison	
The other customers were treated better than I.	.836
The other customers got preferential treatment than I.	.850
Other customers get more perks and incentives than I.	.807
Other customers are treated better than I.	.870

included items were all statistically significant ($p < .001$) and positive indicating that the model had good convergent validity. Moreover, the model also had

Table 2
Descriptive Statistics, Construct Reliability (CR), Average Variance Extracted (AVE), and Correlations

	Mean	STD	AVE	CR	Correlations				
					1	2	3	4	5
1. Commitment	3.01	1.63	.93	.97	1				
2. Negative WOM	3.80	1.54	.95	.97	-.61	1			
3. Patronage Reduction	4.73	1.52	.91	.97	-.76	.73	1		
4. Perceived Betrayal	5.36	1.37	.93	.98	-.70	.63	.75	1	
5. Trust	3.38	1.52	.97	.99	.88	-.64	-.78	-.77	1

good reliability, indicated by both reliability indicators (Cronbach alphas) and the average variance extracted (AVE) for all variables exceeding .7. Finally, the model exhibited good discriminant validity as the AVE of all of the variables exceeded the squared intervariable correlations (Fornell and Larcker 1981). Table 2 shows the means, standard deviation, AVEs, composite reliability, and intervariables correlations.

Structural Model

Similar to the measurement model, the fit statistics of the structural model also show that the data fit well with the hypothesized model: $\chi^2 = 218.05$ ($p < .001$), d.f. = 91, GFI = .956, CFI = .990, and NFI = .983, RMSEA = .049. H1 hypothesizes that the level of perceived betrayal is higher when information is received through C2C communications on SNS than when the information is received through B2C communication in a nonsocial media context. To test this hypothesis, a 1-way between subjects ANOVA was conducted to compare the effect of communications on perceived betrayal in C2C communications via SNS, C2C communications via non-SNS, B2C communications via SNS, and B2C communications via non-SNS conditions. Our hypothesis was supported: the level of betrayal elicited was lower when the information was from the firm through non-SNS (4.60, SD = 1.90) than when the information was communicated by other customers through social media (5.90, SD = 1.58), and the difference is significant ($F_{(3,116)} = 4.26$, $p < .05$). Additionally, the amount of perceived betrayal elicited when the same information is share through C2C

communication on non-SNS and B2C communication on SNS was 5.20 (SD = 1.40) and 5.40 (SD = 1.10), respectively. In all, we found that communications through social networking sites elicit higher levels of perceived betrayal than communications by way of nonsocial networking sites. H2 hypothesizes that perceived betrayal would have a positive effect on negative word-of-mouth, and the results support this hypothesis ($\beta = .289$; $p < .001$). Also, test result ($\beta = .38$; $p < .001$) signify that perceived betrayal leads to higher levels of reduction in patronage. Thus, H3 was supported.

In addition to investigating the direct impact of perceived betrayal on negative WOM and patronage reduction, the study also examined the moderating roles of perceived firm responsiveness (H4) and fairness (H5) on the relationship between perceived betrayal and the study outcomes of NWOM and patronage reduction. The results indicate that responsiveness has a significant negative moderating impact on the relationship between perceived betrayal and NWOM ($F_{(1,244)} = 13.67$, $p < .001$). Thus, H4a is supported. Next, the study hypothesized that responsiveness would have a significantly negative moderating impact on the relationship between perceived betrayal and patronage reduction. The results suggest the relationship is significant ($F_{(1,244)} = 12.42$, $p < .01$). Hence, H4b is supported. In terms of perceived fairness, the study results reveal that perceived fairness has a significantly negative moderating effect on both the relationship between perceived betrayal and NWOM ($F_{(1,248)} = 25.71$, $p < .001$) and the relationship between perceived betrayal and patronage reduction ($F_{(1,248)} = 25.19$, $p < .001$), providing support for both H5a and H5b, respectively.

To account for the existing mixed findings regarding the impacts of trust and relationship commitment on customer behavior, we controlled for these variables in our model. The results suggest that trust has a significant negative relationship with NWOM ($\beta = -.278$; $p < .001$) and patronage reduction ($\beta = -.159$; $p < .05$). Similarly, commitment has a significant negative relationship with NWOM ($\beta = -.144$; $p < .05$) and patronage reduction ($\beta = -.371$; $p < .001$). The results are summarized in Table 3.

DISCUSSION AND MANAGERIAL IMPLICATIONS

In an effort to reap the benefits of social networking sites, marketing managers may be unintentionally creating undesirable outcomes for the firm. In this

Table 3
Summary of Hypothesis and Study Results

HYP	Relationships	Standardized Coefficient	ANOVA		Hypothesis Supported Yes/No
			MSE	F-Stat	
H1	Social Network Sites → Perceived Betrayal		2.60	4.56*	Yes
H2	Perceived Betrayal → Negative Word-of-mouth	.29***			
H3	Perceived Betrayal → Patronage Reduction	.38 ***			
H4a	Perceived Betrayal x Responsiveness → Negative Word-of-mouth		2.20	13.67***	Yes
H4b	Perceived Betrayal x Responsiveness → Patronage Reduction		2.25	12.42	Yes
H5a	Perceived Betrayal x Perceived Fairness → Negative Word-of-mouth		2.45	25.71***	Yes
H5b	Perceived Betrayal x Perceived Fairness → Patronage Reduction		2.34	25.19***	Yes
Control Variables					
	Trust → Negative Word-of-mouth	-.28***			
	Trust → Patronage Reduction	-.16*			
	Commitment → Negative Word-of-mouth	-.15*			
	Commitment → Patronage Reduction	-.37***			

$\chi^2 = 218.05$, d.f. = 91, GFI = .96, CFI = .99, and NFI = .98, RMSEA = .048
MSE – Mean Square Error
Results are based on two-tailed tests where: ***p < .001; **p < .01; *p < .05

study, we focus on the collateral damage that communications on social media has for the firm. We argue that although firms invest in and encourage communications on SNS because of desirable outcomes, some accidental problems could also arise. Although recent research has hinted the possibility of serious negative consequences of using social media (Hickman and Ward 2007; Ewing, Wagstaff, and Powell 2013), this study is the only theory-based, empirically tested research that provides insights into the unintended damage that social media communications can do to customer-firm relationships and/or customer behavior.

Findings from the 3 experiments used in this study show support for the hypothesized relationships in our model. Overall, our findings indicate that sharing betrayal-inducing information through C2C communication on social media elicits the most intense level of betrayal followed by B2C communications via SNS and C2C communications via non-SNS. B2C communications evoke the least amount of perceived betrayal. This lends support to the notion that it is the public nature of information sharing on social media that leads to perceived betrayal. Further, the study examined the impact of betrayal on consumer behaviors such as customer engagement in NWOM and reduced patronage

as well as the moderating roles of perceived fairness and firm responsiveness. We believe our study contributes to social media and relationship marketing theory and practice in several ways.

First, this study employed social comparison theory (Festinger 1954) and face negotiation theory (Ting-Toomey 1985; 1988) to extend our understanding of the consequences of C2C interaction through social media. In doing so, we contribute to the social media/online brand community research stream by providing a more detailed understanding of the social media phenomenon. Our study fine-tunes our understanding by showing that C2C communications in social media networks can have collateral damage for firms. Specifically, the study offers evidence that the level of betrayal that is elicited when information is received through C2C communication on SNS is higher than that elicited when the information is delivered through B2C communications through nonsocial media means. As such, we caution marketing managers in charge of social networking sites dedicated to the purchase and consumption of products to be aware of this potential undesirable outcome. Second, this study finds that information that was obtained through C2C communications through social media, ultimately, led to

higher levels of undesirable customer behaviors. Specifically, C2C communications through SNS increased perceived betrayal, which in turn increased NWOM and reduction in patronage. Therefore, managers of such platforms should be aware of these potential undesirable outcomes.

Fortunately for managers, a managerial implication of our study relates to what firms can do to mitigate these negative effects: in this case, firm responsiveness. The results indicate that firm responsiveness interacts with perceived betrayal to have a positive impact on NWOM. The results show that subjects in the high responsiveness condition reported lower levels of NWOM. Thus, when firms respond promptly, customers tend to show lower NWOM behaviors. Also, we found that firm responsiveness does influence the relationship between betrayal and patronage reduction in a positive direction. That is, the level of patronage reduction decreases when firms respond quickly to the information shared via C2C communications. The study contributes to marketing practice by showing that managers can mitigate the negative impacts (i.e., NWOM and patronage reduction) of C2C communications on SNS by responding quickly to the information obtained from other customers.

Another practical implication of this study relates to our findings that perceived fairness moderates the impact of betrayal on consumer behavior. Specifically, subjects in the high-perceived fairness condition reported lower levels of both NWOM and reduction in patronage. Perceived fairness addresses the cause of a customer's feelings of betrayal. The results show that perceptions of fairness significantly reduce the effect that perceived betrayal has upon negative word-of-mouth and reduced customer patronage. The managerial implication for this outcome is that the firm must address the source of betrayal. Based on our findings, we advise that it will be prudent for managers to regularly scour brand communities for any potential causes of concern in the C2C interactions. Following this, firms should address the issue at hand in order to mitigate the potential undesirable effects of C2C communication over social media. In the context of this study, clarifying the crux of the subject matter mitigated the negative impact of perceived betrayal.

In sum, our findings indicate that even though C2C communications on social networking sites can lead to higher levels of undesirable outcomes for the firm, our study also shows that these negative consequences can

be ameliorated. This effect is good news for firms who monitor their social networking sites and respond to customer concerns. We strongly advise marketers who are not currently implementing this strategy to do so in order to mitigate the negative outcomes of C2C communications on social networking sites/online brand communities.

LIMITATIONS AND FUTURE RESEARCH

The results of the study should be interpreted with certain limitations in mind. These limitations also provide avenues for future research. The first limitation relates to the context of our study. Specifically, the study focuses primarily on the damaging impact of social networking sites in the B2C context. As such, the findings may not be generalizable to the business-to-business context where there is a more direct, personal, long-term relationship. Nonetheless, we offer several avenues for future research in order to shed light on the undesirable outcomes of SNS in the B2B environment. First, does B2B communication via social networking sites have negative ramifications for the internal salesperson-to-salesperson relationship? Second, since negative C2C communications on SNS had a negative correlation with trust in the firm, research that delves into SNS's potentially negative impact on the organizational citizenship behaviors will be interesting and beneficial to marketers. Third, marketing theory and practice will benefit from works that provide insight into the impact of B2B communications over social networking sites on the customer's performance. Fourth, this study conceptualized perceived betrayal as the negative emotion that arises when a customer realizes that others enjoy preferential treatment. Future research could extend this work and examine whether negative emotions such as shame, anger, or envy can be evoked as a result of communications through social media. Finally, it will be worthwhile for a future study to attempt to quantify the benefits from using SNS against the detriment of using SNS. Specifically, does the firm generate more revenue using SNS? What are the potential financial losses associated with SNS through reduced patronage of observing customers and generated negative word-of-mouth?

A second limitation of the study is the cross-sectional nature of the data. Customer-firm relationships and associated behaviors are longitudinal in nature, but

the study took a cross-sectional look at the impact of C2C communications on customer behavior. Marketing theory will benefit from future research that takes a longitudinal approach to investigating whether the ultimate impact of C2C communications over social networking sites varies over time. The third limitation is related to the way the experiment is set up. In the scenarios, only one customer responded to the original post. Although a review of actual online brand communities show that this is common in real SNS, our scenarios do not incorporate the situation where multiple customers respond to the original post. Therefore, even though the scenarios are typical in real SNS settings, the results should be viewed in light of the fact that they do not capture the situation where multiple customers respond to a post.

CONCLUSIONS

This research set out to investigate the collateral damage of C2C communications in a digital context. To accomplish this goal, we examined the level of perceived betrayal elicited as a result of C2C communications on social networking sites and compared it with the perceived betrayal reported when the information is obtained through B2C communications using nonsocial networking means. In addition, we investigated the impact of betrayal on customer behavior. Most important, we examined moderating variables in order to gain a deeper understanding of factors that mitigate the negative impacts of C2C communications through social media. While the preponderance of research and practitioner literature focuses upon the benefits accorded by social media, it remains simply a resource that can harm as well as help the firm.

In conclusion, this research is one of the first theory-based research efforts shedding light on the potential negative impacts of C2C communications on social networking sites. We concur with prior findings that communicating with customers—either directly or indirectly through other customers—via SNS can strengthen the customer-firm bond in a positive way. However, we found that these communications through social media can lead to some accidental damages for the firm. Because of the negative ramifications that can occur as the result of customers-to-customer interactions on social media, managers should watch for red flag conversations between

them. Managers should also be aware that the public nature of social media intensifies feelings such as embarrassment and betrayal when one loses face. Also, it provides practical prescriptions on what managers of social media sites can do to mitigate negative outcomes of C2C communications. Considering that the proportion of the budget that firms allocate to social media strategies continues to increase, this study is an important advancement to marketing theory and practice.

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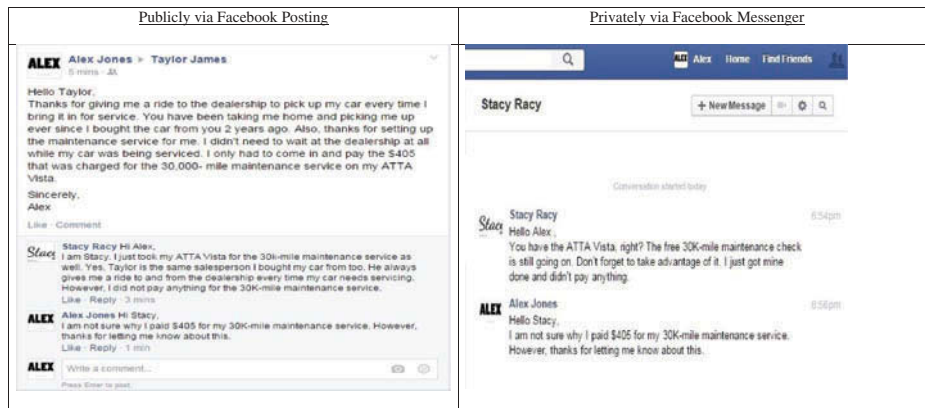
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APPENDIX

The participants were randomly assigned to one of the following scenarios.

Study 1

C2C Communications



B2C Communication

Publicly via Facebook Posting	Privately via Facebook Messenger
<p>ATTA Auto 23 mins · 48</p> <p>Hello Everyone, The free 30K-mile maintenance check is still going on. Don't forget to take advantage of it. --- posted by Taylor Like · Comment · Share</p> <p>ALEX Write a comment... Press Enter to post.</p> <p>ALEX Alex Jones Taylor, Thanks for giving me a ride to the dealership to pick up my car each time I bring it in for servicing. You have been picking me up and bringing me home ever since I bought the car from you 2 years ago. Also, thanks for setting up the maintenance service for me. Because of this I didn't need to wait at the dealership while my car was being serviced. I only had to come in and pay the \$405 that was charged for the 30K-mile maintenance service on my ATTA Vista. Also, your post above mentions that customers get the 30K-mile maintenance check done free of charge. Why did I have to pay? Like · Reply · 6 mins</p>	<p>Blends and more: Hide · See What's New</p> <p>Taylor James + New Message · 12:31am</p> <p>Conversation started today</p> <p>TATU Taylor James Hello Alex, The free 30K-mile maintenance check is still going on. Don't forget to take advantage of it. 12:31am</p> <p>ALEX Alex Jones Hello Taylor, Thanks for giving me a ride to the dealership to pick up my car each time I bring it in for servicing. You have been picking me up and bringing me home ever since I bought the car from you 2 years ago. Also, thanks for setting up the maintenance service for me. Because of this I didn't need to wait at the dealership while my car was being serviced. I only had to come in and pay the \$405 that was charged for the 30K-mile maintenance service on my ATTA Vista. Also, your message above mentions that customers get the 30K-mile maintenance check done free of charge. So why did I have to pay? 12:33am</p>

Study 2

Low Perceived Fairness (C2C)

Publicly via Facebook Posting	Privately via Facebook Messenger
<p>ALEX Alex Jones · Taylor James 7 mins · 21</p> <p>Hello Taylor, Thanks for giving me a ride to the dealership to pick up my car every time I bring it in for service. You have been taking me home and picking me up ever since I bought the car from you 2 years ago. Also, thanks for setting up the maintenance service for me. I didn't need to wait at the dealership at all while my car was being serviced. I only had to come in and pay the \$405 that was charged for the 30,000-mile maintenance service on my ATTA Vista. Sincerely, Alex Like · Comment</p> <p>Stacy Stacy Racy Hi Alex, I am Stacy. I just took my ATTA Vista for the 30K-mile maintenance service as well. Yes, Taylor is the same salesperson I bought my car from too. He always gives me a ride to and from the dealership every time my car needs servicing. However, I did not pay anything for the 30K-mile maintenance service. Like · Reply · 5 mins</p> <p>ALEX Alex Jones Hi Stacy, Taylor (our sales rep) explained why I was charged \$405 for my 30K-mile maintenance service. Taylor said that I did not qualify for a free 30K-mile service check but did not explain why. I have even looked all over their website for more information, but I still can't find any information about why I paid but others do not. Like · Reply · Just now</p> <p>ALEX Write a comment... Press Enter to post.</p>	<p>Stacy Racy + New Message · 12:12 PM</p> <p>Stacy Racy Hello Alex, You have the ATTA Vista, right? The free 30K-mile maintenance check is still going on. Don't forget to take advantage of it. I just got mine done and didn't pay anything. 12:12 PM</p> <p>ALEX Alex Jones Hello Stacy, I am not sure why I paid \$405 for my 30K-mile maintenance service. However, thanks for letting me know about this. 12:13 PM</p> <p>ALEX Alex Jones Update: Taylor (salesperson) did say I had to pay because I didn't qualify for the free maintenance check but didn't explain why. I've even looked all over their website for more information, but I still can't find any information about why I paid but others don't pay. 12:13 PM</p>

High Perceived Fairness (C2C)

Publicly via Facebook Posting	Privately via Facebook Messenger
<p>ALEX Alex Jones > Taylor James 8 mins · 🗨️</p> <p>Hello Taylor, Thanks for giving me a ride to the dealership to pick up my car every time I bring it in for service. You have been taking me home and picking me up ever since I bought the car from you 2 years ago. Also, thanks for setting up the maintenance service for me. I didn't need to wait at the dealership at all while my car was being serviced. I only had to come in and pay the \$405 that was charged for the 30,000-mile maintenance service on my ATTA Vista.</p> <p>Sincerely, Alex</p> <p>Like · Comment</p> <p>Stacy Stacy Racy Hi Alex, I am Stacy, I just took my ATTA Vista for the 30K-mile maintenance service as well. Yes, Taylor is the same salesperson I bought my car from too. He always gives me a ride to and from the dealership every time my car needs servicing. However, I did not pay anything for the 30K-mile maintenance service.</p> <p>Like · Reply · 6 mins</p> <p>ALEX Alex Jones Hi Stacy, Taylor (our sales rep) explained why I was charged \$405 for my 30K-mile maintenance service but others were not charged. Taylor said that I did not qualify for a free 30K-mile service check, because I bought my ATTA Vista from the dealership used. If I had purchased it from the dealership new, I would have qualified for the free service.</p> <p>Like · Reply · Just now</p> <p>ALEX Write a comment... Press Enter to post.</p>	<p>Stacy Racy + New Message · 🗨️ · 🔍</p> <p>Stacy Stacy Racy Hello Alex, You have the ATTA Vista, right? The free 30K-mile maintenance check is still going on. Don't forget to take advantage of it. I just got mine done and didn't pay anything.</p> <p>3/21, 2:45 PM</p> <p>ALEX Alex Jones Hello Stacy, I am not sure why I paid \$405 for my 30K-mile maintenance service. However, thanks for letting me know about this.</p> <p>3/21, 8:50 PM</p> <p>ALEX Alex Jones Update: Taylor (salesperson) did say I had to pay because I do not qualify for a free 30K-mile service check. The reason is that I bought my ATTA Vista from the dealership used. If I had purchased it from the dealership new, I would have qualified for the free service.</p> <p>3/26, 3:42 PM</p>

Low Perceived Fairness (B2B)

Publicly via Facebook Posting	Privately via Facebook Messenger
<p>ATTA Auto Yesterday at 12:03am · 🗨️</p> <p>Hello Everyone, The free 30K-mile maintenance check is still going on. Don't forget to take advantage of it.</p> <p>--- posted by Taylor</p> <p>Like · Comment · Share</p> <p>ALEX Write a comment... 🗨️</p> <p>ALEX Alex Jones Taylor, Thanks for giving me a ride to the dealership to pick up my car each time I bring it in for servicing. You have been picking me up and bringing me home ever since I bought the car from you 2 years ago. Also, thanks for setting up the maintenance service for me. Because of this I didn't need to wait at the dealership while my car was being serviced. I only had to come in and pay the \$405 that was charged for the 30K-mile maintenance service on my ATTA Vista.</p> <p>Also, your post above mentions that customers get the 30K-mile maintenance check done free of charge. Why did I have to pay?</p> <p>Like · Reply · Yesterday at 12:22am</p> <p>ATTA Auto Alex You had to pay the \$405 for your 30K-mile maintenance service because you do not qualify for a free 30K-mile service check. Some customers qualify but others do not.</p> <p>Like · Just now</p> <p>ALEX Alex Jones Taylor You did say I had to pay because I didn't qualify for the free maintenance check but you didn't explain why. I've even looked all over their website for more information, but I still can't find any information about why I paid but others don't pay.</p> <p>Like · Just now</p> <p>ALEX Write a reply... 🗨️</p>	<p>Taylor James + New Message · 🗨️ · 🔍</p> <p>Conversation started today</p> <p>TAYL Taylor James Hello Alex, The free 30K-mile maintenance check is still going on. Don't forget to take advantage of it.</p> <p>1:55pm</p> <p>ALEX Alex Jones Hello Taylor, Thanks for giving me a ride to the dealership to pick up my car each time I bring it in for servicing. You have been picking me up and bringing me home ever since I bought the car from you 2 years ago. Also, thanks for setting up the maintenance service for me. Because of this I didn't need to wait at the dealership while my car was being serviced. I only had to come in and pay the \$405 that was charged for the 30K-mile maintenance service on my ATTA Vista.</p> <p>Also, your email above mentions that customers get the 30K-mile maintenance check done free of charge. So why did I have to pay?</p> <p>1:56pm</p> <p>TAYL Taylor James Alex, You had to pay the \$405 for your 30K-mile maintenance service because you do not qualify for a free 30K-mile service check. Some customers qualify but others do not.</p> <p>2:18pm</p> <p>ALEX Alex Jones Taylor, you did say I had to pay because I didn't qualify for the free maintenance check but you didn't explain why. I've even looked all over their website for more information, but I still can't find any information about why I paid but others don't pay.</p> <p>2:23pm</p>

High Perceived Fairness (B2B)

Publicly via Facebook Posting	Privately via Facebook Messenger
<p>Publicly via Facebook Posting</p> <p>ATTA Auto Yesterday at 12:03am · 🌐</p> <p>Hello Everyone, The free 30K-mile maintenance check is still going on. Don't forget to take advantage of it. --- posted by Taylor</p> <p>2 people reached Boost Post</p> <p>Like · Comment · Share</p> <p>Write a comment...</p> <p>ALEX Alex Jones Taylor, Thanks for giving me a ride to the dealership to pick up my car each time I bring it in for servicing. You have been picking me up and bringing me home ever since I bought the car from you 2 years ago. Also, thanks for setting up the maintenance service for me. Because of this I didn't need to wait at the dealership while my car was being serviced. I only had to come in and pay the \$405 that was charged for the 30K-mile maintenance service on my ATTA Vista.</p> <p>Also, your post above mentions that customers get the 30K-mile maintenance check done free of charge. Why did I have to pay? Like · Reply · Yesterday at 12:22am</p> <p>ATTA Auto Alex, You had to pay the \$405 for your 30K-mile maintenance service you do not qualify for a free 30K-mile service check. The reason is that you bought your ATTA Vista from the dealership new, you would have qualified for the free service. Like · Just now</p> <p>Write a reply...</p>	<p>Privately via Facebook Messenger</p> <p>Taylor James + New Message · 🌐 · 🔍</p> <p>Conversation started today</p> <p>TAYL Taylor James Hello Alex, The free 30K-mile maintenance check is still going on. Don't forget to take advantage of it. 1:15pm</p> <p>ALEX Alex Jones Hello Taylor, Thanks for giving me a ride to the dealership to pick up my car each time I bring it in for servicing. You have been picking me up and bringing me home ever since I bought the car from you 2 years ago. Also, thanks for setting up the maintenance service for me. Because of this I didn't need to wait at the dealership while my car was being serviced. I only had to come in and pay the \$405 that was charged for the 30K-mile maintenance service on my ATTA Vista. Also, your email above mentions that customers get the 30K-mile maintenance check done free of charge. So why did I have to pay? 2:20pm</p> <p>TAYL Taylor James Alex, You had to pay the \$405 for your 30K-mile maintenance service you do not qualify for a free 30K-mile service check. The reason is that you bought your ATTA Vista from the dealership used. If you had purchased it from the dealership new, you would have qualified for the free service. 1:17pm</p>

Study 3

Low Perceived Responsiveness (C2C)

Publicly via Facebook Posting	Privately via Facebook Messenger
<p>Publicly via Facebook Posting</p> <p>ALEX Alex Jones · Taylor James 9 mins · 🌐</p> <p>Hello Taylor, Thanks for giving me a ride to the dealership to pick up my car every time I bring it in for service. You have been taking me home and picking me up ever since I bought the car from you 2 years ago. Also, thanks for setting up the maintenance service for me. I didn't need to wait at the dealership at all while my car was being serviced. I only had to come in and pay the \$405 that was charged for the 30,000-mile maintenance service on my ATTA Vista. Sincerely, Alex</p> <p>Like · Comment</p> <p>Stacy Racy Hi Alex, I am Stacy, I just took my ATTA Vista for the 30K-mile maintenance service as well. Yes, Taylor is the same salesperson I bought my car from too. He always gives me a ride to and from the dealership every time my car needs servicing. However, I did not pay anything for the 30K-mile maintenance service. Like · Reply · 7 mins</p> <p>ALEX Alex Jones Hi Stacy, Taylor messaged me to discuss my concerns about the 30K-mile maintenance service. Taylor messaged me only after I made many posts about my concerns. Like · Reply · Just now</p> <p>Write a comment...</p> <p>Press Enter to post.</p>	<p>Privately via Facebook Messenger</p> <p>Stacy Racy + New Message · 🌐 · 🔍</p> <p>Stacy Racy Hello Alex, You have the ATTA Vista, right? The free 30K-mile maintenance check is still going on. Don't forget to take advantage of it. I just got mine done and didn't pay anything. 4/6 5:00 PM</p> <p>ALEX Alex Jones Hello Stacy, I am not sure why I paid \$405 for my 30K-mile maintenance service. However, thanks for letting me know about this. 4/6 5:12 PM</p> <p>ALEX Alex Jones Update: Several weeks after I'd posted the message above, Taylor contacted me to explain why I didn't get a free maintenance check. This is after I'd made several attempts to reach Taylor. 5/8 5:30 PM</p>


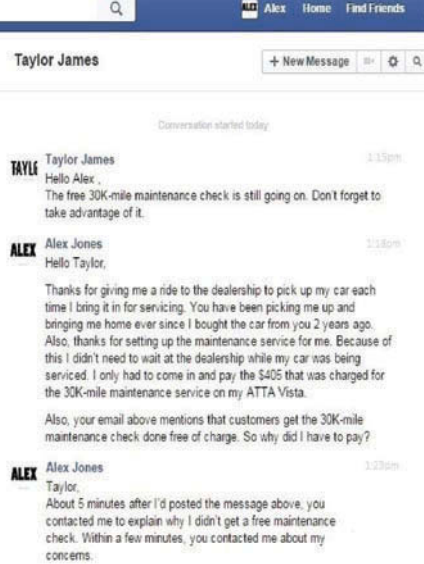
High Perceived Responsiveness (C2C)

Publicly via Facebook Posting	Privately via Facebook Messenger
<p>ALEX Alex Jones > Taylor James 9 mins · 25</p> <p>Hello Taylor, Thanks for giving me a ride to the dealership to pick up my car every time I bring it in for service. You have been taking me home and picking me up ever since I bought the car from you 2 years ago. Also, thanks for setting up the maintenance service for me. I didn't need to wait at the dealership at all while my car was being serviced. I only had to come in and pay the \$405 that was charged for the 30,000-mile maintenance service on my ATTA Vista.</p> <p>Sincerely, Alex</p> <p>Like · Comment</p> <p>Stacy Racy Hi Alex, I am Stacy. I just took my ATTA Vista for the 30k-mile maintenance service as well. Yes, Taylor is the same salesperson I bought my car from too. He always gives me a ride to and from the dealership every time my car needs servicing. However, I did not pay anything for the 30K-mile maintenance service.</p> <p>Like · Reply · 8 mins</p> <p>ALEX Alex Jones Hi Stacy, Taylor messaged me to discuss my concerns about the 30K-mile maintenance service. Taylor messaged me immediately after the post about my concerns.</p> <p>Like · Reply · Just now</p> <p>ALEX Write a comment... Press Enter to add.</p>	<p>Stacy Racy</p> <p>Conversation started today</p> <p>Stacy Racy Hello Alex, You have the ATTA Vista, right? The free 30K-mile maintenance check is still going on. Don't forget to take advantage of it. I just got mine done and didn't pay anything.</p> <p>5/21, 11:19 AM</p> <p>ALEX Alex Jones Hello Stacy, I am not sure why I paid \$405 for my 30K-mile maintenance service. However, thanks for letting me know about this.</p> <p>5/21, 01:52 PM</p> <p>ALEX Alex Jones Update: About 5 minutes after I'd posted the message above, Taylor contacted me to explain why I didn't get a free maintenance check. Within a few minutes, Taylor contacted me about my concerns.</p> <p>5/21, 01:38 PM</p>

Low Perceived Responsiveness (B2C)

Publicly via Facebook Posting	Privately via Facebook Messenger
<p>ATTA Auto Yesterday at 12:03am · 18</p> <p>Hello Everyone, The free 30K-mile maintenance check is still going on. Don't forget to take advantage of it.</p> <p>--- posted by Taylor</p> <p>Like · Comment · Share</p> <p>ALEX Write a comment...</p> <p>ALEX Alex Jones Taylor, Thanks for giving me a ride to the dealership to pick up my car each time I bring it in for servicing. You have been picking me up and bringing me home ever since I bought the car from you 2 years ago. Also, thanks for setting up the maintenance service for me. Because of this I didn't need to wait at the dealership while my car was being serviced. I only had to come in and pay the \$405 that was charged for the 30K-mile maintenance service on my ATTA Vista.</p> <p>Also, your post above mentions that customers get the 30K-mile maintenance check done free of charge. Why did I have to pay?</p> <p>Like · Reply · May 22 at 2:33 PM</p> <p>ALEX Alex Jones Update: Several weeks after I posted the message above, Taylor contacted me to explain why I didn't get a free maintenance check. This is after I'd made several attempts to reach Taylor.</p> <p>Like · May 22 at 4:11 PM</p> <p>ALEX Enter a reply...</p>	<p>Taylor James</p> <p>TAYLOR Taylor James Hello Alex, The free 30K-mile maintenance check is still going on. Don't forget to take advantage of it.</p> <p>4/23, 11:25am</p> <p>ALEX Alex Jones Hello Taylor, Thanks for giving me a ride to the dealership to pick up my car each time I bring it in for servicing. You have been picking me up and bringing me home ever since I bought the car from you 2 years ago. Also, thanks for setting up the maintenance service for me. Because of this I didn't need to wait at the dealership while my car was being serviced. I only had to come in and pay the \$405 that was charged for the 30K-mile maintenance service on my ATTA Vista.</p> <p>Also, your email above mentions that customers get the 30K-mile maintenance check done free of charge. So why did I have to pay?</p> <p>5/21, 2:30pm</p> <p>ALEX Alex Jones Taylor, Several weeks after I'd posted the message above, you contacted me to explain why I didn't get a free maintenance check. This is after I'd made several attempts to reach you.</p>

High Perceived Responsiveness (B2C)

Publicly via Facebook Posting	Privately via Facebook Messenger
 <p>Publicly via Facebook Posting</p> <p>ATTA Auto Yesterday at 12:03am · 🌐</p> <p>Hello Everyone. The free 30K-mile maintenance check is still going on. Don't forget to take advantage of it. --- posted by Taylor</p> <p>Unlike · Comment · Share</p> <p>You like this.</p> <p>ALEX Write a comment...</p> <p>ALEX Alex Jones Taylor, Thanks for giving me a ride to the dealership to pick up my car each time I bring it in for servicing. You have been picking me up and bringing me home ever since I bought the car from you 2 years ago. Also, thanks for setting up the maintenance service for me. Because of this I didn't need to wait at the dealership while my car was being serviced. I only had to come in and pay the \$405 that was charged for the 30K-mile maintenance service on my ATTA Vista. Also, your post above mentions that customers get the 30K-mile maintenance check done free of charge. So why did I have to pay? Like · Reply · 6 mins</p> <p>ALEX Alex Jones Update: About 5 minutes after I'd posted the message above, Taylor contacted me to explain why I didn't get a free maintenance check. Within a few minutes, Taylor contacted me about my concerns. Like · Just now</p> <p>ALEX Write a reply...</p>	 <p>Privately via Facebook Messenger</p> <p>Taylor James</p> <p>+ New Message</p> <p>Conversation started today</p> <p>TAYLOR Taylor James Hello Alex The free 30K-mile maintenance check is still going on. Don't forget to take advantage of it.</p> <p>ALEX Alex Jones Hello Taylor, Thanks for giving me a ride to the dealership to pick up my car each time I bring it in for servicing. You have been picking me up and bringing me home ever since I bought the car from you 2 years ago. Also, thanks for setting up the maintenance service for me. Because of this I didn't need to wait at the dealership while my car was being serviced. I only had to come in and pay the \$405 that was charged for the 30K-mile maintenance service on my ATTA Vista. Also, your email above mentions that customers get the 30K-mile maintenance check done free of charge. So why did I have to pay?</p> <p>ALEX Alex Jones Taylor, About 5 minutes after I'd posted the message above, you contacted me to explain why I didn't get a free maintenance check. Within a few minutes, you contacted me about my concerns.</p>

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